

American Association of Physicists In Medicine "Leadership Tuesday" Session 1: Empathy

Tony Cucolo, Jackie Zoberi and Gene Carderelli
Summer 2019



Icebreaker

- Your name.
- Where you grew up.
- Your institution or organization.
- What you do (*not* your job title).
- Your favorite movie of all time.

Leadership Primer



It's Leadership Tuesday! What do you mean by "Leadership"?



Almost as many definitions of leadership.

- "Someone who directs the actions of willing followers..."
- "Motivating a group to achieve a goal..."
- "Influencing and inspiring people to overcome a challenge..."
- "Guiding others to complete a task..."
- "The capacity to translate vision into reality..."
- "The art of getting someone else to do something you want done because s/he wants to..."



(Please note: all complete sentences in quotes throughout this product are unclted merely to minimize distraction; they are not mine nor do they represent original thought from me.)



And then there's that stark difference between leadership and management:

- "You manage things; you lead people."
- "Managers do things right; leaders do the right thing."
- "Managers take people where they want to go; a leader takes people where they don't necessarily want to go but ought to."
- "Managers maintain status quo; leaders challenge status quo."
- "Managers have subordinates; leaders have followers."

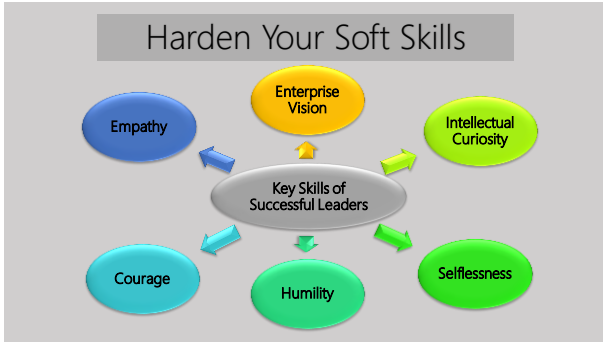


*"Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and **improve the organization.**"*

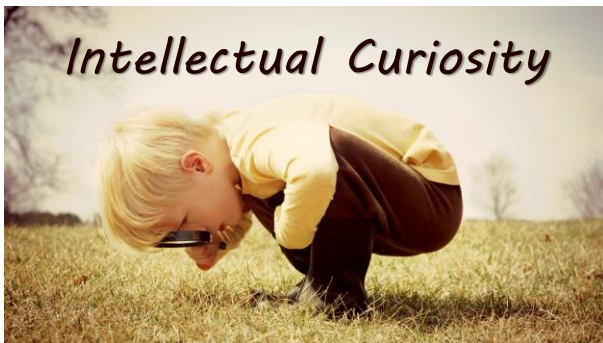


A thought about how to improve your leadership ability...

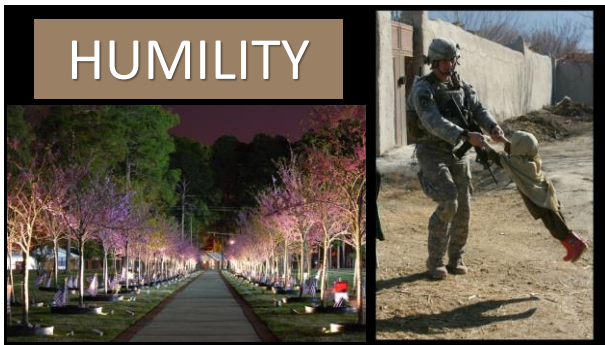
















The Importance of Empathy

- Last and in my opinion, the most important one for leading groups in 21st Century.
- This is the ability to put yourself in others' shoes and identify with and understand their situation or condition...and have compassion for them as appropriate.
- If applied naturally and universally to those you lead and all with whom you interact, it furthers a climate of openness, approachability, and accelerates the willingness to form a team.
- This one you have to practice and grow; it will change in you over time. (FT Hood motor pool mutiny; dispensing justice; Bosnia extension; punishing naive officer; fighting for the needs of the disadvantaged)
- If empathetic, you cannot help but be a better mentor – people will flock to you, want to be a part of your organization...because empathy makes you reflexively "lift as you climb."



Old School/Not Effective:

Title/Position + Responsibility + Authority = Leader

21st Century/Effective:

(Responsibility + Authority) x (Respect + Trust) = Leader

Responsibility and Authority are *given*.
Respect and Trust are *earned*.



What brings about Respect and Trust?

- **V+E = R+T**
 - Showing Vulnerability and leading with Empathy get you the respect and trust needed to effectively lead teams to the highest level.
- Vulnerability – feeling of fear or shame; fear of not being good enough; feeling you are exposed to attack.
- Empathy -- a desire and ability* to understand others' feelings and point of view.

*prove by word and deed or action



How to practice and grow empathy:

1) Avoid sympathy

2) Apply a simple formula: *"listen, confirm, 'act.'"*

"Act"...technique: share a vulnerability in order to connect...if you are an empowered leader, "act" also means additionally you find a way to address the issue.









Relevance to the Profession
Jackie and Gene

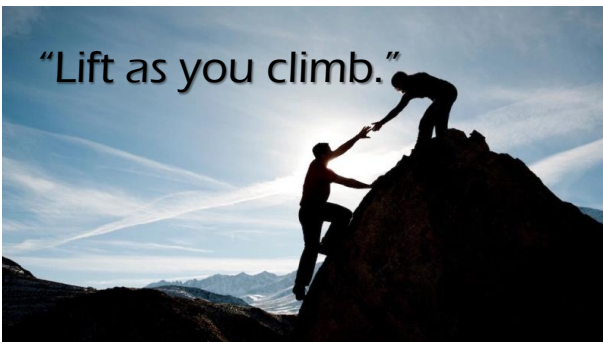
Practical Exercise:
"Listen, Confirm, Act"



Closing thought:

You are professionals in a profession.

Always – always! -- take care of your peers, and...



AAA-0

(Anything, Anytime, Anywhere, Bar Nothing)

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