“Learn from My Mistakes!
Leadership in Education”

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“You must learn from the mistakes of others. You can’t possibly live long enough to make all of them yourself.”

- Sam Levenson (1911-1980)
• **My Mistakes!!**
  - Not giving feedback
  - Not making time for your team
  - Being too “hands on”
  - Being too “hands off”
  - Being too friendly
  - Failing to define goals
  - Misunderstanding motivation
  - Hurrying recruitment
  - Not “walking the walk”
  - Not delegating
• **Know yourself**
  • “No one knows his own strengths who does not know his own weaknesses”
• **Know yourself**
  • “No one knows his own strengths who does not know his own weaknesses”
  • Enlightenment Instruments
    • Myers-Briggs Type Indicator
    • DiSC
    • Strengths Finders (latest version)
    • Enneagram
So what do I need to learn?
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- Communication skills
- Setting priorities
- Getting organized
- Persuasion approaches
- Negotiation techniques
- Conflict management
So what do I need to learn?

- Communication skills
- Motivating others
- Managing change
- Strategic thinking
- Innovation approaches
- Problem-solving
- Managing culture
So what do I need to learn?

- Communication skills
- Team building
- Situational leadership
- Crisis management
- Relationship management
- Emotional intelligence
What was odd about those last 3 slides?
Communications
Communications!!
“The single biggest problem in communications is the illusion that it has occurred.”

- William H. Whyte, Fortune, 1950 42:77-83
• Fly
• Grill
• Gucci
• Biscuits
• Salty
• Bounce
• Rides
• GOAT
Circle the Wagons!
Observation Exercise
What did you see?
• “The way we see the problem, IS the problem”
  • Steven Covey
Ladder of Inference
• 1-Directly observable data
Ladder of Inference

- 2-Observe and select data
- 1-Directly observable data
• 3-Translate and label
• 2-Observe and select data
• 1-Directly observable data

Ladder of Inference
• 4-Evaluate and causally explain
• 3-Translate and label
• 2-Observe and select data
• 1-Directly observable data

Ladder of Inference
5- Decide whether or not to respond
4- Evaluate and causally explain
3- Translate and label
2- Observe and select data
1- Directly observable data

Ladder of Inference
• Inquire to Learn
• Paraphrase for Clarity
• Acknowledge their Feelings
• Inquire to Learn
• Paraphrase for Clarity
• Acknowledge their Feelings
• Don’t talk too fast
• Inquire to Learn
• Paraphrase for Clarity
• Acknowledge their Feelings
• Don’t talk too fast
• What is the question behind the question you are being asked?
• Inquire to Learn
• Paraphrase for Clarity
• Acknowledge their Feelings
• Don’t talk too fast
• What is the question behind the question you are being asked?
• Look at the situation from the other person’s perspective
• Inquire to Learn
• Paraphrase for Clarity
• Acknowledge their Feelings
• Don’t talk too fast
• What is the question behind the question you are being asked?
• Look at the situation from the other person’s perspective
• Look for a way to say yes to part of the request.
- Inquire to Learn
- Paraphrase for Clarity
- Acknowledge their Feelings
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- What is the question behind the question you are being asked?
- Look at the situation from the other person’s perspective
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- “I” not “you”
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• Paraphrase for Clarity
• Acknowledge their Feelings
• Don’t talk too fast
• What is the question behind the question you are being asked?
• Look at the situation from the other person’s perspective
• Look for a way to say yes to part of the request.
• “I” not “you”
• “It’s NOT about….”
• Inquire to Learn
• Paraphrase for Clarity
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• What is the question behind the question you are being asked?
• Look at the situation from the other person’s perspective
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• “I” not “you”
• “It’s NOT about….”
• “Yes, AND…” (Don’t say “Yes, BUT…”)

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• “I” not “you”
• “It’s NOT about....”
• “Yes, AND...” (Don’t say “Yes, BUT...”)
• Amygdala Hijack
• Acknowledge their Feelings
  • The “last” thing is the “real” thing
  • Tears tell the tale
  • Acknowledging is not agreeing

• *Difficult Conversations: How to Discuss What Matters Most*
  • Douglas Stone, Bruce Patton, Sheila Heen

How to Put in to Practice
• Written Materials
  • Periodicals
    • Harvard Business Review
  • Articles
  • Books
• Instructional Programs
  • Courses and Seminars
  • Fellowships
    • Costin Institute for Osteopathic Medical Educators
    • AACOM Senior Leadership Development Program
  • Certificate Programs
    • Specialty college-based
  • Degree Programs
    • UNE-COM
• Personal Guidance
  • Mentor
  • Coach
• Many people want to “be” leader, they don’t want to “do” leader. Strive to deserve the title!