



University of California  
San Francisco

# Leading with Influence

Catherine Lucey MD  
Executive Vice Chancellor and Provost  
UCSF

# My Personal Journey in Educational Leadership





# My Journey



# Leadership Development

Courses

Institutional  
Stretch  
Assignments

Professional  
organizations

Coaching

Therapy

# Significant Shift in Leadership approach

## 20th Century



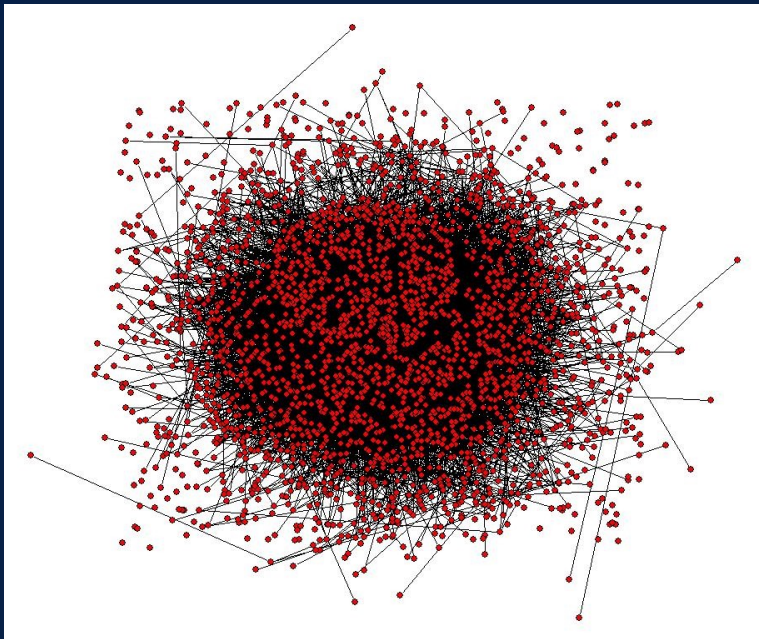
Transactional:  
Quid pro quo

## 21st Century



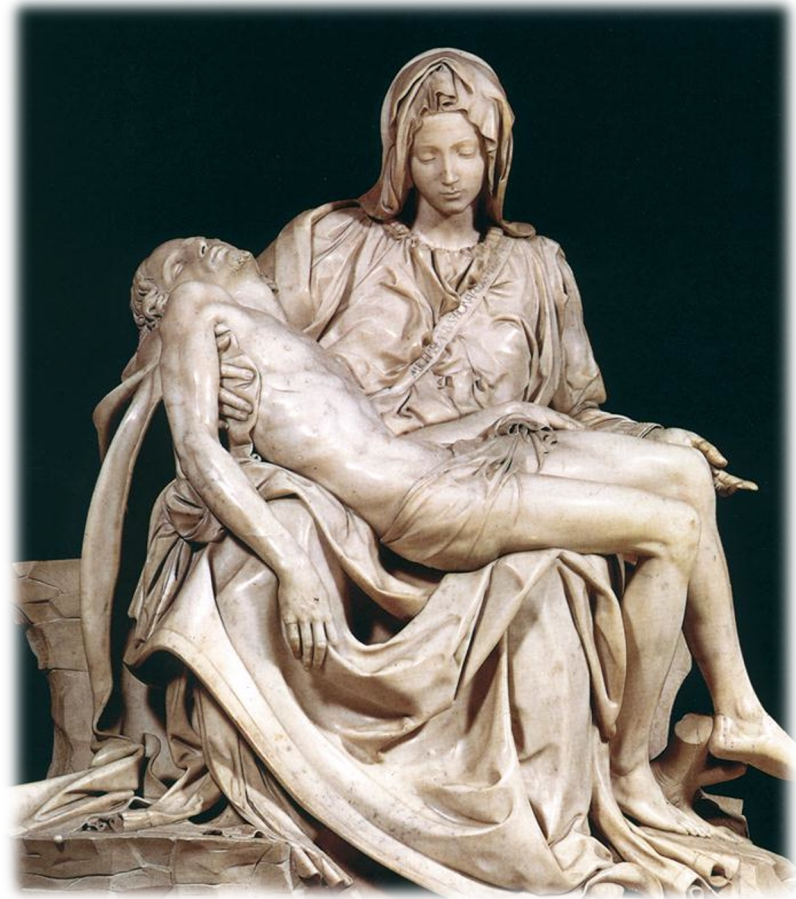
Transformational:  
Collaboration/Teamwork

## Rationale: Complexity



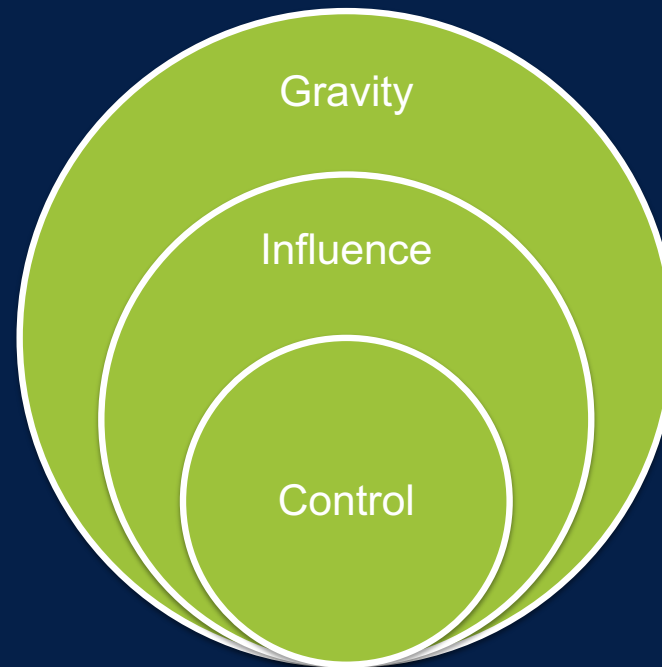
- Problems and Processes have changed
- No “silver bullet” solutions
- Impossible for single individual to know all information at all times
- Greater need for multiple minds analyzing and proposing solutions

Transformational  
leaders bring people  
together to envision a  
better world and then  
create it.





# Transformational Leaders operate in the Circle of Influence



# Becoming Influential: The Role of Trust



# What is Trust?

The belief by an individual that the person they trust has the **right intentions** and the **ability** to help them when they are in a **vulnerable** or **risky** situation.



# Critical Elements of Trust

- Vulnerability is an essential precursor
- Forward Thinking, unlike satisfaction
- Optimistic, unlike expectations
- Open-ended, unlike task completion
- Contextual, unlike traits



Created by Luis Prado  
from Noun Project

Mayer RC. Academy of Management Review. 1995; 20(3):209-234

Hall MA et al. Milbank Quarterly 2001; 79(4): 613-639

Nys T. Journal of Medicine and Philosophy. 2016; 41: 10-24

# Trust has Intrinsic and Instrumental Value

Intrinsic: Trust is the defining characteristic of the leadership, giving it meaning and purpose



Instrumental: High Trust improves outcomes

Patients: adherence, satisfaction,  
long term relationships

Teams: better performance,  
satisfaction, attitudes

Learners: performance, motivation,  
empowerment, mental health

# Antecedents to Trust

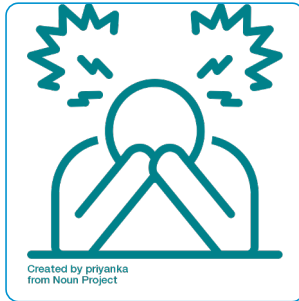
- Trust Propensity
- Trustworthiness
  - Ability (Competence)
  - Integrity (Character)
  - Beneficence (Caring)



---

*Hall MA et al. Milbank Quarterly 2001; 79(4): 613-639*  
*Nys T. Journal of Medicine and Philosophy. 2016; 41: 10-24*

# Deciding to Trust is a Deeply Emotional Decision



- Decision about a trustee's character and caring often overshadow knowledge of competence
- Violation of Trust → Moral Outrage
  - *you were not the person I thought you were..*
- Poor Outcome with Trust maintained → Forgiveness
  - *you didn't accomplish what I hoped you would...but you tried.*

What leadership competencies and character traits engender trust and support influence?





# MIT 4-CAPS Leadership Abilities

Relating



Created by Gregor Cresnar  
from Noon Project

Building Trusting Relationships  
Forming Collaborative Teams  
Sharing in Leadership

Visioning



Leading with Purpose  
Painting a Compelling Future

Inventing



Creating structures and  
Processes to Move Forward

# MIT 4-CAPS Leadership Abilities

Relating

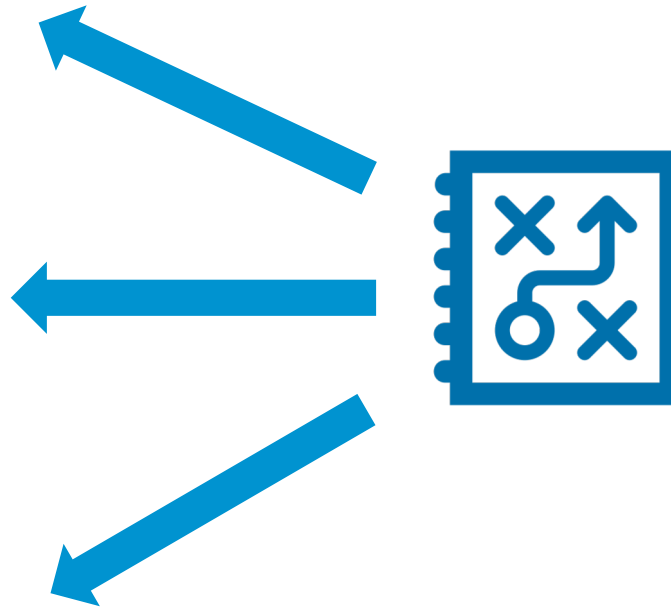


Created by Gregor Cresnar  
from Noun Project

Visioning



Inventing



Sensemaking:  
Most correlated  
with effective  
leadership

*Karl Weick*

# Sensemaking: Next to Trustworthiness, the key to Influence



# Sensemaking

Structure the unknown so we can act in it

The unknown environment

The unsolved problem

The unfamiliar partner/competitor

The unforeseen threat

The uncertain opportunity



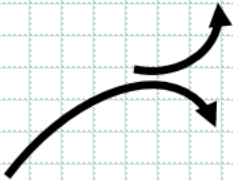
Turn complexity into something that can be comprehended and thus worked on— an undecipherable problem morphs into something that can be understood

# When is Sensemaking needed? When Mindset Changes are Needed

- Adaptive Challenges:
  - Gap between current reality and future ideal, requires reboot of how we think and act
- Dynamic environments
- Dysfunctional Relationships
- Strategic Inflection Points

**Recognizing Points of Strategic Inflection**

*“Strategic Inflection Points do not always lead to disaster...[they create opportunities for players who are adept at operating in the new way”*



*“A Strategic Inflection Point is the time in the life of a business when its fundamentals are about to change.”*

Andrew S. Grove, Only the Paranoid Survive: How to Exploit the Crisis Points that Challenge Every Company,” Random House, 1996

# Why does sensemaking work?



- Sensemaking is like cartography
- Maps:
  - Create a vision and a mental model that can be shared
  - Provide hope and empowerment
  - Change anxiety into action
  - Can be iterated upon as conditions change

# Maps Must Be Plausible— Not Perfect



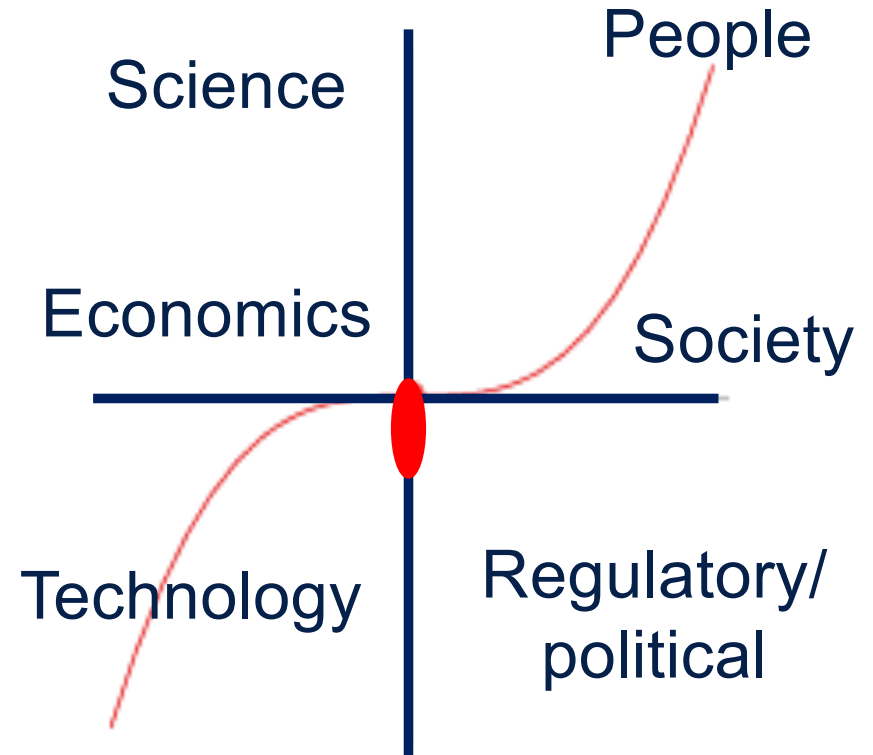
# Becoming a Sensemaker





# 1. Explore the Wider System

- Seek out data from many sources: literature, focus groups, conversations, interviews
- Involve others, including those different than you: diversity, points of view, experiences, expertise
- Move beyond stereotypes: consider each situation as a new situation, without falling back on old ideas “seeing with new eyes”



## 2. Create a Map or Story of the Situation

Realize that there are few new problems— just old problems with different clothes on



- Pull up!!! If you can't solve a small problem, make it bigger
- Let your map emerge from what you are hearing
- Put the emerging situation into a new framework— use images, metaphors, draw analogies
- Consider contrasting metaphors

### 3. Act to change the system and learn



**FAIL  
FAST  
AND  
CARRY  
ON**

- Small experiments can test your framework
- Realize that your behavior creates the environment in which you are solving problems– your experience of the world may not be other's experience
- Adapt your framework as you see the results of your experiments

# Sensemaking in the Real World: Influence

- Where? Committees and conversations
- How to prepare
  - READ from diverse sources
  - Draw connections
  - Analyze successes and failures and write a story about them
  - Get comfortable with some frameworks “what we have here is...”
- Listen for clues and offer observations

# Sensemaking in your own life

- Reflected Best Self Exercise (positive organizational scholarship)
- Identify 10-12 respondents who know you from different situations and ask for feedback about your strengths– ONLY!
  - Ask for examples of times when they saw (or felt) you use those strengths in a way that was impactful to them
- Seek patterns and themes
- Write a story or self portrait about yourself
- Draw a map from where you are to where you should be to leverage your best self

# Personal Notes As You Return to Your Home Institutions

## Celebrate

- Celebrate your choice of medical education as a career
- Your skills add value to all aspects of academic medicine and healthcare

## Recognize

- Recognize that urgent problems require slow, deliberate, discerning leadership
- Avoid quick but ineffective solutions

## Share

- Share the compassion you have for others with yourself