

# Why just manage when you can lead ?



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# Who am I ?

- An EMS provider, supervisor and manager for over 25 years
- A perpetual student
- A leader in development



# My thinking

- I have seen and delivered my share of presentations on supervision and management – this one is geared to helping all of you lead and, hopefully, lead the right way

# Disclaimer

- Although I will be sharing many secrets and tricks of the trade I have picked up in my EMS career, there is no promise that you will leave this room and become an instant EMS leadership superhero

# Why are you here today?

- One of three reasons:
  - You want to learn how to lead
  - You want to learn how to lead better
  - You wandered into the wrong presentation

# What does leadership mean to you?

- Most presentations begin with a definition or definitions – this time, I want you to provide it
- What does being a leader mean to you ?
- What are the traits you have seen effective leaders exhibit?

# Amazing quote

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- *"To lead is to live dangerously."*
- Marty Linksky, 2002

# Leading can be complicated



# An often-asked question

- Is there a recipe for how to be a leader?



# Is it an Art ? A Science?

- Honesty
- Ability to communicate
- Ability to delegate as appropriate
- Ability to strategize
- Commitment
- Vision
- Ability to inspire
- Positive attitude
- Ability to resolve conflict

# Characteristics of Admired Leaders

## Proactive vs. Reactive

- The exceptional leader is always thinking three steps ahead. Working to master his/her own environment with the goal of avoiding problems before they arise.

## Flexible/Adaptable

- How do you handle yourself in unexpected or uncomfortable situations? An effective leader will adapt to new surroundings and situations, doing his/her best to adjust.

# Characteristics of Admired Leaders

Character Trait	2007	2002	1995	1987
Honest	89	88	88	83
Visionary	71	71	75	62
Inspiring	69	65	68	58
Competent	68	66	63	67
Intelligent	48	47	40	43
Fair-minded	39	42	49	40
Straight- forward	36	34	33	34
Broad-minded	35	40	40	37
Supportive	35	35	41	32

# Cross-Cultural Comparisons

Country	Honest	Visionary	Inspiring	Competent
Japan	67	83	51	61
Sweden	84	86	90	53
USA	89	71	69	68

# Traditional Leadership theory

## Behaviourist Theory (Blake and Mouton, 1964)

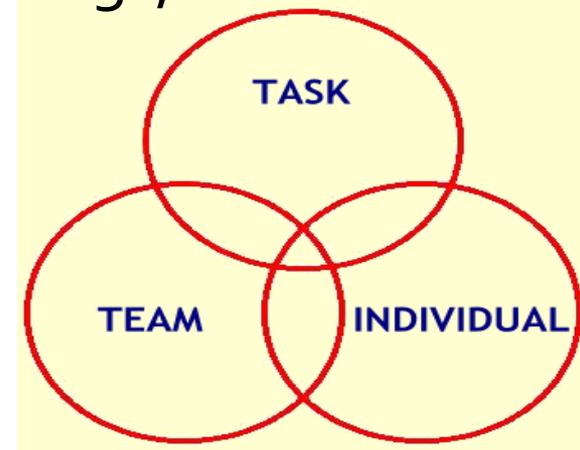
- Leaders behaviour and actions, rather than their traits and skills e.g. production orientated or people orientated
- Different leadership behaviours categorised as 'leadership styles' e.g. autocratic, persuasive, consultative, democratic
- Doesn't provide guide to effective leadership in different situations

# Traditional Leadership theory

Functional Theory(John Adair, Action Centred Leadership, 1970)

The leader is concerned with the interaction of 3 areas:

- **Task** – goal setting, methods and process
- **Team** – effective interaction/communication, clarify roles, team morale
- **Individual** – attention to behaviour, feelings, coaching



# New Leadership theory

## **Transformational Theory** (Bass and Avolio, 1994)

- Leaders inspire individuals, develop trust, and encourage creativity and personal growth
- Individuals develop a sense of purpose to benefit the group, organisation or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.

# Leaders listen

- You need to actively listen – listen to the people around – those who work with you - even those you think are a pain in the ass.



**Listen!**

# Leaders learn

- And they keep learning through conferences, publications, peers, mentors, experiences, and the list goes on

# Leaders are curious

- They want to understand the systems behind the way things work or don't
- This curiosity comes out before "it" hits the fan and after

# Leaders coach

- Coaching is a one-to-one process - a relationship - between an individual and a coach with specific objectives and goals focused on developing potential, improving relationships, and enhancing performance.
- Do you coach your employees ?



# Leaders model

- Leaders model the behaviors they want those they are leading to engage in
- *"I don't gripe to you, Reiben. I'm a Captain. We have a chain of command. Gripes go up, not down. Always up. You gripe to me, I gripe to my superior officer, and so on and so on and so on. I don't gripe to you. I don't gripe in front of you. You should know that, as a Ranger."*

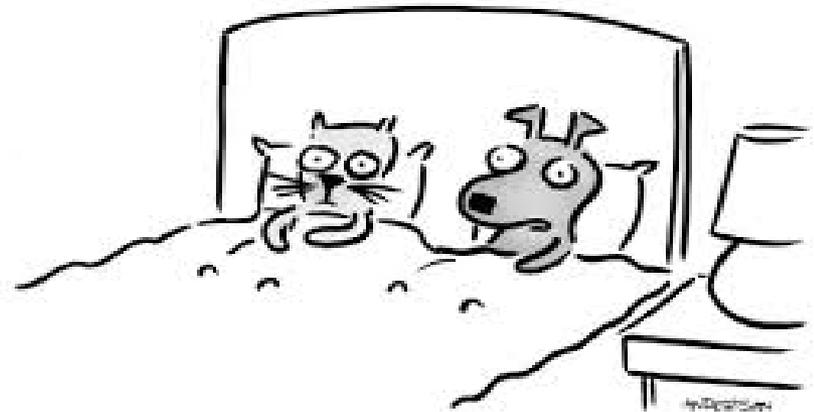


# Leaders make mistakes

- Everybody makes mistakes...everybody...but the smart people aren't remembered for the mistakes but rather the moves after those mistakes
- Try not to repeat your mistakes

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"This was a mistake."

# Leaders apologize

- Leaders figure out when they have done wrong, apologize to those they have wronged and move on....yeh, they move on

# Leaders anticipate

- I don't think leaders need to know how to read tea leaves or a crystal ball but...you do need to be aware of those things that have the potential to impact you in the future
- KKK spec, MIH, what else ?



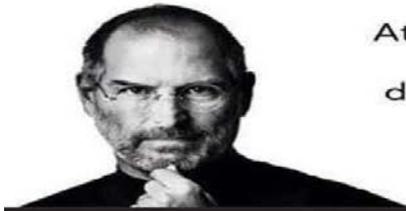
# Leaders don't take shortcuts

- Even if it takes longer to get it done



# Leaders are prepared to fail

## FAMOUS FAILURES

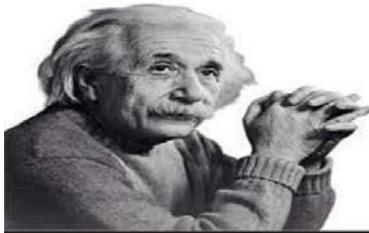


### STEVE JOBS

At 30-years-old he was left devastated and depressed after being unceremoniously removed from the company he started.

### WALT DISNEY

Fired from a newspaper for "lacking imagination" and "having no original ideas."



### ALBERT EINSTEIN

He wasn't able to speak until he was almost 4-years-old and his teachers said he would "never amount to much."

### OPRAH WINFREY

Was demoted from her job as a news anchor because she "wasn't fit for television."



### MICHAEL JORDAN

After being cut from his high school basketball team, he went home, locked himself in his room, and cried.

### THE BEATLES

Rejected by Decca Recording Studios, who said "We don't like their sound - they have no future in show business."

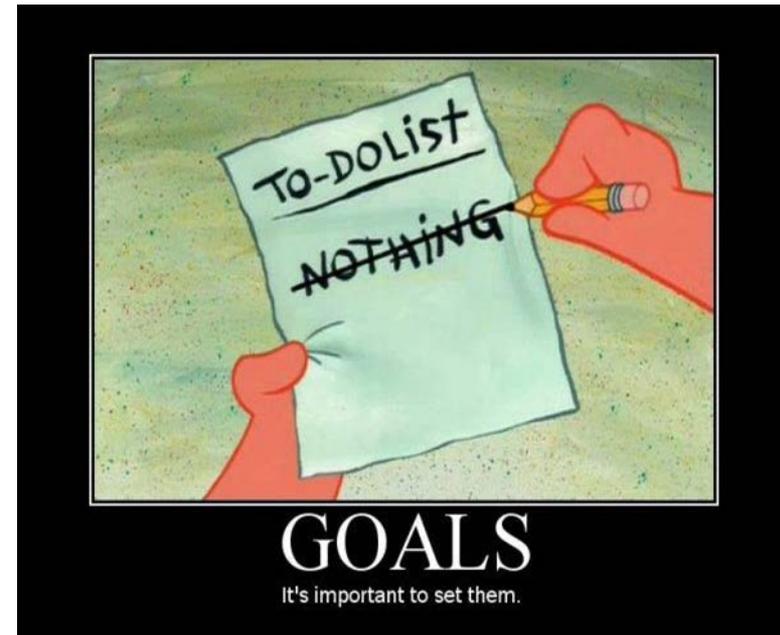


@ATIPEOPLE

**IF YOU'VE NEVER FAILED,  
YOU'VE NEVER TRIED ANYTHING NEW.**

# Leaders understand goals

- These can be immediate or long term goals...but leaders have them on their radar screen



# Leaders don't manage time, they manage expectations

- They make no assumptions
- They know when to push back (aka they sometimes say "no")
- They triage

# Leaders need coaches

- Even Tiger Woods has a coach – he won the US Open 3 times, the PGA championship 4 times, the Masters multiple times....AND he still has a coach



# Leaders have a personal board of directors

- People they rely on, who they respect, who they listen to, who have “been there, done that” and can help



# Leaders embrace healthy conflict

- You read that correctly but the trick is how to keep it healthy



# Leaders communicate

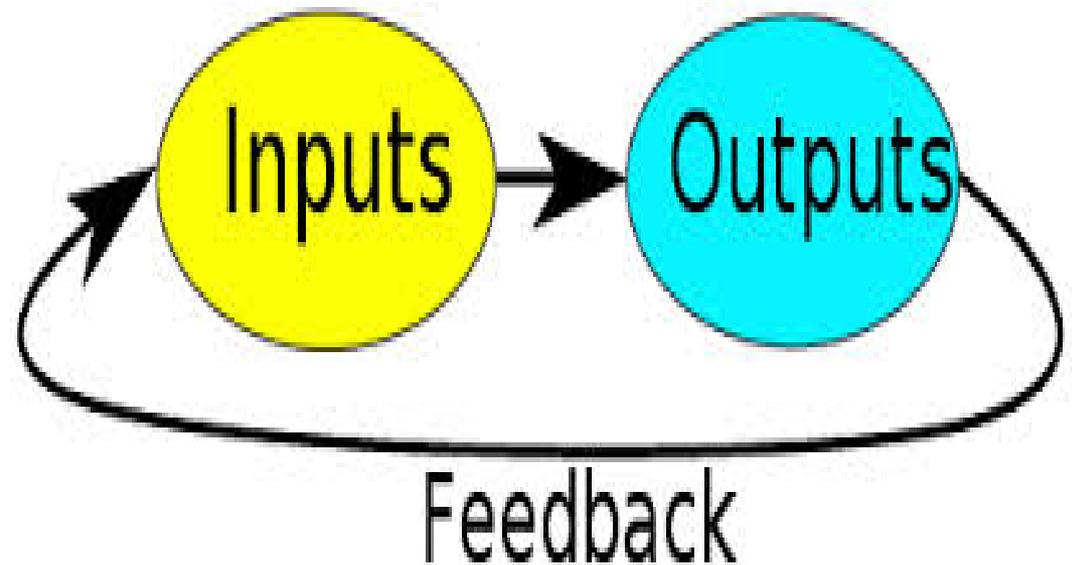
- To lead, you must be an effective communicator – period.
- In speaking, in writing, in emails and even in your body language

# Leaders are open to change

- A leader will take into account all points of view and will be willing to change a policy, program, cultural tradition that is outdated, or no longer beneficial to the group as a whole.

# Leaders are interested in feedback

- How do people feel about your leadership skill set? How can you improve?
- View feedback as a gift to improve.



# Leaders plan for when they won't be there

- Yes, we don't like to think about it....but one day we won't be working where we work now.
- Who will continue our efforts? Have you thought about this ?



# Leaders are evaluative

- They evaluate people, events and programs - this is essential for an organization/group to improve and progress.
- An exceptional leader will constantly evaluate and change programs and policies that are not working.

# But mistakes and rejection are inevitable

- Did you know that Abraham Lincoln was defeated in six state and national elections before being elected President?
- Barry Bonds struck out 1,539 times on his way to hitting 762 home runs?
- Theodor S. Geisel wrote a children's book that was rejected by 23 publishers. The 24<sup>th</sup> publisher sold 6 million copies of the first "Dr. Seuss" book.
- Leaders makes mistakes too, but what sets them apart is that they learn from their mistakes.

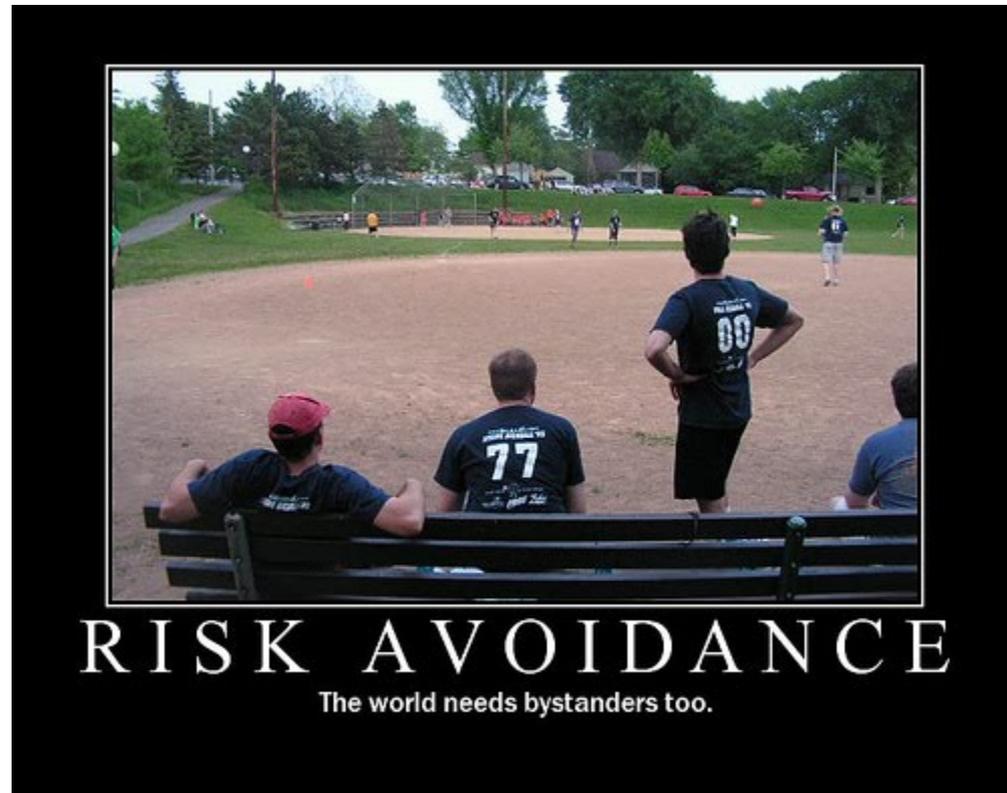
# What stands in the way

- They set the course and then they stop navigating.
- You must be constantly re-evaluating and that means re-plotting the course.



# What stands in the way

- Risk aversion – people get so afraid to do something wrong that they end up doing nothing



# What stands in the way

- Leaders can get arrogant



# What stands in the way

- Failure to listen...and I mean really listen



# Still applicable



# Closing Thoughts

*" A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves."*

*-Unknown*

# Thanks for listening

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