



Society of Clinical Vascular Surgeons  
**What Makes a Great  
Leader?**

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Grabowski

# Leadership Reflection Exercise

1

I am a \_\_\_\_\_ leader.  
(insert the most relevant adjective)

2

My 3 most important leadership values are \_\_\_\_\_,  
\_\_\_\_\_, and \_\_\_\_\_.

3

My behaviors that support those values are \_\_\_\_\_,  
\_\_\_\_\_, and \_\_\_\_\_.



# What makes a Great Leader?

Objectives:

1. What makes a great leader?
2. Emotional Intelligence is foundational to leadership
3. What is your Leadership Brand?
4. What is the Leadership Process?



# We have all lead at some time

Let's go back in time and think about when you were younger and you had to take the lead...

1. Family
2. School project
3. Residency
4. New Job



# Leadership is...

Let's take the mystery out of leading

“Getting work done through and with **others**. A process to get things done and always leveraging the strengths of **others**.”

*-Charlene Grabowski*

“A leader's job is not to do the work for others. it is to help **others** figure out how to do it for themselves, to get things done and succeed beyond what **they** thought possible.”

*-Simon Sinek*

“Anyone who takes responsibility for finding the **potential in people** and has the courage to **develop that potential**. “

*-Brene Brown*



# Leader

- Creates Vision
- Takes risks
- Long term/future focus
- Builds relationships
- Why?
- Coach, inspire, develops others
- Fosters ideas
- Shapes culture
- Multiplies

# Manager

- Creates goals
- Controls risk
- Short term
- Builds systems
- How?
- Directs, instructs
- Assigns duties
- Delegates
- Endorses culture

# Contributor

- Fulfills goals
- Avoid risk
- Daily
- Works within structure
- Follows instruction
- Listen, learn, comply
- Completes duties

# Leadership Defined

Leadership is NOT

- Ego
- Power
- Supreme knowledge
- Popularity
- Personality
- Vast experience
- Not making hard decisions
- About you



# Foundations of Leadership

1. Self-awareness
2. Authenticity, Honesty and Transparent Communication
3. Accountability
4. Teamwork + Collaboration







## Be curious and learn

You don't get promoted because of what you already know. You get promoted because of how fast you can learn

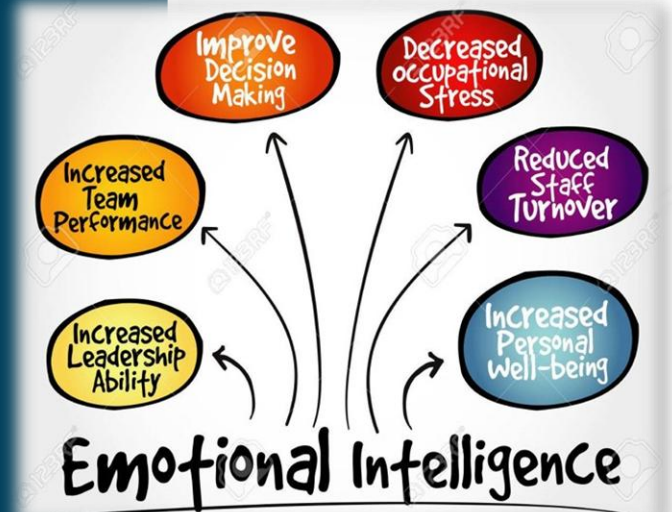


# Emotional Intelligence

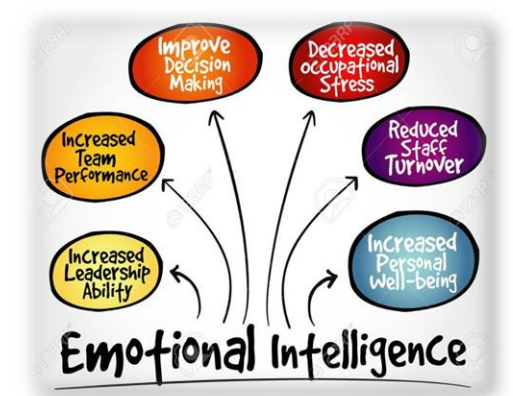
Leadership success comes with a greater understanding of your own Emotional Intelligence.

“Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that Emotional Intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate.”

*D. Goleman HBR Jan. 2004*



# Emotional Intelligence – 5 Attributes



1. **Self Awareness** – The ability to identify your moods and actions and the impact on others.
2. **Self Regulation** – The ability to correct your mood and action and not jump to judgment. Bring water to the fire not gasoline – CALM
3. **Motivation** – Doing what you do beyond the financial benefit. Truly loving what you do and others seeing this in you.
4. **Empathy** – Ability to understand others emotional makeup of other people and listen but not to “own” the responsibility. ( I hear you what do you think you should do?)
5. **Social Skill** – Proficiency in managing relationships building networks. Ability to find common ground and build rapport

## What's your brand?

1. What do others say when you're not in the room?
2. Who calls you for your expertise and why?
3. Who wants to work by your side with you in the OR and why?
4. Who wants to work with you to publish papers and why?



Mercedes-Benz





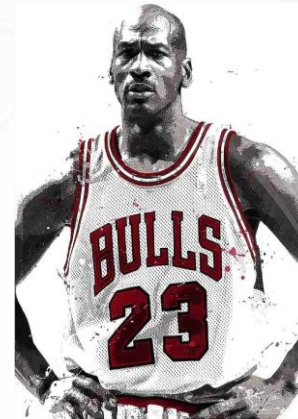
Mercedes-Benz



### Characteristics of these Brands:

1. Trusted
2. Stable
3. Admired
4. Responsible
5. Successful

# Does the brand make the person or Does the person make the brand?



# Your Unique Value Proposition

Stand out!

The 1 thing that sets you apart from others.

1. A unique attribute, feature or ability
2. Must matter to your audience
3. You must be able to prove it

What is yours?





# What is your brand?

And what do others say about you?

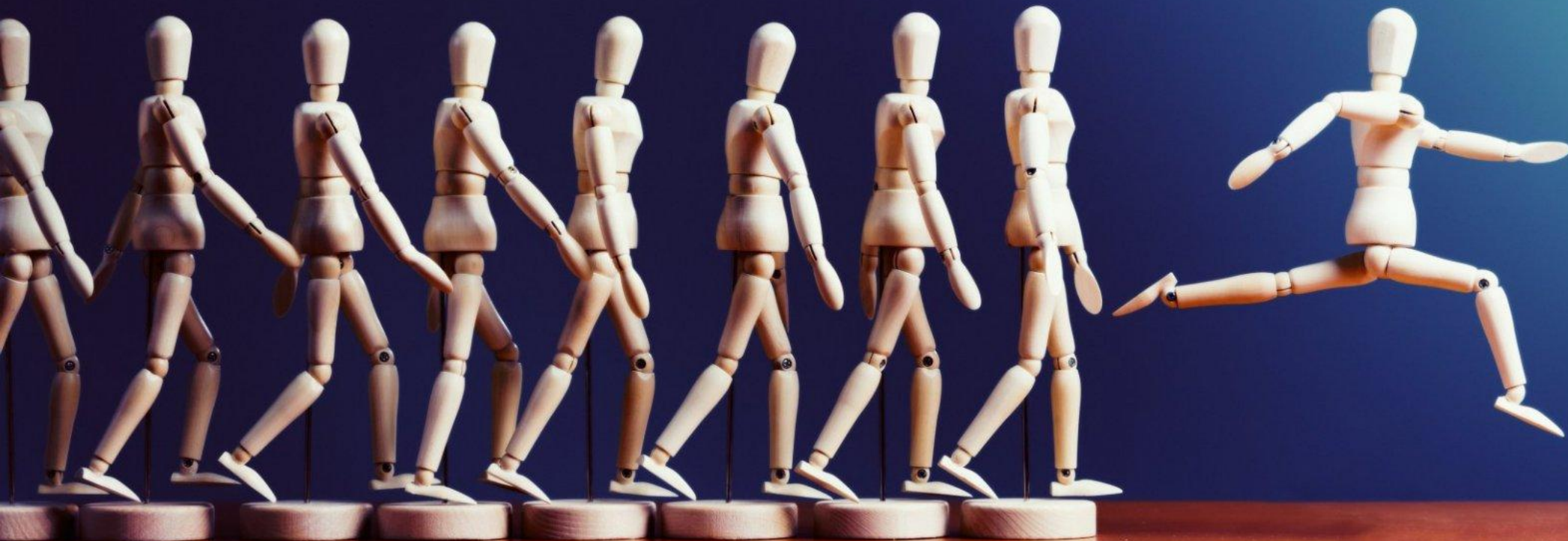
Dr. X is....

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



Leadership

Don't wait for the Memo!



# Leading from Any Seat

## Discussion

In your career, what has separated good leaders from great leaders?



# Good Leaders From Great Leaders

## Some Insights

- Saw potential in me
- Set a vision
- Took responsibility-no blaming
- Competent and successful
- Held people accountable
- Compassion
- Self Confident



# WHAT of Leadership

## The Leadership Process 8 Steps

1. **Purpose:** Why do we care about this work and why do others follow you?
2. **Set a Vision:** Defines where you want to go now and in the future
3. **Mission:** What is the work we do daily to drive our mission?
4. **Values:** How do you want the team to behave on this team? (Brand)



# WHAT of Leadership

## The Leadership Process 8 Steps

5. **Goals:** What are the milestones we need to achieve to get to your vision?
6. **Strategy:** A set of actions to meet our goals
7. **Metrics:** What are the correct measures to know if we are exceeding, making progress or failing?
8. **Reward:** What are you doing to celebrate success along the way?



# 1. Defining Your Purpose

1. **Purpose:** Why do you do this work and why do others follow you?  
HEART



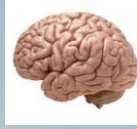
*“Is it meaningful enough for me to want to do this and WIFM-What’s in it for me?”*

The **HOW** to get there requires:

- Authenticity
- Transparent communicator
- Trust
- Meaningful work



## 2. Setting A Vision HEAD



1. Vision defines where you want to go and what you want it to look like when you achieve it...think big!

The How to get there requires:

- **Strategic Thinking**
- **Knowledgeable**
- **Aspirational -Believe**





## 3. Mission

**3. Mission:** What do we need to do to get to our vision?



HANDS

The **HOW** to get there requires:

- Understanding of the work
- Capabilities of the team
- Role modeling



## 4. What are our Values?

4. **Values:** How do you want the team to behave and what do we want others to say about us? **BRAND**

The **HOW** to get there requires:

- Integrity
- Courage, risk taking
- Transparent communication
- Teamwork



## 5. What are our goals?

5. **Goals:** The future or desired results that the teams plans and commits to achieve

The **HOW** to get there requires:

- Specific
- Measurable
- Achievable
- Relevant
- Time bound



## 6. What is Strategy?

6. **Strategy** is a plan of action designed to achieve your goals

The **HOW** to get there requires:

- Strategic thinking-big picture
- Curiosity + creativity
- Reality based



## 7. Let's talk Metrics

**7. Metrics:** Sensors and measures to know if we are the track and how to measure success

What should we measure so that they will determine progress, improvements and success? *“Just because you can measure it it does not mean you should?”* CG

The **HOW** to get there requires:

- Analytic thinking
- Measure the right things
- Flexibility and adaptability



## 8. Celebrate Success

**Success:** The accomplishment of an aim or purpose

**Recognition:** is for a job well done and to reinforce appropriate behaviors. *That was a great!*

**Appreciation:** the recognition of the good qualities of someone. *Thank you!*

The **HOW** to do this right:

- Teamwork
- Knowing people as individuals
- Authenticity
- Measuring and recognizing small milestones to keep the team motivated



# What Makes A Great Leader:

1. Setting a clear Vision for success
2. Leveraging your Emotional Intelligence to treat people with respect
3. Leveraging the Strengths of your people and see potential
4. Having a Growth Mindset and ability to Adapt
5. Recognizing and Rewarding the team for a job well done!



Thank you for the opportunity to  
work with you!





## Reflection: This is for YOU!

3 Take A ways

1-2 things you will try

# Reading + Reference Material

- Dare to Lead – Brene Brown
- Quiet – Susan Cain
- GRIT – Angela Duckworth
- Mindset – Carol Dweck
- Move Fast and Fix Things – Frei & Morriss
- Linchpin – Seth Godin
- What Got You Here Won't Get You There – Mitchell Goldsmith
- Emotional Intelligence – Daniel Goleman
- Worthy – Jamie Kern Lima
- Start with Why – Simon Sinek

HBR always has great reference material



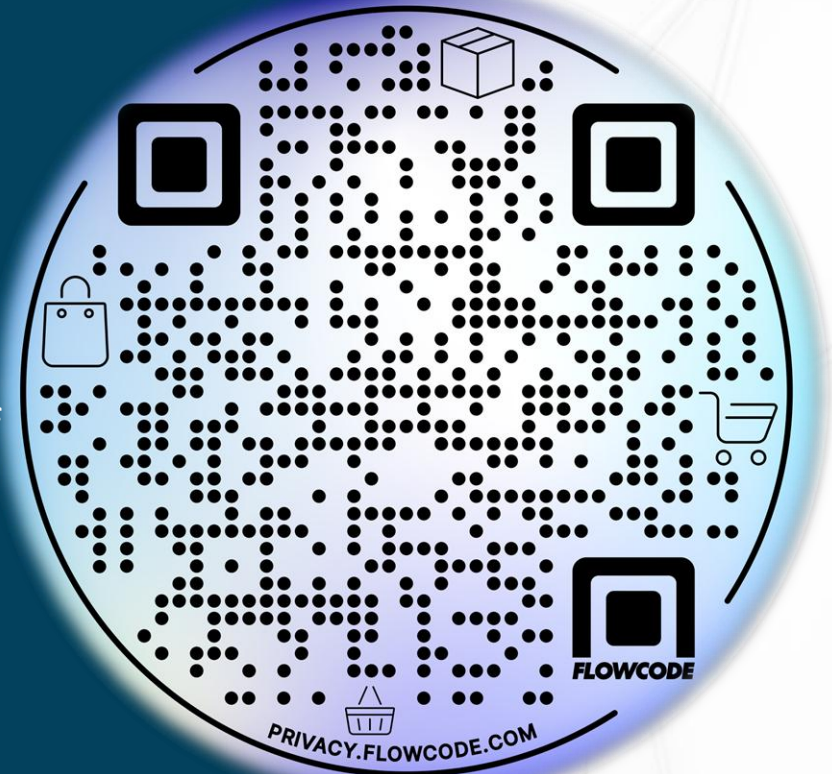
# Gift for you

Scan the QR code to get your

## Leadership Self-Assessment

Great leadership isn't just about stepping up - it's about knowing yourself, your strengths, and what's really expected of you. That's exactly what this Leadership Self-Assessment will help you uncover.

Take the first step toward leadership clarity.



# Thank You!

What Makes a Great



*let's chat!*

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