

# MGH Women in Leadership



**MGH Women in  
Leadership Program**



# Women in Oncology: Leadership Program

SEP 9

Session 1: Advancing Your Career During COVID-19

SEP  
23

Session 2: Understanding Bias: Challenges & Opportunities for Women

OCT 7

Session 3: Quantifying Your Value | Self-Promotion

OCT  
21

Session 4: Bringing it all Together: Making a Strategic Shift & Closing Celebration

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## Effective vs. Ineffective Leadership

Effective Attributes/Behaviors

Ineffective Attributes/Behaviors



# Adaptive Leadership



The Practice of Adaptive Leadership, Heifetz et al

## Potential Resistance: Questions and Reframes



### I can't have what I want

I am at the envisioning stage, my doubts, worries, fears or concerns are irrelevant here.



### I don't know what I want

Suppose I had a vision of 'greatness'. What would it be? 'A vision is an expression of hope.' Peter Block, 1991



### I want what someone else wants

Is my vision really mine? Or is it something I think someone else wants for me? I am worthy of having my own vision. I will only include the elements that I truly want for myself.



### I know what I want but I can't have it at work

Am I sure? Maybe I can. Let me explore it.



### I already know what I want

My personal vision is not a done deal. I need to adapt, refine, strengthen, fill in the blanks. My vision is recreated throughout my life.



### I am afraid of what I want

I will explore the parts that frighten me or make me feel uneasy, because they might be a potential clue for my learning process.

Adapted from the 5<sup>th</sup> Discipline



# Mindmapping my Leadership Vision

What kind  
of leader  
do I want  
to be?



## The Gaps

Take a look at your leadership vision – where are you now relative to that vision? Where are the gaps? What is missing? Circle the two most impactful and relevant.

## My Leadership Goal ...

- Is it true for you?
- Is there significant room for improvement?
- Does it implicate you; does it put you *on the hook* to make the change?
- Is it significantly related to your career, work and leadership vision?
- Is it really important to you (at least a 4 on a scale of 5)?



# Leadership Visioning: Action Planning

What's one step forward I can make with my goal?	Target date	How can I measure success?
1.		
2.		
3.		
4.		
5.		

## Notes:

