

**Intentional leadership**

**Unintentional leadership**

# Agenda

- What is leadership?
- Styles of leadership
- Dimensions of leadership
- My personal journey, struggles, and motivations as a leader
- Your leadership journey, Your leadership mindset

# What is leadership?



Leadership can be defined as the ability to inspire, influence, and guide a group of individuals or an organization towards achieving a common goal. It involves taking charge, making decisions, and providing direction to others. Leadership is not limited to a specific position or title but can be demonstrated by anyone, regardless of their formal authority.

Effective leadership encompasses a range of skills and qualities, including:

1. **Vision:** A leader should have a clear vision of the future and the ability to articulate it to others. They provide a sense of direction and purpose, motivating others to work towards a shared objective.
2. **Communication:** Effective leaders are skilled communicators. They can convey their ideas and expectations clearly, listen actively to others, and foster open and honest dialogue within the team.
3. **Integrity:** Leaders with integrity act ethically and consistently demonstrate honesty, trustworthiness, and transparency. They lead by example and uphold high moral and ethical standards.
4. **Decision-making:** Leaders must make informed and timely decisions. They gather relevant information, evaluate options, and consider the potential impact of their choices. Decisiveness is crucial, especially in times of uncertainty.
5. **Empathy:** A leader who possesses empathy understands and considers the perspectives, feelings, and needs of their team members. They foster a supportive and inclusive environment, valuing diversity and promoting collaboration.
6. **Delegation:** Leaders recognize that they cannot do everything alone. They delegate tasks and responsibilities to team members, trusting their abilities and empowering them to contribute to the overall success.
7. **Motivation:** Leaders inspire and motivate their team members to perform at their best. They recognize individual strengths, provide feedback, and offer recognition and rewards when appropriate. They create a positive work environment that fosters growth and development.
8. **Adaptability:** Leadership requires the ability to adapt to changing circumstances and navigate through challenges. Effective leaders remain flexible, resilient, and open to new ideas, continuously learning and evolving.

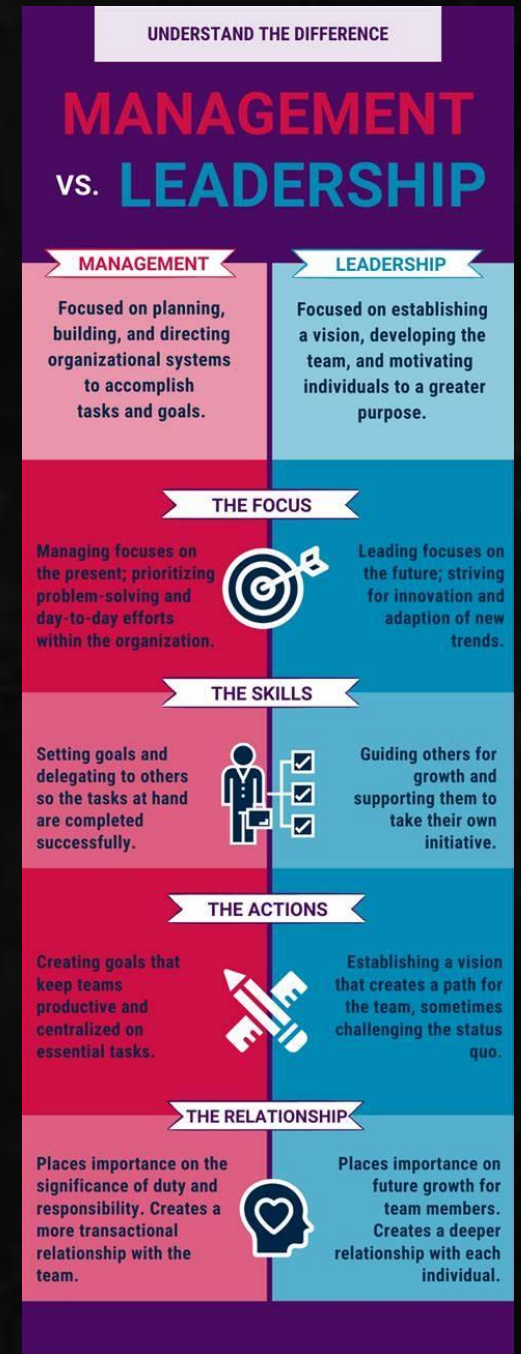
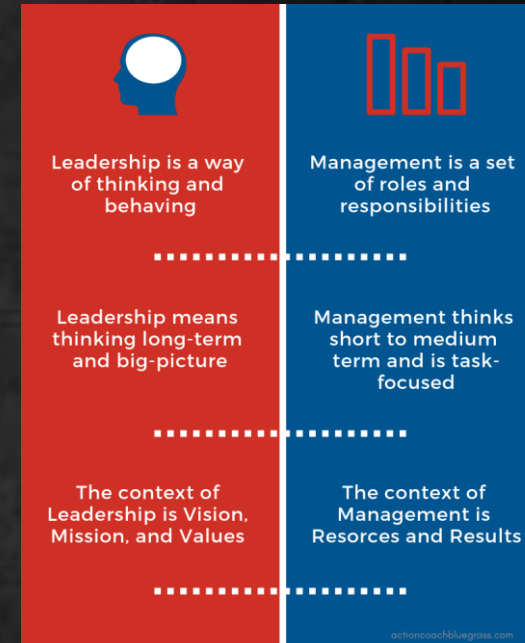
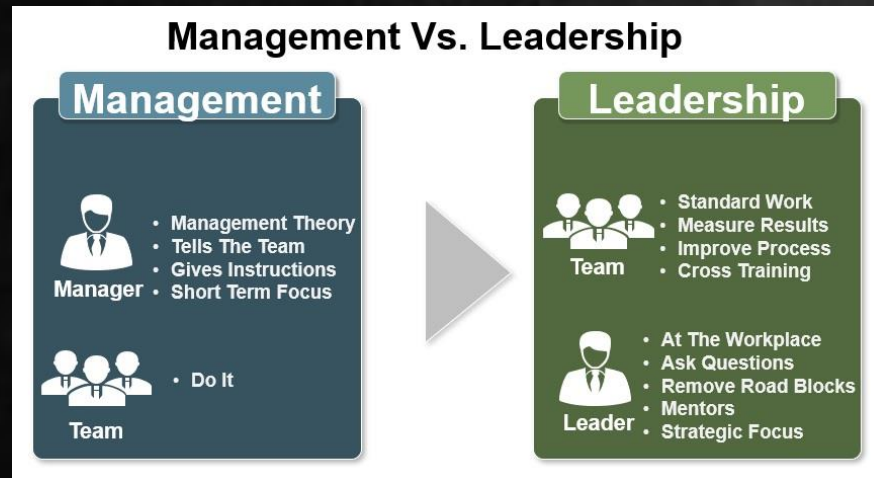
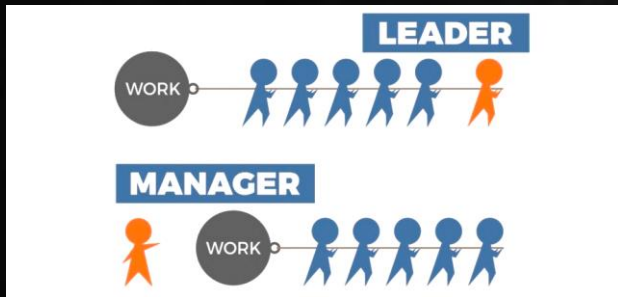
It's important to note that leadership styles can vary, and what works in one situation may not be effective in another. Different contexts may call for different approaches, such as a more directive style in times of crisis or a more participative approach when fostering creativity and innovation. Good leaders are adaptable and able to tailor their leadership style to suit the needs of the situation and the individuals they are leading.

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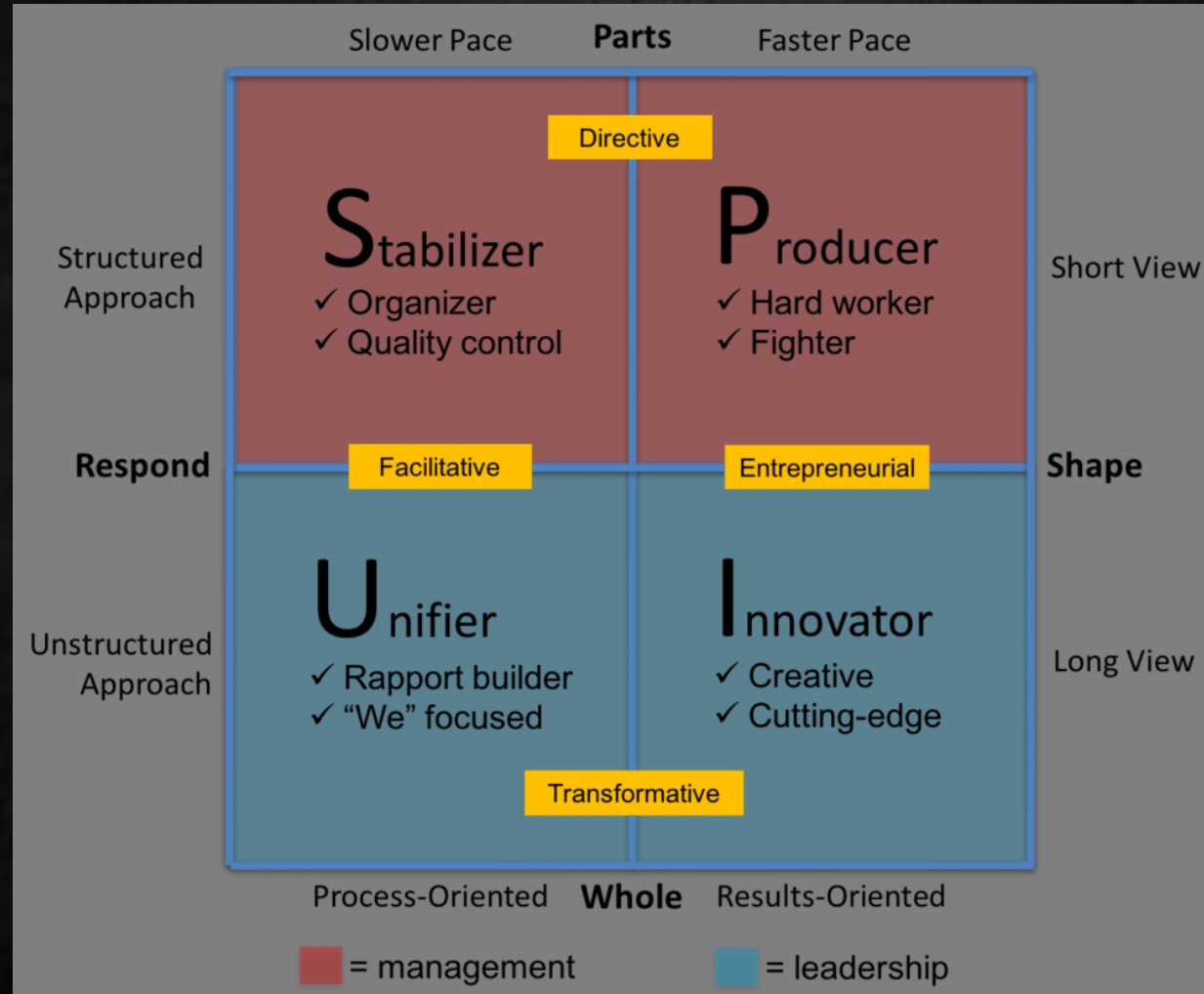
It involves taking charge, making decisions, and providing direction to others.

**Leadership is not limited to a specific position or title but can be demonstrated by anyone, regardless of their formal authority.**

# Management vs. Leadership



# Management vs. Leadership



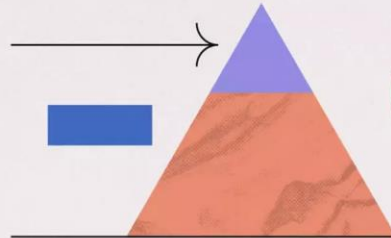


# Styles of leadership

- 1 Authoritarian or autocratic leadership style
- 2 Participative leadership style
- 3 Delegative or laissez-faire leadership style
- 4 Visionary leadership style
- 5 Coaching leadership style
- 6 Affiliative leadership style
- 7 Democratic leadership style
- 8 Pacesetting leadership style
- 9 Commanding leadership style
- 10 Transformational leadership style
- 11 Transactional leadership style

# Styles of leadership

## Lewin's leadership theory

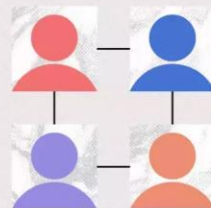
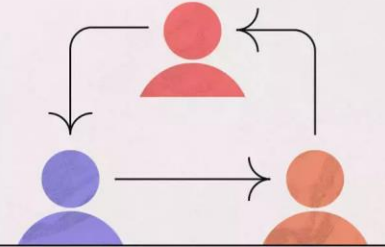


### **Authoritarian (autocratic)**

Leaders have clear command and decision-making is centralized.

### **Participative (democratic)**

Leaders encourage collaboration and decisions are made by the group.



### **Delegative (laissez-faire)**

Leaders aren't involved and the group has decision-making freedom.



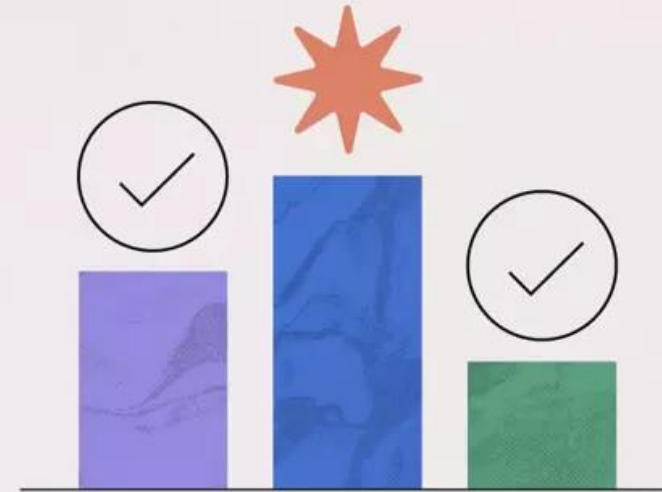
# Styles of leadership

## Transformational vs. transactional leadership



### **Transformational**

Lead by gaining trust and respect of the team and empowering others.



### **Transactional**

Lead by using a system of rewards to motivate team members.



# Dimensions of leadership

**Personal** leadership

**Functional** leadership

**Cross-functional** leadership

**Project/ task** leadership

**Local** leadership

**Global** leadership

**People** leadership

**Organizational** leadership

**Thought** leadership

**Purpose** leadership







# Ambition



# Ambition

A group of hikers with large backpacks are ascending a rocky mountain trail. The hikers are wearing dark clothing and carrying large black and yellow backpacks. The trail is composed of loose rocks and dirt. In the background, there are snow-capped mountain peaks under a blue sky with some clouds.

Ambition is NOT the desire to inherit or mindset of deserving great things. That is ENTITLEMENT.

Ambition is the Dream, Desire, and Drive to achieve great things, to be involved in great things, to be part of great things, to be around and to be supporting great people, great ideas, great projects regardless of whether one receives anything.



# My leadership journey

Hey buddy,

BOY VOYAGE!!! Sad to see another valuable member of our BC family leave and even sadder when a PRIZED one leave but you know what - ??? - I'm happy for you!

It's a great feeling to step out of the usual routine, breathe some fresh (Aussie) air, sample some great (Aussie) wines and do some things you just gotta do at this time, this moment, this now in your life. I love that spirit! Super DUPE!

But before I wonder ahead and paint the beautiful expectations I have of your farewell, maybe I'd also like to share some thoughts about the last 22 months of being your neighbour, colleague and team mate.

You're brilliant, eloquent, sociable, friendly and even inspiring when you don't talk too much... on & on... like ~~THIS~~  $\leftarrow$  THIS  $\rightarrow$  much. I like that amidst hard times, you never fail to also toss me in the deep end (Yes! You do!) but sure enough, pick me up again! ☺ That to me is the true quality of a team mate and more importantly a LEADER. Someone who is not afraid to let go, give nudges now & then, but also ready for that plunge whenever it takes place. And you've done that for me, couple of times on Bridge. I really appreciate it and it will forever be a lasting impression of how much one can do for another.

It's also great to have someone receptive to ideas, curious, ready to listen, quick to understand - adaptable and approachable. There isn't anyone quite like you in BC when I can discuss conceptual frameworks, ideas and just brain-really-things without thinking that the other person must think in nuts or overambitious or trying too hard to be out of the box. It will be boring & even depressing without you.

But I guess, changes are never too awful. Opportunities (and threats) are aplenty and great ones to leverage. Step up, too many simply wait. At least that much optimism I will keep. But also try to live up to the good job you have done as a buddy. It really isn't the hard yodelling posturing and analysis slides or final presentations (although I did take a poster or two) but the entire journey of it all.

When I got pissed with you for not giving me updates, taking shortcuts, when you were busy carving (Yes you did!) with the client & left me in the lurch, when you got incredibly long winded about a certain topic leaving me with miniscule time for analysis... all those ARGH! I want to kill you (I can't say moments!) The voids, the lost sheep and ground-ferret times you never gave up on me. You never thought I was silly, ungrateful or stupid (I hope you didn't at least) and you never failed to let me feel that at the end of the day, it's just another project. Life goes on & life IS so much more.

Life is about sharing snacks in the party, rushing for CR's leftovers, going to SUMM/FUNNY for it gadget, have great lunches... haha... Kidding... life is MORE. That is one thing I discovered and I would have never if it not for the ease at which you take things into your stride, nearly almost dismissive (for me - a person who used to think that work is nearly = life and work is an extension of the things I love & enjoy) setting the example of being great at our job, loving it, being passionate about it, helping others along at it but not letting it consume you, letting it go light.

So Big Thank You buddy for this wonderful revelation. Not to kill yourself when a project back-fires. Not to give up when you're at a loss. Not to fret that you have forgotten what you wanted to say initially. But just listen to that beautiful silence! The secret of happiness no #12 ☺ You taught me that - Thanks Buddy!!!

All the best in your future endeavours. Keep in touch!

Yours truly,  
Joy Hu  
28/6/10



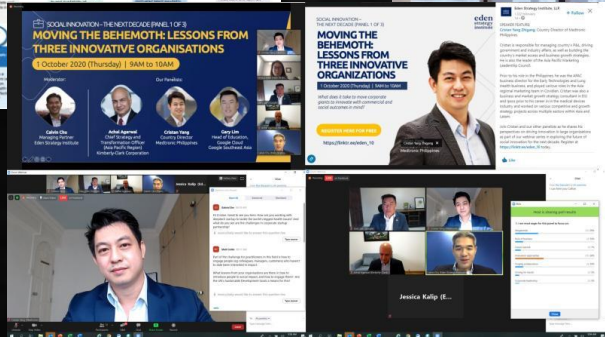


# My leadership journey

Design, coordinate, and...  
Special Project:  
Drive the Lung Care Continuum Project with the Ministry of Health Malaysia to develop a new standard of care for Lung Cancer in Malaysia

## Standing Achievements

- 1 of 2 recipient of FY16 MITG APAC Stars Awards
- For the leadership in the Lung Care Continuum Project, and strong initiative in creating a partnership with The Ministry of Health Malaysia
- Initiated the IJN-Medtronic Project to develop healthcare models to improve patient outcomes and reduce costs
- Developed the first Electromagnetic Navigation Bronchoscopy and Barrx Radiofrequency Ablation practice in Malaysia
- The Lung Care Continuum Project:
  - Developed the first Multidisciplinary Team Nodule Clinic in Malaysia at Hospital Serdang and consecutively two more Lung Cancer/Nodule Clinic in HUKM and UM
  - Developed a workflow for the initiation and development of Nodule Clinic
  - Co-developed the National Thoracic Registry
  - Co-developed the initial Value-Based Healthcare model for Lung Cancer in Malaysia



This is me!




# #RCM69



# My leadership journey



# Regulatory officers as leaders in the industry

A man with dark hair and a surprised expression is looking upwards. Two blue thought bubbles are positioned above his head, each connected to his head by a series of three smaller blue circles. The bubble on the left contains the text 'What's our purpose?' and the bubble on the right contains the text 'What's role do we play?'.

What's our purpose?

What's role do we play?

2:03

📶 72

< 1



take the jobs to make a diff

9:40 PM

Some roles are thankless n sacrificial jobs

9:41 PM

This is one of them

9:41 PM

The other is the DA Sec

9:41 PM

Yup.. they only get attention when things go wrong

9:42 PM ✓✓

May they hv the strength to soldier on in the eye of public scrutiny and armchair critics

9:42 PM

These days it's worse... we have social media... 🤔

9:42 PM ✓✓

Hope you are doing well

9:43 PM

And that things are moving well

9:43 PM

Been a little busy straight couple of



1	Forging the Team
2	Responsibility; Building Ownership
3	Taking us Out of the box
4	Changing the World

# What is Power?

RACI — (Responsibility, Accountability, Consulted, Informed)

- Ability to **directly make, execute, and implement** the action to effect the change that you want to see
- **Authority to direct** the execution, implementation, and orchestrate the implementation and actions to effect the change that you want to see
- Ability to **support the execution**, implementation and actions to effect the change you want to see
- Ability to **influence the decisions** on the execution, implementation and actions to effect the change that you want to see
- Ability to **provide opinions** affecting the decisions on the execution, implementation and actions to effect the change that you want to see
- Ability to **possibly have the visibility** on the decisions and progress of the execution, implementation and actions that may effect the change that you want to see
- To have the **responsibility of executing, and implementing** the action to effect the change that you want to see
- To have the **accountability towards the results** of the execution, and implementation the action to effect the change that you want to see

# What is Power?

RACI — (Responsibility, Accountability, Consulted, Informed)

- WHAT IF you have the ability but no accountability?
- WHAT IF you have the accountability but no ability or authority?
- WHAT IF you don't even have the visibility but are held for accountability?

## DO YOU STILL WANT TO HAVE THAT “POWER”?

“Having Power” or “Being Powerless” is often a matter of mindset, since you can have all of the aforementioned yet can have no guarantee of results anyway.

Do you accept status quo?



**With Great Power Comes  
Great Responsibility**



**Great power does not always come with great responsibility or any responsibility**

**Great responsibility does not always come with the power to make things happen**

# How to lead without authority?



Leading without formal authority, also known as leading from the middle or leading from below, is a valuable skill that allows individuals to influence and inspire others despite not holding a position of power. Here are some strategies for leading without authority:

1. **Build relationships:** Focus on building strong relationships with your colleagues and peers. Earn their trust and respect by being reliable, supportive, and collaborative. Strong relationships can create a network of influence and enable you to sway opinions and garner support for your ideas.
2. **Demonstrate expertise:** Become an expert in your field or area of work. Develop and showcase your knowledge, skills, and competence. When you can demonstrate your expertise, others are more likely to look to you for guidance and follow your lead.
3. **Lead by example:** Model the behavior and values you want to see in others. Act with integrity, be proactive, and demonstrate a strong work ethic. When others witness your commitment and dedication, they may be inspired to follow your lead.
4. **Be a problem-solver:** Take initiative to identify and solve problems. Show that you are proactive in finding solutions and improving processes. By taking ownership of challenges and proposing effective solutions, you demonstrate leadership qualities and gain credibility.
5. **Effective communication:** Hone your communication skills to express your ideas clearly and persuasively. Tailor your message to resonate with your audience and present compelling arguments supported by evidence and logical reasoning. Effective communication helps you influence others and gain their support.
6. **Collaborate and support others:** Offer your assistance, support, and expertise to your colleagues. Actively collaborate and contribute to team efforts. By being a team player and supporting others, you build rapport and trust, making it easier to lead and influence without formal authority.
7. **Be a positive influencer:** Positively influence the work environment and culture. Foster a supportive and inclusive atmosphere where everyone feels valued and heard. Offer constructive feedback, recognize and appreciate the contributions of others, and promote a sense of camaraderie and shared purpose.
8. **Seek opportunities to lead:** Look for opportunities where you can take the lead, even in small ways. Offer to take on additional responsibilities, lead a project, or initiate positive changes. Demonstrating your leadership abilities can lead to more significant opportunities for influence and impact.

Remember, leading without authority is not about exerting control or manipulating others but rather about inspiring and influencing through genuine relationships, expertise, and positive contributions. By embodying leadership qualities, you can effectively lead and make a difference, regardless of your formal position or authority.

Build relationships

Demonstrate expertise

Lead by example

Be a problem-solver

Effective communication

Collaborate and support

Be a positive influencer

Seek opportunities to lead

# Let's change the world

... in small ways

... in our own way

... We may not be able to change society today

... We may not be able to change our industry today

... We may not be able to change our customers and partners today

... We may not be able to change our company today

... We may not be able to change our team today

... We may not be able to change the people around us, including our children today

... But we **CAN** change ourselves today

... and tomorrow, **WE CAN CHANGE THE WORLD!**

1	Forging the Team
2	Responsibility; Building Ownership
3	Taking us Out of the box
4	Changing the World

**It's your turn to  
change the world**

