

INSIGHTS INTO LEADERSHIP



David B. Granet, MD

Sometimes you hear something that resonates inside you.

That's how I felt when my friend Gregg Fowler said, "In order

to get the impact you want, your behavior and action must align with your intent." Once he said it, I knew this was something I had learned before. After a while, I realized that as a kid who read every Superhero comic book, this same message had come through.

Think about it—it isn't enough to want to be a Superhero. Either you make yourself into one (Batman) or you use the gifts you got (Superman) and combine them with an ethos of hard work and ethics. It isn't enough to WANT to be the best at a task.

Medical School does not teach leadership. Many of us have gone back to learn more about business, management and leadership. Some take the time to read Ophthalmology Business Minute and learn. Don't ever kid yourself, it takes work to be good at something.

So, that's what I learned when I went back to school. Do the work.

What about you? You worked hard to become a doctor, a surgeon, an Ophthalmic Microsurgeon even, and did it over many years. Now, wherever you are practicing you find yourself a leader. A leader in the OR, a leader in the clinic to your medical staff, a leader in the office to your administrators, a leader in the exam room to your patients. Does your behavior and action align with your intent to impact those around you as a leader? Don't reinvent the wheel and don't lead by the seat of your pants; have a plan. Remember, "A goal without a plan is just a wish." (French writer, Antoine de Saint-Exupéry)

Do you have a plan for those hard discussions that arise from time to time? Here's a tip from my friend Gregg; you can use the "intent, behavior, action and impact" concept to make them more effective. Remember, people judge themselves by their intent and we judge them by their actions. Letting someone know you understand their positive intent yet that their actions did not align with that intent, is a great way to start a discussion for change without triggering defensiveness.

If you forgot our job description, let me remind you. It is 3 words. We help people.

Each professional day we find ourselves in a position to make a difference in the lives of others. Here's the question I learned in the Harvard Meta-Leadership program to ask those you work with—"How can I help YOU?!" That's a way to start by showing your intent. The actions that align with those words and intent then must follow.

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