1. What is your definition of leadership?

Deborah Allen	A leader is someone who can visualize a better world in the future and is able to convince others to join him/her on the journey.
Bruce Bagley	Leadership is the ability to guide and motivate a group of people to a common purpose.
Edward Bope	Leadership is defined by a series of behaviors. At the core is the belief that things can be better and the position to influence others to help. It is work, emotion, and inspiration. Central to success is having a realistic vision and the ability to share it with others who incorporate it as their own. Empowering others is key to success and success further defines leadership.
Marjorie Bowman	Leadership means making a difference, creating a positive change; providing the impetus that creates an atmosphere of change that improves the world, or at least the small part of the world around us; leadership is characterized by sustained action over time (Heroism is for the one time event). Leadership is the stretch of changing things that can be changed, of providing new thinking, new energy, to the current situation. It means facing the reality of your department, your practice, and deciding to bite that bullet. Fire the underproductive but well-liked person who has not responded to reasonable corrective action. Face the issues that need faced, recurrently, even when it would be easier to delay, procrastinate or ignore. Sustained, recurrent action over time. I looked up the definition of leader. Here are some example definitions: One who leads or guides. The principal performer in an orchestral section or a group. The foremost animal, such as a dog, in a harnessed team. A loss leader. Dots or dashes in a row leading the eye across a page, as in an index entry. A pipe for conducting liquid. A short length of gut, wire, or similar material by which a hook is attached to a fishing line.
John Bucholtz	One of my faculty members gave me a refrigerator magnet that says “Leadership is the ability to hide your fear from others.” I still have it on my desk. As a residency program director, I’m the dad. The residents are the kids and I’m responsible for raising them right. So dad fears the big stuff: RRC, budgets, recruiting etc., but is always smiling and making sure the kids don’t have to worry about the big stuff.
Freddie Chen	In medicine, we often forget that leadership is really about leading PEOPLE. We often substitute fund of knowledge, clinical skills, seniority, even income – but those are only attributes and ultimately have little to do with true leadership. Leadership is the ability to listen, translate, decide and motivate others. The lack of leadership is often more apparent in hospitals, medical schools and health care organizations because we’re not trained to recognize true leadership.
Lanny Copeland	A leader is someone who is sought out for information, guidance, and consultation, not boisterous or flamboyant, but is greatly respected.
Gretchen Dickson	Commitment to a cause or organization and undertaking the responsibility to see positive change in that organization. Leadership is not the office that you hold or the job you do, but rather the attitude with which you approach your involvement in a project. Leadership is about having the foresight to see the future needs of an organization, the commitment to providing whatever effort is necessary to move

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	the organization in that direction and the grace to do so because it is what is best for the organization and not in an effort to gain personal glory or accolades.
Michael Fleming	It's more than a style or a characteristic. It's a quality that involves a sum of all the parts: one's inner self; one's ability to communicate with others; and one's own view of the world. Inner self: Leaders have something that may be defined as "character." It has to do with integrity of soul and purpose so that others are absolutely certain that whatever the leader advocates is what she/he thinks is best for the group. They are possessed of a strong will that what they believe is best is, indeed, best. Interestingly enough, leaders are not all egomaniacal. In Good to Great level 5 leaders appear to be self-effacing and easy to share any accolades with those around them, but quick to accept the blame when blame occurs. Communication: Leaders have the ability to share their vision, purpose and passion with others so that others are willing to do remarkable things – things that they didn't believe they could do. View of the world: I once read that most leaders at some point in their careers were seen as "delusional" by others because of their persistently positive views of their world. Recently an article and editorial in Harvard Business Review described the fact that leaders are almost exclusively optimistic people. In fact, one writer said that the opposite of a leader is a pessimist! Once leaders have developed an idea or dream and have run it past their "moral compass," have evaluated the risks and have committed themselves to the vision, idea or project, they have a deeply rooted confidence in their decisions and they have the communications gifts that allow others to share and become a part of the vision.
John Frey	Organizational system leadership is the ability to create energy, motivation and action in a group of people based on mutual values and ideas. That is the type of the leaders we usually see. Intellectual leadership is the ability to take risks with ideas, challenging both current belief and us to react, think, argue, and grow - through writing and speaking but not from a formal organizational perspective.
English H. Gonzalez	Leadership as the opportunity to change the world, hopefully for the better.
Robert Graham	Nice guy. Start things off with a trick question. At last count there are 1500+ books with "Leadership" in their title, and they all have their own definition. Certainly there are some consistent themes, but it's clear that the quality of leadership is perceived in a highly individual specific way. I'll offer my activist/pragmatist view that "Leadership is the act of influencing the behavior of others in an intended direction." A leader may influence by rhetoric, logic, action and/or personal example. But it all boils down to "We should do this; follow me."
Marin Granholm	I think true leadership is demonstrated by example; in addition, it is the creation and support of a structure that allows all members to contribute to the best of their ability.
Pat Harr	My definition of leadership is that it is an opportunity for a person to assume a role in which they can interact with colleagues to achieve a certain end or goal.

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	Leadership is the quality required of a leader to make that interaction occur in a meaningful way.
Doug Henley	"The best expression of leadership is to lead by example." "One can do anything in life as long as you do not mind who gets the credit" – Truman. This is a guiding call for me personally. Just think about how powerful it can be! "Successful leaders listen. They use a lot of common sense in their decision making…and they listen. Leaders use their intuition along with moral and spiritual values…and they listen. Leaders communicate clearly and directly…and they listen." Quote by me in Perry Pugno's book. "When things go wrong, great leaders look in the mirror for the person responsible." Also a quote by me in Perry's book.
Ed Hill	Leadership is the ability to persuade with logic, and to motivate (change behavior) with emotion, on a consistent and on-going basis, thus establishing trust. A leader is a visionary who doesn't realize it and is not just an empty dreamer. A story is told of Sam Walton (of WalMart fame) that his vision when he opened his first hardware store in Bentonville, Arkansas was "to have the very best hardware store in Bentonville." The result of this vision led to the largest retailer in the world.
Cynda Johnson	People want to follow your lead and work hard for you.
Michael King	Leadership is the ability engage, inspire, and motivate others towards accomplishing shared visions and goals.
Jim Martin	Someone who believes that taking (leading) a "group" (team, family, organization, country, etc.) into a certain condition or status will make the "group" and those influenced by the group better.
Viviana S Martinez-Bianchi	A person that has the ability of leadership is someone that can exert influence, motivate, inspire, help others realize their potential, mentor, lead by example *and* make a difference. It takes knowing oneself, being a good listener and a good speaker. It requires passion and ability to always recognize one's limits in order to grow. It requires knowing when and how to delegate and when and how to change the course. It requires trusting others and trusting one's instincts.
Louise Nasmith	Leadership can be defined as a group of abilities, attributes and qualities that assist individuals in moving forward to achieve a shared vision.
Maureen Padden	Leadership is focusing the team on the correct objective, bringing your team together to achieve their collective goals for the betterment of the organization. It is based in honor and integrity. It often involves making difficult decisions that may be unpopular but which are best for the entire team in the long run, and often in the face of easier and less controversial pathways that would not benefit the organization as much. A leader takes the team where they need to go, not where they might instinctively initially want to go, and instills the group with confidence that they are moving in the right direction.

Angelo Patsalis	Leadership is: The ability to draw out the best in people, to have their views heard and have them work together for a common goal. Leading by example. Vision. Knowing the big picture is as important as the finest detail. Knowing every view counts. Everyone has something to offer and everyone has something a leader can learn from. Being flexible but determined. Making thoughtful decisions. Community involvement and awareness. Knowing your success depends on people around you. Being committed, having values and being a teacher. About sacrifice. Those who work hard and work with people who answer to them are leaders.
Richard Roberts	A person who helps a group of individuals identify, seek and achieve their common goal.
John Saultz	I see leadership as some combination of the following three ideas: Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves. (Stephen Covey, The 8th habit. 2004: leadership as human development.) Leadership is the art of convincing people to do the right thing under the illusion that it was their idea in the first place. (Robert Taylor, 1998: Leadership as moral persuasion.) Leadership is the art of influencing human behavior in such a manner as to accomplish a mission. (US Military definition, 1978: mission-oriented leadership)
Joe Scherger	My definition of leadership is the ability to influence and motivate others around a cause or mission. This is followed by successful action.
Stephen Spann	The ability to influence people within an organization to change.
Gayle Stephens	A capacity to attract the attention, respect and trust from one's peers and elders.
Ada Stewart	Leadership is difficult to define. I define leadership not only as the ability to lead but as the ability to motivate others to work toward obtaining a certain goal. A leader leads by example. A leader is able to communicate to others, have compassion, dedication, commitment and demonstrate the ability to organize and manage.
Robert Taylor	Leadership is the ability to get a group of persons to achieve what they cannot do individually.
Penny Tenzer	Bringing together people toward a common mission/goal. A mentor is one who encourages development of skills/leadership in others. Leaders are forward and futuristic looking with the skills to communicate and bring others towards the goal; bring a sense of strength, yet calm in times of need and crises to allay chaos; gain the trust of others but must be true to the goal by walking the walk and not just talking or giving promises; willing to play whatever role is necessary to

	accomplish the goal or bigger picture; recognize the importance of differences in personality types to utilize the strengths of others; develop complimentary skills and objectives among the team to meet the larger goals; encourage teams, taking charge when needed; maintain an open mind toward other opinions, suggestions and change; have and display an inner sense of integrity and values; willing to be out in front, involved and moving others toward a goal/accomplishment.
Patrick Tranmer	The ability to help people move forward and respond to change

2. Who is your leadership mentor and why?

Deborah Allen	I have mentored under several people. Al Haley was my political mentor in the Indiana AFP and the AAFP. He took an interest in me and opened doors that I could not have opened on my own.
Bruce Bagley	I have had many fine examples of leaders to emulate and often reflect on individual characteristics that are especially effective in certain circumstances. I have read extensively about leadership for many years and my notion of leadership is a composite from many sources. It is hard to single out just one person.
Erika Bliss	I have a few, but one of my main mentors has been Larry Green. I consider him a particular type of leader, a "thought leader". I had the good fortune to encounter him at a time in my life when my head was full of ideas but lacking cohesiveness or direction. I will never forget the casual conversations around the Policy Center offices during my fourth year of medical school that changed and organized my thinking profoundly. What I have always appreciated about Larry is that he doesn't make you feel like he is mentoring. He has always treated me as an important colleague, just one with less experience. He has always expressed the greatest confidence in me and my ideas. What does this have to do with leadership? I think it takes a lot of support and encouragement to be a leader. You may have the internal drive and some of the ingredients, but unless you have supreme self-confidence, I think it is necessary to have someone cheering you on, focusing your energy, suggesting new directions, etc. In terms of modeling, Larry has shown me how important it is to always question your assumptions, stay alert to changing circumstances, keep educating yourself, and be open to going in directions you never thought you'd pursue. He has a sense of courageous creativity coupled with a flexible, open-minded demeanor that allows him to develop and feel confident about his ideas, but also to reject old ideas when they no longer work without it taking a toll on his ego. He gets his joy from answering questions, finding new solutions, moving things in the right direction, and bringing others along, not from being "right" or "important" which I think are potential handicaps for leaders.
Edward Bope	My leadership mentor has changed over the years. I've added people who had skills that I admired and believed I needed to add to my skill set.
Marjorie Bowman	I have had many mentors and believe many are required.
Freddie Chen	I think of Barak Obama's ability to electrify and move an audience. I think of some politicians' ability to pay attention to one person in a busy room and make them feel like they are the most important person there. I think of Larry Green's ability to listen and formulate a vision and inspire others to move there.
John Bucholtz	Perry Pugno and Sam Jones are friends/leaders I can let my hair down with. They have and do walk the walk.
Lanny Copeland	Through the years in the AAFP, Harmon Holverson, a Past President who served in the '80s, was a great role model. He was greatly respected, an excellent thinker, and enjoyed interacting with people. For seven years and during my tenure with the AAFP, I worked with an individual named George Chastain, MD, who had great mediating skills and interacted with physicians and lay people extremely well.
Gretchen	I don't know that I can choose a single mentor. I've had the good fortune to encounter

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Dickson	many incredible individuals and I've learned from each of them. Each has offered me a model of leadership that they follow and from that I've been able to pick and choose the qualities and characteristics that I want to emulate. I think that mentorship in leadership is really more about finding your unique style and finding lots of individuals to inspire you because you learn different qualities to use in varying situations.
Michael Fleming	Two: The Very Reverend M.L. Agnew is the rector of my church. He may be one of the most positive people that I have ever met, and he has the incredible ability to communicate his vision to change deep-seated feelings in his congregants. When he came to Shreveport, LA, our church was a large, old, "church of wealthy white people" church. He began to minister to people in a very poor neighborhood near the church and invite them to worship with us. There were many, many disgruntled souls! But without ever raising anything but consciousness, he persuaded a real sea change in that group. I watched with wonder! The second, the Rev. Dr. Robert Brewer. He is a PhD in communications who has been a college professor, an executive coach and a motivational speaker. He is now senior minister at a large church in Oxford, MS. I have worked with him on speaking and speeches for over 10 years. He is at once the most selfless, most driven, most articulate gentleman I ever met. He has the ability to communicate his thoughts and vision, and then to lead others to join with him in creating a better tomorrow.
John Frey	I have had many in my life at different stages and for different reasons. A friend once asked me why I always seemed to be looking for teachers - which I took as a complement. I have always been driven by ideas more than by models of action. The ideas must be placed in the context of the times and the situation. The people who read and talk about ideas are the ones who become the leaders of their place and in their time. The best leaders are folks who always wonder what else they have to learn, are never comfortable, are willing to deal with those big existential questions - i.e. is what I am doing the right thing? And then go on and do it. I love the idea of a leader as a searcher rather than a person of certainty. There is a writer, David Malouf, whose work I really love, who wrote a novel of the poet Ovid whose writing was too risque and so he was banned to an outpost of the Roman Empire where he reinvented himself. Malouf writes "I am going out now into the unknown, the real unknown, compared with which Tomis was a degenerate outpost of Rome, and I am, I believe, following the clear path of my fate. Always to be pushing out like this, beyond what I know cannot be the limits - what else should a man's life be?"
English H. Gonzalez	I have been blessed to have many leadership mentors and feel that it is important to realize that you can learn different skills from different types of leaders. At present I am trying to improve my listening/patience skills and thus my current boss is a perfect role model in this regard.
Robert Graham	If mentorship is the conscious act of one individual seeking to guide and support the development of another, I seem to have missed out. However, relatively early in my career I had the opportunity to work for two physician administrators who were kind enough to grant me responsibilities far more "senior" than my station, and from whom I learned a lot.

2. Who is your leadership mentor and why?

The first was Dr. Vernon Wilson, who was the head of the Health Services and Mental Health Administration (HSMHA) in Washington D.C. from 1969-73. Vern came to medicine late in life (he was, among other things, a truck driver first), and never practiced (sound familiar?). He went directly into academic administration, and was the Dean of Medicine at Missouri/Columbia before he went to D.C. HSMHA was a giant agency at that time, containing all Public Health Service activities that weren't in the FDA or NIH. So our scope went from CDC, to IHS, to NCHSR, and all in between. For whatever reason, Vern decided that he wanted to give several young docs the opportunity to see how an agency like this operated, and he created several positions on his staff (this was in the early 70's when medical student activism was just blossoming. He may just have been curious...or thought we were dangerous enough that we should be kept under close observation). I was lucky enough to be selected for the most senior of these positions, which granted me the title of "Assistant Administrator," and made me a direct report to him. This meant I got to sit in on all his weekly senior staff meetings, and occasionally, accompany him to meetings in Secretary Richardson's office, which included one memorable briefing by Henry Kissinger. Vern was also an early force in Family Medicine, even though he had little clinical training, and was one of the founding Board members of the ABFP. He also brought a young woman sociologist with him on detail from Missouri, named Marion Bishop. Marion and I did several projects together, and it was she who made the connection between me and the AAFP in 1973 that led to me joining the Education Division staff there.

The second was Dr. Ed Brandt, who served as he Assistant Secretary for Health from 1980-84. Ed came from Oklahoma with an MD/PhD, but was, again, a non-practicing doc. He was a master administrator, though, and oversaw the whole of the PHS during the tumultuous transition to the Reagan Administration. When Ed arrived, I was the Interim head of one of the smaller PHS Agencies, having just returned from a two-year detail on Sen. Kennedy's staff (I had been Deputy at the Agency before going to Kennedy, so being the Interim head wasn't as strange as it might seem). My "taint' of being young (late 30's) and having worked for a Democrat never seemed to bother Ed at all. He was organized, direct, and surpassingly smart. Several difficult issues came my way during my Interim period (downsizing the Agency [see more below], rescuing Meharry Medical College), and he was pleased with the outcome. So, when my agency (HRA), and a sister agency (HSA) were combined to form today's HRSA, he recommended to Secretary Schweiker that I be made Administrator. There were a couple of grumbles from White House staff who remembered my Kennedy connections, but Brandt and Schweiker stood firm, and thus was a 38 year-old made the head of the (then) largest PHS agency, one that looked a lot like the former HSMHA. Since Ed and I were in the "line" I had a lot more daily contact with him than Vern Wilson. We'd sometimes talk by phone 4-5 times a day, but usually just for 2-3 minutes at a time. If I had an issue, I'd fill him in, and he grasped it immediately. I always had a recommendation to which he usually said "Yep..do it," or, occasionally, "I'll get back to you," which meant there were some political issues to be checked. Ed also taught me the value of having regular working one-on-ones with your direct reports. We'd meet monthly, each with our lists on yellow sheets. We'd get an enormous amount of work done in

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	an hour, and these meeting created the basis of a relationship which made it easier to transact so much business by phone in the interim.
Marin Granholm	My leadership mentor is my boss, Dr. Jane McClure, our Chief of Staff. She manages to direct the medical staff in such a way that they feel supported but also recognize a duty to the organization. She is strict but fair and consistent. She has taught me a great deal about how to respond to difficult situations (respectfully, objectively, in accordance with policy and with extensive documentation). She also regularly challenges me to exceed my current abilities.
Pat Harr	My leadership mentor was Jim Weber, MD, who was the President of the Academy when I was in my first term as Board Chair. The Board Chair and President share a suite when on the road for academy business. Some of my most memorable times were spending evenings with Jim talking about medical politics issues within the academy, directions for the academy and personnel issues. His gentle demeanor showed me that one can be a tough leader but yet be able to interact responsibly even under the most difficult circumstances. Although our thoughts were parallel most of the time we did have disagreements on issues. He would always listen, explain how his position differed than mine and then we would have a friendly debate and try to reach conclusion that would be most beneficial to our academy. I learned a lot from Jim and miss him dearly.
Doug Henley	Two people primarily come to mind that reflect the above. 1) My father - the master of seeking common ground on important legislation for the state of North Carolina for over 25 years in the state legislature - not willing to let partisanship get in the way of doing the work of the people. He also showed me the value of listening to people as a way to connect and better understand their positions even if he ultimately did not agree with them. 2) Bob Graham - a wonderful example of leading with great integrity and ethics - and someone who also did not care about getting credit, just getting it done.
Ed Hill	My leadership mentor is the greatest servant leader of all time and that is Jesus (of course I profess the Christian faith so it is easy for me to identify with spiritual leadership.) On a more secular level, I would name Abraham Lincoln, Gandhi and Colin Powell as mentors. They all possess the ability to understand their opponents and eventually have those opponents agree with them.
Cynda Johnson	Various outside friends; an executive coach.
Michael King	Interestingly enough, no one and everyone. Leadership is so unique among individuals it is hard for me to see a clear mentor. Positives and negatives of leadership are all around. Each person has such a unique style and effectiveness. You can take something from everyone.
Jim Martin	No one person. Jim Jones for his enthusiasm. Seth Cowan (former AAFP Commission chair) for his vision and "process" ability. George Washington for his ability to stay focused on the main things and keep it from getting personal.
Viviana S Martinez-Bianchi	I have had many leadership mentors through the years, or people that at different steps of my lives did something that pushed me further into a leading role. My mom was my first mentor; she gave me the direction and freedom I needed to make my dreams

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	come true and taught me that with hard work and honesty I could achieve and get anywhere I wanted to get. Vision needed a plan and she has always facilitated the plan. Today I am able to attend meetings, travel and continue to grow in my profession and academy because she travels with me and provides care for my child. Janet Wee (former executive director of the Iowa AFP) made the phone call that changed my life forever. She invited me to participate at NCSC. She edited my speech when I ran for my first alternate seat at my first NCSC and sat and listened to me and coached me on how to better deliver the speech. I did not win on my first try. It was clear I needed more experience. She invited me to become involved in the Iowa academy and I returned to NCSC the following year and won that seat. Rich Roberts constantly mentors me from a distance. Several years ago, while reading and participating in list-serves I realized he was not only the president of the AAFP but also the person that read all list-servs and the one I could email and get a prompt and educated response from when I had a question that had to do with Academy matters or law in medicine. This evolved into a mentor-mentee relationship. He is the leadership coach I can always count on. He is always at the other end of an email ready to read and give me advice. I listened and followed much of his advice when I moved to North Carolina and decided to work at Duke. He continues to mentor me, even at a stairway at a DC hotel lobby in between Congress of Delegates meetings. I could name many more AAFP leaders who at different times have mentored me into the leader I am today. This is why I am forever indebted to the AAFP. I plan carefully how to continue to be involved and continue to grow with its changes and to promote needed change.
Louise Nasmith	I never had one mentor for my leadership. Rather I have observed individuals whom I respect and taken small pieces from many of them.
Maureen Padden	I have several. They are all senior officers in the military who have achieved great things. Mentors and mentees choose each other based on a common vision and an existing relationship. Most of my mentors are folks who have walked the career pathways that I am following and they are leaders whose style and demonstrated leadership abilities I admire. I aspire to be like them in how I perform as a leader.
Angelo Patsalis	Dr. Susan Schooley. She leads by example. She is committed to her patients, her family, her department and the community. She is an excellent teacher. She allows you to be independent. She never criticizes, but shows you a better way to do things. She is always available, supportive and good to have a beer with.
Richard Roberts	I have not had a single mentor, but many mentors, each of whom showed me something about leadership through example, words spoken, or formal lessons.
John Saultz	I guess I have been most influenced by the writings of Robert Coles, particularly his books Lives of Moral Leadership and The Call of Service. On a personal level, I have learned a lot from John Frey and Bob Taylor in this regard.
Joe Scherger	Mine have been John Geyman, Ted Phillips, and Robert Taylor. They have put real action to work. They worked hard to create a lasting body of work.
Stephen Spann	I have had and continue to have several; I have learned much by observing and studying leaders with whom I have worked over the years.
Gayle	Ned Burket became my most important mentor and sponsor in family medicine

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Stephens	education. I admired his dignity, steadiness, self control and courtesy in group settings both social and professional. He laughed without being loud or boisterous, was never vulgar or profane, never petty, pompous or flirtatious. Like Nathan in the Bible, he was an "Israelite without guile." Ernie Crow had the same characteristics and I looked to him as a model of bedside and one-on-one teaching. He paid attention to the lowest person on the totem pole. D. Cramer Reed was Mr. Personality, which was beyond imitation. I was Secretary of the medical staff at Wesley when he was President and I watched his conduct of the executive committee meetings. Later he became my boss for a wonderful year in my life. Among other things I learned from him to close the toilet seat cover when there are coed bathrooms in the office. He attended to the office staff and was a master negotiator among strong-willed colleagues.
Ada Stewart	When I think of my leadership mentor, I can think of many but I feel one person that truly epitomizes leadership who I strive to emulate is Dr. Warren Jones. I initially met Dr. Jones during my first year of medical school at an AMA meeting. We spoke at length about many things including my interest in family medicine. During that first encounter he told me "You will be a leader". He saw something in me at that time that I had not yet come to realize – that I would be a leader. He often makes me reflect on my own background and how I am a mentor to others. He was also influential in my decision to serve our country – although he may not realize this. He led by example, from the professional way that he carries himself and from his service to our country and to our Academy. His communication style is so inspiring and motivating, one could always feel his passion and compassion. Many times after encountering him, I would gain a renewed sense of self and my role as a family physician and as a leader.
Robert Taylor	Probably Dean John Kendall, MD, who hired me at Oregon 22 years ago. He guided me through a lot of difficult times. I think we learn leadership skills from a lot of persons, and "observing leadership behavior" is an important skill for the aspiring leader. In this way you can learn what works and what does not.
Penny Tenzer	In a previous job, Dr Gunnar, my boss and the hospital Medical Director, has been a mentor to me. He encouraged growth in others; kept an open mind. He was devoted to excellent medicine and education (his inner mission I believe). While highly awarded and recognized, a Regent of the American College of Physicians, he remained approachable and willing to do what needed to be done to get the job done. He expected much of others while expressing a strong sense of values and integrity himself.
Patrick Tranmer	Both the Deans I have served under. They both determined that I was competent to handle the position of chair and, once decided, allowed me to manage the department as I saw best, offering guidance, education and encouragement when needed and relying on me for answers in my field of expertise. Whenever anyone raised a concern about what I was doing, they came to me first.

3. List the three most important qualities necessary for leadership.

Deborah Allen	A leader is adaptive and able to accept and manage change. A leader is purpose driven in all decision making. A leader is a risk taker.
Bruce Bagley	Integrity, positive attitude and the ability to help others see the envisioned future state are three key features.
Erika Bliss	I sort of answered this above, but I'd say creativity, courage, and enough self confidence to be able to incorporate the ideas of others and bring them along as well as to discard old ideas without any ego attachment.
Edward Bope	1. Vision 2. Wisdom 3. Good communication
Marjorie Bowman	Desire. Perseverance. Insight.
John Bucholtz	Credibility-Ability to do the job as well as your charges. Consistency-your underlings can almost predict your decisions based on a consistent track record. Passion for the work-if you don't have it, you can't expect others to have it.
Freddie Chen	Listening – paying attention and listening require an emotional intelligence to respect where the person is coming from, what they're saying and understand what they need. Family doctors tend to excel at this. Thoughtfulness and vision – leaders must be able to think clearly, have a clear plan and know how to get there. Ability to compel and motivate change. Nobody wants to change – but if you've listened to them, earned their respect for your ideas, then you may be able to move them.
Lanny Copeland	First of all, being a good listener is of utmost importance. A leader must train himself/herself to allow individuals speaking to him/her to completely finish making the point they are speaking about. Studies show that we, as physicians, when with patients, interrupt after 18 seconds. Listening is a skill that must be cultivated, but once learned, it allows us to command respect from individuals with whom we interact. Secondly, delegation of authority. In my roles over the years, I saw myself as someone that was a consultant; I'd be there for support and help but would try my best to assist individuals reach their fully capabilities. Many times I was the team leader, but was always aware that I was on the team as well. Third, one must be personable and honest. I've interacted with individuals in the past who seemed as if they just didn't like people. So many FP's enter the specialty because we interact well with others, and as leaders we must be approachable. Leadership means being honest with individuals; we may give an answer that is not what they want to hear, but it's honest and timely.
Gretchen Dickson	I'd say that the three most important qualities are: 1. Selflessness insofar as a leader should never care who gets the credit for a great idea, but should always be focused on producing the best work possible and getting results for the organization. 2. A leader must be forward thinking and looking not only to the projects of today,

3. List the three most important qualities necessary for leadership.

	but, more importantly, preparing and moving the organization to be poised for the opportunities of the future. 3. Enthusiasm and passion—If a leader isn't committed to and excited about the organization, then how can they expect membership to be? 4. 4) I know you asked for three, but I had one more that's equally important. A leader needs to listen far more often than they speak.
Michael Fleming	Integrity. Creativity. Optimism.
John Frey	Integrity, humor, sympathy.
Robert Graham	Arbitrary choices, but I think these three are central: A) Values- People have to believe and respect what you are if they're going to believe and respect what you say/advocate. Too many leaders try to get by with the "Do as I say, not as I do" dodge, and it's corrosive. Living up to your espoused values takes discipline, and that's what people are looking for in leaders before they place their trust in them. B) Vision- A leader has to be able to articulate their vision for change effectively and compellingly. Implicit in the leader/follower contract is the constant question "Why should I do this? Why should I follow you." Their motivation to change behavior comes from the power of the vision. C) Commitment to the long term- Truly effective leaders are trying to achieve long lasting change, not just a temporary fix (the central lesson of Good to Great). If your potential followers sense that your commitment lasts only as long as the spotlight is on you, then they're going to be reluctant to buy in to any fundamental change. They'll sense that you'll be gone and they'll be left to deal with the next leader's vision.
English H. Gonzalez	It is tough to pick just three, but, uncompromising ethics, ability to encourage, empower and inspire; and the ability to really listen and care top my list.
Marin Granholm	Vision Enthusiasm Patience Humility (I couldn't limit it to three)
Pat Harr	The first quality is honesty. I think a leader must be impeccable in the way they interact with all people they encounter. I think the second important quality is diplomacy. A leader must be able to deal with the good and the bad, must be able to negotiate the rough waters that occur when differing opinions are around the table. The third quality I think necessary for leadership is being a good listener. A leader is one who should be able to assemble the differing opinions, listen to all the debate and then help to find a common path for the common good. Many times it is difficult to be the listener when you have to be the one who directs the conversation. If you don't listen you end up getting in deep trouble.
Doug Henley	Listen (a lot) and learn. Communicate well - clearly and directly. Use a lot of common sense.

3. List the three most important qualities necessary for leadership.

	Strong moral and spiritual ethics.
Ed Hill	1. Do not let the fear of being opposed deter you away from your principles. 2. Always listen carefully to all sides of an issue, and use the Covey principle of "seek to understand before being understood." Never try to understand the viewpoint of another without a face to face relationship. 3. Humility, sincerity and sensitivity.
Cynda Johnson	Vision, energy, mission.
Michael King	1. Being very self aware and adaptable to situations. 2. Being empathetic to the people you lead and what they believe, having shared vision. 3. Being an effective communicator
Jim Martin	Vision, charisma, outward positive focus, self discipline (yes there are 4)
Viviana S Martinez-Bianchi	Ability to listen. Passion. Ability to articulate a vision.
Louise Nasmith	Listening skills, Being available, Seeing the "big picture" and I will add a fourth, being reflective.
Maureen Padden	Vision. Commitment. Integrity.
Angelo Patsalis	Vision Understanding Decision Making
Richard Roberts	Listening. Deciding. Communicating.
John Saultz	Integrity, moral commitment to mission, and passionate dedication to those being led. But the greatest of these is integrity.
Joe Scherger	Vision, Initiative, Follow-through.
Stephen Spann	1. The ability to create and articulate a vision. 2. Willingness to take risks 3. Tenacity: never recognizing an absolute barrier.
Gayle Stephens	Tallness. Thinness. Good-lookingness.
Ada Stewart	As previously mentioned three of the most important qualities necessary for leadership: 1. Ability to motivate others: 2. Excellent communication skills: 3. Organizational and time management skills.
Robert	The ability to visualize the future, communicate your vision to others, and motivate

3. List the three most important qualities necessary for leadership.

Taylor	others to help make the vision a reality. From another approach: vision, passion, and integrity.
Penny Tenzer	Perseverance. Integrity/inner value system. Ability to communicate with a broad spectrum and variety of people; communicating to and sometimes for others.
Patrick Tranmer	Patience, self-confidence, fairness.

4. What is the major barrier to being a leader?

Deborah Allen	I think most people do not have the skills needed to develop a vision. They may want to lead but without the ability to clearly define a path for their leadership, they will not succeed.
Bruce Bagley	There are none! You must only have followers and you must be able to see yourself as someone worth following.
Erika Bliss	Self-doubt. I actually think that rigidity of ideas and approaches (as I mentioned above) is a by-product of self-doubt. When you don't feel confident and safe enough to risk letting go of your pre-set notions, you hold on to them all the more firmly and stop seeing other options or failures in your own ideas. The minute you become rigid, you get stuck in place, and the rest of the world starts to pass you by.
Edward Bope	Opportunity may be the largest barrier. Only a few can lead. Lack of natural skills might be a barrier but it can be overcome.
Marjorie Bowman	Lack of desire.
John Bucholtz	Getting everyone to buy into the vision.
Freddie Chen	Lacking any of the essential skills of leadership can be a barrier, but the major barrier is the inability to read other people, understand how to communicate with them and motivate them to change.
Lanny Copeland	Are leaders born or made? Many are born with traits that can be developed, but do not have enough courage or opportunity to develop them. Certain risks are involved in developing leadership, and many individual are not comfortable taking these risks.
Gretchen Dickson	I think that the major barrier to being a leader is not believing that you are the best person for the job. Too often, leaders have the insight to see the strengths of everyone around them, and yet, doubt themselves. As leaders move forward and have more experience, those around them begin to assume that the leader is confident in their abilities and doesn't need the encouragement or insight that a fresh perspective can offer.
Michael Fleming	Developing the confidence to allow what's inside, to come out. I think most leaders can "feel" the leadership urges but are reticent because others may perceive their drive as ego, etc. A second "major barrier": many times people agree with leaders without evaluating the situation on their own and without being willing to disagree. This can lead to the "emperor has no clothes" issue.
John Frey	Seeing oneself as a leader - i.e. hubris. I have always found the most compelling stories of leadership to come from those folks who would be very unlikely to consider themselves leaders - and therefore seem to have the most courage and the belief that what they do is for others rather than for themselves. I have always seen the New Testament martyrs - actually all martyrs - as the least interesting of all the saints because they seem so certain. Never feeling quite all that certain myself, I am unlikely to be burned at the stake, drawn and quartered, pierced with arrows or whatever. More likely I would drive my oppressors nuts with my willingness to argue all aspects of a problem and they would declare me useless to

4. What is the major barrier to being a leader?

	anyone and throw me back with the rabble in hopes that I would drive them as nuts as I did my jailers.
English H. Gonzalez	A barrier for me has been the fear of "failing" my "followers"; we all make errors in judgment but as a leader these choices have a wider impact.
Robert Graham	Well, to begin with, lack of any of the three qualities noted in question 3 is going to severely compromise any individual's attempt to be a leader. But assuming they're OK on those qualities, the next most difficult barriers to get past are initiative, courage and focus. It takes a lot of energy to organize an effort for change, and it can be seductive to plan and plan and plan. Moving to action is critical. Courage is required since, almost by definition, true change in the status quo is going to mean many folks are going to perceive that they're losing something, and they won't like it. The leader becomes the focus for this displeasure, and it's sometimes tempting to find a "middle ground," where you can advocate your beliefs, but aren't really putting any pressure on the system to change. (I believe the operating definition for such a circumstance is "academia"). And, finally, focus is critical. Lots of (would be) leaders have lots of great ideas. Sometimes they become so fascinated by the manifest opportunities to change so many things that they never settle on one primary objective. Their potential followers, therefore, never get a clear message, and aren't compelled to move in any particular direction.
Marin Granholm	Lack of education about effective leadership methods, lack of social support and time.
Pat Harr	I think the major barrier to being a leader is ego. I think some people are leaders because they are self driven, they want to be at the top and make all the decisions. I think their ego can get in the way of being able to work with people, particularly when they are trying to drive their particular point of view or program through. Ego can really get in the way of being a quality leader.
Doug Henley	Not being willing to take the risk. Underestimating your impact as a leader on people and colleagues.
Ed Hill	Barriers: Ego and personality needs that override the vision and mission. Desiring and/or demanding credit leads to loss of respect which leads to lost trust and TRUST is the key to real leadership.
Cynda Johnson	External forces. Status quo. Risk aversion.
Michael King	People in leadership positions sometimes have difficulty exhibiting selflessness, truly acting with concern for others and not their own self interest. Most people understand their passions and fight for them. You can advocate without being a leader if you are advocating a belief in your own self interest. Being able to lead and represent, even when you question the issue can be difficult. Without unselfishness and empathy one has difficulty participating in and leading teams and ultimately it compromises true leadership of the very people you are leading.
Jim Martin	Not having true vision that you believe in.

4. What is the major barrier to being a leader?

Viviana S Martinez-Bianchi	An environment that is discriminatory and devoid of common sense.
Louise Nasmith	Lack of mentorship.
Maureen Padden	Leadership can sometimes be lonely. Leaders often have to make decisions that they know are best for the organization but may be unpopular with many. Most people have an insatiable desire to be well liked and avoid conflict. Leaders will find themselves in difficult situations that they must navigate. Having the strength to wade through these times can take the life out of even the best leaders, but truly great leaders rise above this and do incredible things.
Angelo Patsalis	Leaders have to be in an environment that is nurturing; an environment that will help them develop their leadership skills, allow them to interact with people who have different views, allow them to make difficult decisions and allow them to learn from their mistakes.
Richard Roberts	One's own ego and imperfections, which get in the way of listening, deciding, communicating.
John Saultz	Continuing erosion of society's moral contract with those in need and the resulting cynicism and pessimism of the next generation of physicians.
Joe Scherger	Time and the fact that we get too busy with too many things.
Stephen Spann	Aversion to risk.
Gayle Stephens	Acting like a jerk, i.e. excessive self-importance and overbearingness with others. Also sarcasm, cynicism and suspiciousness are barriers to being trusted.
Ada Stewart	A major barrier to being a leader is *time*.
Robert Taylor	Believing that you “can't do it.” In the western world, we still believe the “sword in the stone” myth. Only the chosen, gifted one can pull the sword from the stone and be the leader. If in fact a lot of us ordinary people can lead--if only we have one good idea as to how the world can be better, and the courage and passion to see it through.
Penny Tenzer	A willingness to question or stray from the norm, sometimes requires taking unpopular points of view to accomplish a goal/greater good. Frequently leadership is tied to change which is rarely easy or popular. Those in leadership position may become the target of others. To allay this, one in a position of leadership must have a good support system and sense of self respect. Time is a large barrier. Leadership requires ongoing development, devotion, and work. It takes time to do correctly.
Patrick Tranmer	Expecting or needing appreciation for your efforts.

5. Are there personal and/or professional costs to being a leader? If so, explain.

Deborah Allen	Of course there are risks. If you are a good leader you will frequently find yourself out in front of the pack. The pack can get lost, turn against you, or get spirited away. Sometimes the pack gets tired and can't walk with you any more. Rival packs can compete with you. It is not always an easy or comfortable job.
Bruce Bagley	Leaders are held to a higher standard of accountability by our society. The returns are often far in excess of the costs.
Erika Bliss	Yes - sometimes it's fatiguing to always be the one people look to for leadership or answers. I have an anecdote about this: Ever since I was a kid, I've frequently had situations where people follow me, either doing something in particular or going somewhere. Then when they realize that, although I was walking in front of them, I was not "leading" them, they got upset with me (i.e. "why didn't you tell us you didn't know which way you were going?" to which I responded "I never said I was leading you!!!"). Anyway, my point is, once you are perceived as a leader, it's difficult not to be perceived as such, and it takes practice to figure out how to engender the participation, confidence, and leadership qualities of those around you so that you aren't always the one on the spot. I also think that the compulsion to be a leader means that, at least as a physician, you are committing yourself to a much broader and time-intensive work life, since leadership requires a focus and effort well beyond the usual 9-5 job. There are those who are quite content with their jobs and don't want to do more because they prioritize other things (i.e. family, which is very valuable, don't get me wrong). Sometimes as a "leader" it's hard to draw the line between personal and professional life, which can be damaging to self and relationships.
Edward Bope	There is a certain loneliness in leadership. You are excluded from some conversations.
Marjorie Bowman	Responsibility for others and taking risks.
John Bucholtz	In my situation I'm the first one in each morning and the last to leave. The time commitment affects my family. Professionally, I worry about my clinical skills dulling as I spend more time in administration.
Freddie Chen	You get plenty of ego boosts as a leader – but you must be careful not to let them overwhelm you or who you are. I am struck by the investment of time and energy that it requires – leaders step up and do the jobs that others choose not to do. As a result, leaders will get called to do more and more. It's important to be able to set limits; it's important to have a supportive home and family and not to take them for granted.
Lanny Copeland	For the most part, the rewards outweigh the costs. Over the years I've seen "wannabees" who would sacrifice many things for what they sensed as leadership. Leaders must keep things in perspective, and true leaders do maintain balance.
Gretchen Dickson	I don't believe that there are personal costs to being a leader. It certainly takes time and effort that could be spent with family or in other endeavors, but I think that this is outweighed tremendously by the personal gains of leadership. If someone is a leader because they believe in the organization or cause they are championing, their time

5. Are there personal and/or professional costs to being a leader? If so, explain.

	spent in leadership fulfills a need that makes them a better person when they return to their families and friends. There is a time cost, but when the leader does have personal time, they are much more centered, and hopefully, happier than they would be without the outlet that leadership provides. However, the professional costs of leadership are clearer. I think the biggest cost is that once you are a leader, you can't go back. You can certainly choose not to take on leadership roles, but your peers will still look to you for an opinion on curre nt issues that you had been involved with that will often carry more weight than the opinion of one who was not a leader. Once you assume that leadership role, you really assume the responsibility of being an "expert" on issues. That can be frustrating because you lose the anonymity of being just another one of the crowd.
Michael Fleming	There can be. Sometimes the role can weigh heavy, particularly when a vision or idea fails – and there will always be failures!! Many people are extremely risk-averse, whereas leaders are willing to take considered risks to achieve their vision. When risks are realized there are frequently "dings" to a leader's professional opportunities and relationships. But, most leaders also understand this risk, and are willing to treat it like all the other "risks."
John Frey	There is a line from William Carlos Williams about poetry and medicine where he says he has to continue to do both since "one rests the man when the other exhausts him." Williams means that losing what we - not Williams - might call "balance" is a great danger. When the sense of responsibility to/for others is strong, there is a danger to lose one's own balance. Why do you think I get up at 5:15 and read?
English H. Gonzalez	I do see that leadership has cost me in a slight decrease in time to focus on my family. Also, it is often hard for me as a female to switch gears and be a spouse when I get home from work/meetings where I am called on to serve as a leader.
Robert Graham	Unquestionably not the least of the cost of leadership is that committed foes to the vision of a leader will try to remove them from effectiveness. In our (relatively) civilized society this is usually by negative campaigning, but we're never far away from the historically more direct approach of murder. Assassinations are still common in both secular and religious communities as entrenched power structures try to fend off "leadership" in a different direction. In the more genteel world of business and community life there are still the costs of energy, exposure and accountability. It takes a lot of energy to initiate change, whether it's a political petition, or leading a campaign to get a new park built. Exposure is always present, as the leader is standing up for something they believe in, but without the assurance that their views will find favor or support. And the burden of accountability is always present. If you say you believe it, and you'll work for it, we expect you to stay true to your word...whether we're vigorous in our support of you, or not.
Marin Granholm	The personal and professional costs are the loss of the camaraderie that comes from leading the team, rather than being on the team, as well as the loss of time and energy to pursue other interests. It is important to examine whether the specific way you are sharing your leadership skills is to your and your practice's greatest benefit. For example, I gave up managing the clinic, an endeavor which was profoundly

5. Are there personal and/or professional costs to being a leader? If so, explain.

	educational but occupying most of my time, in order to focus on other interests such chairing the chronic pain committee, planning my wedding and serving on the AAFP Board of Directors.
Pat Harr	Absolutely. I think the personal costs are dependent on how much time away from home that the leadership position requires. My presidential year I was on the road quite a bit and I ended up in a divorce. Obviously if you don't have the right balance between family and profession, the personal cost can be quite high. You might want to check with Rich Roberts because he did a survey when he finished his term as President looking at all of these interpersonal issues from time spent on the board and he might be willing to share his survey results with you, Professional costs are obvious because time away for leadership takes away from time in the office which is how we pay our bills and ourselves. A good leader must be able to balance that equation or can end up in serous financial difficulty.
Doug Henley	There can be in terms of increasing expectations for leadership roles and the time this takes from practice, family, etc. But managed well, it can be very rewarding and fun.
Ed Hill	Personal Costs : Physical, mental as well as emotional health can be jeopardized by the stress and fatigue of being a leader. Relationships with family, loved ones and associates can be stressed and must be cultivated constantly and put into the context of personal importance. Are your priorities aligned with your goals? How do those goals affect the greatest need in anyone's life which is to truly love and be loved? Often financial sacrifices are significant and need to be understood and supported by your family. Professionally: You may sacrifice clinical skills, experience and individual patient interactions. These problems can "sneak-up " on you rapidly and can often not be recognized. Also having to "put-aside" or postponing or eliminating some personal goals. These costs can be --and often are-- the result of or guided by personality and character traits.
Cynda Johnson	Huge – little attention for yourself, compromises.
Michael King	Most definitely. In order to give to leadership one must make sacrifices. Moving past your own self to lead a group and being a servant to the leadership effort are big ones. Family seems to always be somewhat disturbed by leadership servitude. I think the biggest cost may be the difficulty in leading at the top. Tough decisions evoke emotions from others that are difficult to face. I guess that is where the phrase "Leadership is a lonely job" comes from.
Jim Martin	Loss of personal time, risk of popularity loss (or worse...making enemies).
Viviana S Martinez-Bianchi	Our family will suffer if our passion steers us away from home or if we become so involved with our organizations that we forget our most important unit. I sometimes need gentle reminders. Visibility can sometimes kill. (Think of the great leaders of our history, they inspired love from many and hate from some; those "some" have turned deadly at times.)
Louise Nasmith	The most difficult part of being a leader is being alone in spite of the terrific people around you.

5. Are there personal and/or professional costs to being a leader? If so, explain.

Maureen Padden	As I stated above, leadership can be personally very difficult in that as you rise through the ranks of leadership, friendships can be strained as the leader must focus on the organization rather than on personal relations or doing what close friends or others might think. It can also take time away from your family. Leaders cannot be leaders part time. You have to be there for the organization when they need you, but a good organization will make sure you have balanced time to be with your family. I once heard a story of two men who grew up together in a small town. They went to the same school and came from similar economic backgrounds. After high school they went to work for the local factory. Twenty years later, one is still working on the line and the other is a Vice President. When someone asked the one working on the line what happened that his friend was so much more successful here is what he answered: "Twenty years ago, I came to work for $5.00 an hour. Twenty years ago, he came to work for the company." To me, that says it all.
Angelo Patsalis	There are personal and professional costs, but the leader can determine the level of these costs. Professionally, costs may be working longer and harder. It may mean not having the opportunity to do what you really like. People view leaders as different and keep a distance from you. Personally, no matter how hard you try, leadership affects your personal time for both you and your family. When things come up, the first thing to go is your personal time. You need to set limits, make time for yourself and your family.
Richard Roberts	Yes. Sometimes we are leaders when we don't want to be; other times we are not leaders when we do want to be. Even when we are leaders at times that we want to be, parts of our lives may be neglected or illuminated in ways that create stress or bring unwanted intrusions into our private lives.
John Saultz	You can advocate for yourself or you can lead people to do great things. Today, we live in a world where recognition and fame goes to the former. Sooner or later, leadership requires a choice between the self and the mission. There is always a price to doing it right.
Joe Scherger	Yes, leaders are often put down and knocked off. This happened to me at Florida State. I got out ahead of my senior administration.
Stephen Spann	It's lonely at the top.
Gayle Stephens	Oh, Yes! Time constraints, conflicts, hard choices, weariness, failures.
Ada Stewart	Professional: must be in a position which offers flexibility. Being involved in leadership may require others to do more in your absence. As a physician leader, it takes time away from your patients and your practice. Personally, it may require time away from family and friends. In addition, there maybe financial costs – dues; non reimbursable travel expense, lost wages from time away from work.
Robert Taylor	Sure, being a leader takes a lot of energy--energy that could be used elsewhere, such as playing golf or making a lot of money in the stock market.
Penny Tenzer	Yes Time away from other important people and aspects of one's life. Frequently leaders are challenged by others which can lead to conflicts. Sometimes if you are on

5. Are there personal and/or professional costs to being a leader? If so, explain.

	a mission, there are risks which need to be taken which can have negative outcomes on professional and personal lives.
Patrick Tranmer	Yes. The first is the time cost to your personal life. The second is the potential cost to one's self esteem.

6. Leadership: nature, nurture or both? Can it be learned?

Deborah Allen	I think part of leadership can be learned so that you are more effective, but I truly believe a lot of it is nature. You are born with a burning desire to lead a cause or you are not. I know there are entire institutes that make a fortune teaching leadership skills. I think they start with pretty good material and do small improvements.
Bruce Bagley	Leaders are not born with everything they need. They learn the necessary values from family and friends; the necessary skills from reading and mentors; the necessary toughness from trial and error and the necessary love for those they serve from encouragement and praise. (I originally wrote this for a KAFP (Kansas) meeting when asked to say a few words on leadership. It is quoted in the book Physicians as Leaders by Perry Pugno and Mindi McKenna)
Erika Bliss	I suspect that we will one day nail down the "nature" part of this. Looking at primate studies, it really seems that some members of a society are programmed to be reachers and risk-takers. The evolutionary advantage is clear, since this means you don't overpopulate an area (since those folks go off exploring and join other groups) and you find more sources of food. I'm fascinated by this, because it may truly be that there is a genetic component to risk-taking and leadership. And we all know that children seem to be born with quite a lot of personality in place before they even have a chance to interact much with their surroundings. That said, I think nurture is key. A kid who hears "you can do anything you set your mind to" is much more likely to develop the self confidence it takes to forge ahead in life. Later on, in terms of career development, nurturing is essential (we just call it "mentoring", although I think it's the same thing). The drive to be a leader may be intrinsic, but the skills needed to carry it out are definitely learned. Some are more subtle than others, but there are definitely specific techniques, skills, communication tools, etc. that help one to be a more successful leader.
Edward Bope	Leadership skills can be learned. Integrity is earned, brains are inherited.
Marjorie Bowman	I believe it is a combination. Some natural tendency, and you can learn some of what is needed.
John Bucholtz	Both, but you have to have some potential to develop. Everyone can't be a leader
Freddie Chen	Absolutely – it can be taught. But there are natural-born leaders who can read, work and move a room. The problem in medicine is that we have equated leadership with position, expertise, seniority – and you can get those without knowing a thing about leadership.
Lanny Copeland	See question # 4
Gretchen Dickson	I think that leadership skills can certainly be refined and without encouragement and support of other leaders it is difficult to transition from a good leader to a great leader. Leaders definitely need to have nurturing to become the best possible leader that they can be and to have a guide to understand the path of leadership and to achieve their goals. However, leadership, I think, is 80% nature. I think that individuals are called to leadership. The commitment, passion and willingness to

6. Leadership: nature, nurture or both? Can it be learned?

	assume the responsibility for leadership isn't something that can be taught—you either want to do it or you don't. Taking that first step into leadership can be hard and probably for everyone there is someone who was their cheerleader encouraging them to jump in—however the decision is ultimately the individuals. If a person doesn't feel the pull of leadership, then all of the nurturing in the world won't make them a leader. Similarly, though, the call alone is not enough. Somewhere a leader must learn the skills to organize and operate effectively—then, they must commit that for the life of their leadership roles they will refine and improve the skills they possess.
Michael Fleming	I think it's both. There are some characteristics that are innate. But most of the qualities of true leaders can be learned. However, one can't just take on these characteristics like a "role in a drama." They have to be lived. The changes have to become deeply seated.
John Frey	Learned by observation, trial and error, education about self and others.
English H. Gonzalez	Some folks do seem to be "born leaders," but anyone can certainly learn leadership skills and they should! As a physician, you will always be seen as a leader in your community and it is a serious missed opportunity if you do not gain the necessary skills to be a positive leader.
Robert Graham	Yes to both, and add the other traditional question of whether great leaders create the environment, or the environment induces great leadership. I think it's pretty clear that there's a gradient in both of these. Some people come to leadership skills more easily than others, and can force an agenda even in unpopular circumstances. On the other end of the double spectrum are those individuals who really don't have the skills, and, even faced with circumstances that cry out for definitive leadership, stumble and fumble. But the heart of your question is whether or not the skill can be taught to a differentially gifted cohort. The examples of the military, clergy, politics, and professions would seem to argue that they can be. Some will master the curriculum faster, and more smoothly than others, but there are far too many examples of folks with modest attributes having major impact to suggest that leaders just reflect "skimming" of the most adept.
Marin Granholm	Absolutely, it can be learned. In fact, I would argue that being an effective leader depends on one's willingness to study, try out new ideas, make mistakes, admit and learn from those mistakes and persevere. The nature part of this is the patience and humility required to gracefully execute the above.
Pat Harr	I think leadership is both. I think the way one is raised and the opportunities that are afforded a person by one's parents, and the opportunities that they take advantage of in school all play an important part. Without having that drive or direction from parents, I think the road to leadership is more difficult but not impossible. I also believe that having a good mentor is important to help develop in leadership characteristics.
Doug Henley	I think it is both. You certainly can learn a lot about being a leader and how to improve your skills in doing so.
Ed Hill	I believe that leadership requires a subliminal/subconscious personality and character

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	make-up in an individual. It is difficult to teach. It can be learned and be nurtured to a degree. I believe that leadership is the result of environment and circumstances (being in the right place at the right time with the right issues for the times). History makes leaders. Great leaders will all say that they did not become leaders by design. It must be stated that many prominent people who are often considered leaders were certainly not really leaders by my definition.
Cynda Johnson	Can it be learned? To some extent.
Michael King	I have always thought the answer was nature, but my readings and a recent leadership class have convinced me it is mainly nurture, but some of both. Leadership is learned through early experiences and applications of leadership skill while growing up. Successes are unconsciously stored so when faced with a circumstance, you react by closely applying previous actions that were successful. This seems innate but in actuality it is learned from early experiences. Simple skills can be learned as well. Once you apply them often, they become second nature.
Jim Martin	Mainly nurture, only a few have that natural "look of eagles" in which their very presence incurs confidence.
Viviana S Martinez-Bianchi	I believe there is a bit of both. Some people have personality traits and abilities that prepare them for more easily becoming leaders. They naturally fall into leadership roles, they are seen by others early on - even as children - as people they want to follow. Those abilities need to be nurtured in order to produce worthwhile results. A born leader who grows in an environment that doesn't allow him\her participation may never grow to his\her full potential. I also believe people can choose to become leaders and train for leadership roles. Learn what works with the public, how to develop an effective speech, listen to others and build a vision, but there probably was something in their personality that a spark could ignite. Leadership is learned at the AAFP. NCSC has been for me a place where I was identified as a potential leader. I was advised and nurtured to become the leader I am today: someone who can participate in a diversity of settings, someone who can listen to the people around me and organize, energize and empower them or build consensus. I only am mimicking what I received at the AAFP and the results are wonderful.
Louise Nasmith	Can it be learned? Nature plays a significant role but there are specific skills that can be learned. The key is being reflective and identifying areas for growth in oneself.
Maureen Padden	I think it is nurtured from a young age but that some inherent natural ability exists. I credit my father, who was a Marine Officer, then FBI agent, then legal counsel on Capital Hill for instilling leadership, honor and integrity into my life. The military has certainly taken my inherent abilities and developed them more.
Angelo Patsalis	Leadership can be learned, being a leader cannot. Leadership is both nature and nurture. Not everyone wants to be a leader, nor can they be. There is an inner drive or an external stimulus that triggers the ability to be a leader. A leader can learn skills to become an effective leader. But there has to be an inner spark for a person to become a leader.

6. Leadership: nature, nurture or both? Can it be learned?

Richard Roberts	Both. Yes.
John Saultz	I believe there is aptitude for leadership just like anything else and that this aptitude can be nurtured or squelched.
Joe Scherger	Both. There are innate skills, but most of it is learned, especially from observing and studying mentors.
Stephen Spann	Mostly nature. You can learn to be a good manager; I'm not convinced you can learn to be a good leader.
Gayle Stephens	Cramer Reed is the example of nature and nurture in wonderful proportions. Robert Knapp is an example of nurture over nature. He was an anesthesiologist in the 1960s and an arch opponent of Medicare/Medicaid Amendments 18 and 19. He learned public speaking and writing by taking classes and became outspoken in direct argumentation and speaking to groups. He became active in the Sedgwick County Medical Society and from that leadership base he was a founder of the Congress of County Medical Societies which opposed the AMA. After losing that battle in 1965 he turned his new skills and attention to creating the first Surgicenter in Wichita. He was a self-made leader.
Ada Stewart	Leadership skills can be learned and nurtured, but there are inherent qualities that one must process as mentioned above such as passion, dedication and motivation.
Robert Taylor	Probably both. Some persons seem to have "the power." For them, leadership comes a little easier. But the quiet, self-effacing can learn to be a leader. There is valuable leadership theory and a set of skills. These can be learned.
Penny Tenzer	I believe it is both as reflected in one of my favorite Shakespeare quotes "Be not afraid of greatness: some are born great, some achieve greatness, and some have greatness thrust upon 'em." --From Twelfth Night (II, v, 156-159). With each situation, particularly some of the more difficult ones, we learn about others and about ourselves. Learning from our mistakes can be the best lessons to improve how to handle future situations. Educational programs, feedback, and mentoring can be very effective tools for learning leadership if the learner is willing. We often see examples at young ages of those who are natural leaders, with the skills to connect and communicate with others, and the willingness to be in the front.
Patrick Tranmer	Yes, if you have an open mind, want to learn, are patient enough to observe and listen; and enough of a risk taker to try something new.

7. What book are you reading now?

Deborah Allen	The World is Flat: a brief history of the twenty-first century by Thomas L. Friedman.
Bruce Bagley	I just finished two books. Complication-Notes of a young surgeon on an imperfect science by Atul Gowande and Collapse by Jarod Diamond. Other recent ones I would recommend: Blink: the power of thinking without thinking by Malcolm Gladwell; From Chaos to Care by David Lawrence and my old favorite Leading Change by John Kotter. I also regularly read and enjoy the Harvard Business Review.
Erika Bliss	A book called In the Company of Crows and Ravens -- it's a book about crow society and culture, looking at ways in which human and crow cultures influence each other. It's absolutely fascinating. I love reading about animals and new research in development/behavioral sciences. I absolutely love learning about how all living things work. My friends probably think I'm nerdy, but they put up with me.
Marjorie Bowman	I tend to read journals and news publication, but I read a large number of those regularly. Philadelphia Inquirer, Philadelphia Business Journal, Wall Street Journal, Harvard Business Review, Business Week, U.S. News & World Report, Newsweek, + 22 medical journals (at last count). I read some books, but do not seem to find them as inspiring as some people seem to. They also seem incredibly repetitive and wordy compared to what they say.
John Bucholtz	Physicians as Leaders: Who, How, and Why Now? by Mindi K. McKenna and Perry A. Pugno, Perry's book on physician leadership.
Freddie Chen	The World is Flat – Thomas Friedman
Lanny Copeland	The Great Influenza by John Barry.
Gretchen Dickson	The Price of Loyalty (and Zane Grey's Wildfire for fun).
John Frey	The Devil's Horn: the story of the saxophone from noisy novelty to King of the Cool by Michael Segell. Blink: the power of thinking without thinking by Malcolm Gladwell.
English H. Gonzalez	I am getting back in the habit of reading the Bible more now!
Robert Graham	Well, in no particular order, in the last couple of months: a) Linked by Albert-Laslo Barabasi- a mixture of math, sociology and economics that argues that the processes and people of our world are far more linked, and in more intricate way, than one would think. An interesting "applied science" approach to some of the more esoteric arguments underlying complexity theory. b) Freakonomics by Steven Levitt and Stephen Dubner- an economist and political scientist mine a heterogenous set of data sources to suggest that why things happen the way they do may not be for the reasons we think. (The example which got a lot of press play was their linking Roe v Wade with the subsequent decline in births to unwed mothers, and the 18-20 year later drop in the crime rate in urban areas. Their argument is that teenage males of unwed mothers are the most likely perpetrators of

7. What book are you reading now?

	serious crime, and the change in abortion law caused three million of such births not to occur). c) Einstein's Dreams by Alan Lightman- physics meets poetry. A small book of 25 chapters, each one positing what the world would be like if the nature of time were different. What if time ran backward? What if time moved more slowly the higher up you were? What if time moved at different rates for people of different ages? d) Stonehenge Gate by Jack Williamson- pure, hardcore scientific science fiction. Worm holes, intergalactic travel, and a different explanation for the origins of life on earth. The usual stuff. e) The Wisdom of Crowds by James Surowieki- a collection of studies that shows that disparate groups are more likely to reach correct conclusions than the brightest single individual in the group. Although it's not their main point, it makes a compelling argument for working in teams, and making sure your group has a good degree of diversity. f) The Harvard Business Review- Every month, every page. Keeps tools sharp, even when you don't use them often.
Marin Granholm	I just finished Eragon. This is a young adult novel about a boy and his dragon; not your standard leadership text! However, I think it is important to encourage the imagination and to have fun.
Pat Harr	I just finished Michael Crichton's State of Fear.
Doug Henley	Loyal for Life by John Tschohl, a book about how to keep "customers" very satisfied and loyal to a company (which may also apply to our staff and members).
Ed Hill	I just completed April 1865: the month that saved America by Jay Winik and started a little book, Dinner With a Perfect Stranger by David Gregory. Then of course a stack of books by the bed, as I am sure all of you have.
Cynda Johnson	Confessions of a Shopaholic by Sophie Kinsella.
Michael King	Let Your Life Speak by Parker Palmer. Just got it, will be starting soon.
Jim Martin	Team of rivals : the political genius of Abraham Lincoln by Doris Kearns Goodwin, and Robert Coles' Lives of Moral Leadership.
Viviana S Martinez-Bianchi	I am reading The Best of Enemies. Race and Redemption in the New South by Osha Gray Davidson. If I want to succeed in my new role in Durham I must learn the history and background of the society where I work. I need to know what the community feels; I need to learn from them so I can be an instrument of change and this book is giving me some of the history that people do not always share or may not be able to articulate and some of what explains the current reality of the town.
Louise Nasmith	Bloodletting and Miraculous Cures by Vincent Lam who is a junior faculty member in our department at the University of Toronto.
Maureen Padden	Just starting the books for the Naval War College on Strategy.
Angelo	A Perfect Mess. The Hidden Benefits of Disorder by Abrahamson and Freedman

7. What book are you reading now?

Patsalis	
Richard Roberts	The Kite Runner by Khaled Hosseini.
John Saultz	Shredding the Social Contract: The Privatization of Medicare, by John Geyman, 2006.
Joe Scherger	Constantine's Sword: The Church and the Jews by James Carroll. My last book was The World is Flat by Thomas Friedman, very important for America and our time.
Stephen Spann	Good to Great by Jim Collins.
Gayle Stephens	Books: Billy Collins, Nine Horses (poems); Michael Frayn, A Landing On The Sun (novel): Naming The Silences: God, Medicine and the Problem of Suffering by Stanley Hauer; Many Are The Crimes: McCarthyism in America by Ellen Schrecker. I usually have 3-4 books going at the same time.
Ada Stewart	Current Books: Scoring in the Red Zone; How to Lead Successfully when the Pressure is On by Spencer Tillman How to Lead & Still Have a Life by H. Dale Burke Both very spiritual and inspirational pieces.
Robert Taylor	Blink: the power of thinking without thinking by Malcolm Gladwell.
Penny Tenzer	Difficult conversations : how to discuss what matters most by Douglas Stone, Bruce Patton and Sheila Heen. Physicians as Leaders: Who, How, and Why Now? by Mindi K. McKenna and Perry A. Pugno. The Other 90%: how to unlock your vast untapped potential for leadership and life by Robert K. Cooper. and for fun The Chronicles of Narnia by C. S. Lewis.
Patrick Tranmer	Sadly, none. That's one of my losses, not having the time to read non-medical or non-administrative material.

8. Has a particular book influenced your leadership style?

Deborah Allen	I read The Prince by Machiavelli so that I could understand how truly evil people think and work. My naïve nature has not served me well when dealing with this type of person.
Bruce Bagley	No, I truly believe it is a composite of all the things I mentioned above under the nature vs. nurture question.
Erika Bliss	I don't really know. I can't say there has ever been a book on leadership or management that has been like a bible to me.
Edward Bope	No.
Marjorie Bowman	The One Minute Manager by Kenneth H. Blanchard (perhaps that is more management than leadership).
John Bucholtz	The Godfather. The great American novel. Don Corleone, a man of honor in an unhonorable profession. Feared, beloved but always respected. My favorite line of his is, "Keep your friends close, but keep your enemies closer." Taught me never to underestimate or dismiss those of opposing opinions.
Freddie Chen	No, I have been primarily influenced by my experiences in organizations, committees, etc.
Lanny Copeland	Not one book in particular, but I've read biographies of just about everyone. They teach us of various leadership styles, and I'm often amazed as to how some individuals garner any respect at all. One of my favorite characters was Teddy Roosevelt. He said exactly what he believed and was greatly respected. Raising the Rough Riders for the Spanish American War, he was afraid the war would be over before he could get involved. Ronald Reagan was an individual who stood by his principles and commanded respect.
Gretchen Dickson	Probably Good to Great by Jim Collins had the most practical influence on my style as a leader. However, I can remember having to read JFK's Profiles in Courage in 7th or 8th grade—I remember thinking that the stories were pretty interesting, but it wasn't a book that I thought would ever influence me. Then, I had to re-read that book in college and was struck by the point that Kennedy makes in his conclusion—that courage in leadership is not easily defined. Courage is bound up with individuals personal motivations and outside influences—there is no one right way to be courageous in leadership. Sometimes, courage comes from willingness to compromise and sometimes from willingness to follow personal convictions even if the effort is futile. I think for me that collection has always reinforced that good leaders are courageous in times of struggle and crisis for an organization; great leaders are the ones who demonstrate courage to stand for whatever it is they believe in during those quiet moments. It is in the small decisions along the way that the fate of an organization is decided. It is leading every day with courage and strength of convictions, not just when a leader's back is to the wall that separates the great leaders from the good leaders. I remember that during that course, my instructor quoted one of the Greeks (I think it was Aristotle, but may have been Plato). Anyway, the quote has always remained with me. It was "We are what we consistently do. Excellence, therefore, is not an act, but a habit." In the leaders that

8. Has a particular book influenced your leadership style?

	I've admired, they have all shared that quality. Leadership is in the details and in doing the right thing on the small decisions as well as the big ones.
Michael Fleming	Yes, but not just one. Good to Great by Jim Collins is one of the most important. Mike Magee's Positive Leadership has been equally influential to me. Maybe the best is Steven Covey's The 7 Habits of Highly Effective People. The habit of "seek first to understand, then to be understood" may be the single most important concept I've ever struggled to learn. I try to remind myself of this one every day.
John Frey	Not really - I don't read books on leadership, not out of arrogance but because I find most of them are "one good idea stretched into book length" types of books. I am a failure of leadership educational programs many times over. I suppose that Dr. Rieux in Camus' The Plague is the best model of leadership that I can remember in.
English H. Gonzalez	The Fred Factor is a nice short read and helped me realize that serving and doing ordinary things in extraordinary ways is a great way to model leadership.
Robert Graham	Several have been important a) The Art of War by Sun Tzu- A little about war, and a whole lot about leadership, strategy, and the preservation of an enterprise. b) Good to Great by Jim Collins- An affirmation that the most effective leadership style, at least as measured by the long-term success of the organization, is one of humility and support for the efforts of others. c) Leadership by James McGregor Burns - the original (60's) definitive text on leadership. Everything else has been built upon this work d) And almost anything by Peter Drucker. I must admit that I started reading his work relatively late (the mid-90's), but it's astounding how productive and on point he was for over 75 years.
Marin Granholm	Not a particular book, but I have been thinking a lot lately about economics and psychology. There have been several articles in the New Yorker about how the two fields interact; economics assumes a rational actor and psychology shows that our behavior is not rational. I think my psychology degree has influenced my leadership style in that it has encouraged me to try to understand what the underlying issues are for people who are resistant to change (fear, loss) and to address those, rather than the resistance itself.
Pat Harr	Not really.
Doug Henley	Good to Great by Collins Leading Change by Kotter General reading about Harry Truman and the founders of our country. I am enjoying reading Perry Pugno's book, Physicians as Leaders: Who, How, and Why Now? by Mindi K. McKenna and Perry A. Pugno.
Ed Hill	Yes, Lincoln on Leadership: Executive Strategies for Tough Times by Donald T. Phillips and My American Journey by Colin Powell. There are so many others that have had an impact on me. I read a book call Better Together: Restoring the American Community by Robert D Putnam, that it is great, particularly about community and how personal relationships are what society is all about.
Cynda Johnson	I read lots of them; try to glean something from each. The Connective Edge - Leading in an Interdependent World by Jean Lipman-Blumen.

8. Has a particular book influenced your leadership style?

Michael King	Primal Leadership: Learning to Lead with Emotional Intelligence by Goleman talks about the emotional intelligence aspect of leadership. I think this has helped me understand how emotional reactions drive perception and acceptance of what leaders are trying to accomplish. It gave me insight into why some people are more successful in leadership. People that evoke positive emotions within followers are more trusted and respected more for what they stand for. Emotional self control and social awareness are two important concepts I took from this book that I am very conscious of now. I only wished I understood this better while going through the governance roll-out at the CoD.
Jim Martin	John Maxwell's Developing the Leader Within You.
Viviana S Martinez-Bianchi	Not one in particular. I read fast and take from here and there. I graze, I read, I look, I learn, I listen, I follow links on line and I read more. Two recent books that come to mind are Barak Obama's: The Audacity of Hope: Thoughts on Reclaiming the American Dream' and Dreams of my Father. Good to Great gave me plenty of advice. But so do the New York Times and The Economist, Covey's and other books that I listen to sometimes when I commute and watching CSPAN. A particular course I took at the University of Cincinnati has influenced my style: "Situational Leadership".
Louise Nasmith	Good to Great
Maureen Padden	Steven Covey and another called The Mind and Heart of the Negotiator by Leigh L. Thompson.
Angelo Patsalis	Hippocratic Oath in the original Greek.
Richard Roberts	Leadership is an Art by Max Depree. Fisher and Ury's Getting to Yes.
John Saultz	I am quite fond of these three: 1. The 8th habit, by Stephen Covey. Covey is an excellent source of original ideas about servant leadership and focuses wonderfully on developing people to greatness. Very applicable to those in the teaching professions. 2. Lives of Moral Leadership by Robert Coles. Coles makes a powerful argument that the most important leadership does not usually come from the person in charge. 3. Once an Eagle by Anton Myrer. This is actually a novel written by a World War II veteran about the essential elements of military leadership. It is used at West Point and at the Army's Command General Staff School.
Joe Scherger	Yes, Leadership is an Art by Max Depree. Thomas Friedman for insight and facts. Stephen Covey for style.
Stephen Spann	Leading Change by John Kotter.
Gayle Stephens	I tend not to read self-help books or those by successful business names, and NEVER those by motivational speakers.
Ada Stewart	There was not a particular book that influenced my style but the two recent books that I have read have helped to inspired me spiritually towards leadership.

8. Has a particular book influenced your leadership style?

Robert Taylor	The best is an oldie: Warren Bennis: Leaders: the strategies for taking charge.
Penny Tenzer	Good to Great by Jim Collins. The Tipping Point: How Little Things Can Make A Big Difference by Malcolm Gladwell. The Fifth Discipline by Peter M. Senge. Getting to Yes: Negotiating Agreement Without Giving In by Roger Fisher, et al. Lincoln on Leadership: Executive Strategies for Tough Times by Donald T. Phillips. Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman. Just a few good ones.
Patrick Tranmer	The Second World War by Winston Churchill

9. Please provide a story of an instance when you demonstrated leadership.

Deborah Allen	I successfully fought the political battles at our medical school that allowed our department to implement a Family Medicine Clerkship in the junior year.
Bruce Bagley	During my year as Board Chair of the Academy, we systematically planned and executed the transition of the Board agenda from paper to electronic media, when no one saw it as something that needed to be changed.
Erika Bliss	It happens all the time (and I'm sure most people, if they looked at their lives, could come up with a million instances of demonstrating leadership; we just don't consider it such). One example I can think of was during residency, when I became unhappy with the way our third year curriculum was structured, and started talking up some ideas with my cohort, who were also unhappy. I ended up working with a colleague to develop an analysis of the curriculum and several proposals for change that we presented to the residency at our annual curriculum retreat. While we were soon to be leaving residency, I found out later that many of the proposals were adopted (and they even credited us!). So, this was an example of sensing a problem, collecting the energy and concern around the problem, analyzing it, and then having the confidence to propose solutions.
Edward Bope	Our community needed a free clinic and I knew that doctors were wanting to volunteer for a worthy cause. I brought together physicians under the county medical society banner and let them plan a clinic to suit themselves, i.e. what night, how many hours, what patients. I helped them become problem solvers for the indigent patients they saw and secured funding for imaging and meds. I get lots of credit for this busy, successful clinic but the most I did was be a leader and work shoulder to shoulder with others who built the vision.
John Bucholtz	This past weekend we were on holiday schedule and at half staff for each week. The hospital services were bursting. My chief resident suggested to the residents that everyone in town come in to see some patients, even those not on their service. Grumbling ensued. I told them I'd come in every day too to help out. They noticed. Shamed them into doing the right thing.
Freddie Chen	As the fellows' representative for NAPCRG, I was charged by the President to institute changes that would increase student, resident and fellow participation at NAPCRG. This coincided with my vision and efforts for the organization – as I had been actively networking with other young family physician researchers and encouraging them to meet at NAPCRG. With a good tie to STFM's fellow representative, we worked together to grow the two organizations' meetings as the best places for young researchers to meet and network. Fellows' participation at NAPCRG is a solid and growing part of the membership. I was also proud to introduce student/resident representatives to the NAPCRG board where there were none before. This was a leadership opportunity that worked well with my strengths around communication and networking. I had a leader who recognized my contribution and put me in a role to succeed.
Lanny Copeland	In the 90's there was a tremendous push to re-open the ABFP boards to non-residency trained physicians. Essentially, many AAFP members wanted this to occur, but to me it meant giving up many things that we as a specialty had gained. As President of the ABFP, I took a lot of heat from many individuals about this, but I definitely felt this

9. Please provide a story of an instance when you demonstrated leadership.

	was the right thing to do, and as I look back, it was an important part of the growth of family medicine.
Michael Fleming	The development of my practice would be a good example. I started a solo practice in 1978 in a suburban area of town. At that time all of the physicians in Shreveport were located in clusters around the hospitals that were in turn clustered in an area close to downtown. I was told repeatedly that one had to be there to be successful. I thought it was a good idea to take health care to where people lived. Now 27 years later I am a mile from where I started; and there are now two hospitals and over 200 physicians in this area of town. Since we started there have been primary care groups that have come and gone. I added the first associate in 1982. We are now at 11 family physicians (number 12, who I delivered!!- joins in July 2006); but what is most remarkable is that since that time no one has ever joined the group and left. I think that this is testament to a vision of what a practice can be, treating everyone in the practice, whether they answer the phone or clean the building or care for patients exactly the same – as a vital part of the team.
John Frey	Leadership. Most of it is behind closed doors or at my favorite breakfast place with someone who is struggling, screwed up big time, arrogant, fragile - whatever - and I have to weigh the needs of the organization of which I am the formal leader and the needs of the person who I am talking with in a search to find a way out for us both. It is when I am acting as abbot that I think my leadership is best and when I am acting as Sunday morning preacher that I am at my worst. Helping someone who is lost - even if they don't recognize it themselves - is a real act of leadership and it is the type of situation that never will be very public. Harland Cleveland said once that generalist leaders are people who can pat themselves on the back when no one is looking.
Robert Graham	In l980 when I returned to the PHS as the Interim Director of the Health Resources Administration we had a staff of about 2500. The Reagan budget, which was released on my first official day in the job (my predecessor was a political appointee in the Carter administration), called for the Agency to be abolished, all the programs discontinued, and all the staff to be terminated as Federal employees. When the magnitude of this proposal became clear I had a session with my senior staff and line officers and asked what the procedures were for discontinuing programs and firing staff. Their response was succinct: We don't know; it's never been done before. So we set about making the rules. We decided that we would emphasize respect, transparency, and due process. We were aware that the President's request might not be approved by Congress, but that would be 3-4 months in the future, so we had to start putting systems in place that would allow us to terminate, or downsize, depending on the outcome. Knowing that a circumstance like this would breed rumors, I began a process of regular all staff meetings...weekly at first, then, eventually, monthly...where the message was “These are uncertain times. We don't know exactly what will happen, or what the rules will be, but you'll know about it as soon as we do, and we're going to establish work groups from our staff to help us develop the rules we'll propose to use” (since the Secretary ultimately had to approve these). These were pre-email days, so we set aside a conference room on our entry level floor where we posted fresh information every day, and where staff were able to

9. Please provide a story of an instance when you demonstrated leadership.

	ask questions (between the all staff meetings) which were answered within 1-2 days. Eventually, we terminated about 30% of the Agency's programs (mostly in the Health Planning area), and about 600 staff. However, as a result of voluntary early retirements, and a placement program into other Agencies (which we'd recommended to the Secretary) no HRA staff were involuntarily terminated. Throughout the process the Agency remained productive, rumors were almost non-existent, and the planning group we assembled received a special award of recognition from the Secretary.
Marin Granholm	I think the lesson about humility was learned young when I was the youngest student from my middle school to go to the state spelling bee which was televised. No one at my school knew who I was until I messed up on TV. I don't even remember what the word was anymore. But I remember very well the public recognition of the fact of my loss. Public acknowledgement and acceptance of mistakes and the willingness to move forward thereafter is very important for a successful leader. It turned out that I was more popular after I lost on TV than before, for having made the effort.
Pat Harr	Being among the three amigos at the academy affords you many, many opportunities under many different circumstances. I think the story I would like to share was in my first term as Board Chair. During our summer board meeting we underwent a major budget reduction exercise. This was much like the one that the board went through in 2001. There were a lot of divergent opinions around the table as to how money should be or not be spent at the academy. Many of the leaders at the meeting had their own agendas. Being able to sit through that three day process and arrive at a budget that serviced the members' needs but yet was a financially responsible plan both for the present and the future was I think one of my crowning moments. As a result of that budget reduction exercise and the benefits reaped we are able to free up 7 million dollars which funded our research initiative. Obviously the benefits from that major expenditure has benefited our academy members in many ways not only in offering them an opportunity to publish their research but in bringing our research to the forefront in primary care.
Doug Henley	Most recent example would be "my leading" our staff to the conclusion that using "internal resource centers" within the AAFP that would allow us to better accomplish our work and better serve our members. Another would be my involvement in the Ambulatory Quality Alliance at the leadership level which to date has had a positive impact for our specialty and eventually our members.
Ed Hill	The problems of the uninsured in particular - and access to care in general are not new issues. In fact, they have haunted me since the first day I started practice in 1968 in one of the poorest regions of one of the poorest states, the Mississippi Delta. I'd been in practice for about a year when one day, a farmer called me at my clinic. The wife of one of his hands had delivered a baby at home two days earlier. But she was still bleeding, and couldn't get out of bed. When I got to the farm, the woman couldn't lift her head without losing consciousness. Her blood pressure was so low I couldn't even record it. I also couldn't move her. We had no transportation other than the two-door coupe I was driving, and we certainly couldn't put her inside that. With some difficulty, I drew a

9. Please provide a story of an instance when you demonstrated leadership.

	tube of blood and drove furiously back to town to have it typed and matched and to get a bigger car. When I got back from town, I hung a unit of blood from a nail in the wall. Eventually we put the woman into my wife's station wagon and drove her to the town of Hollandale, Mississippi, where she quickly recovered. That evening, I went home and turned on the television. It was July 20, 1969, the day Neil Armstrong took that great leap forward for humankind. As I watched, I couldn't stop thinking about what I had witnessed earlier that day. A woman had almost bled to death because she lacked access to the most basic medical care. Our country could put a man on the moon. But we couldn't provide routine care. I knew right then that we had to see change - profound change. And, together with my partner, we made change happen. With help from the state health department, local churches and the March of Dimes, we hired two nurse midwives to help us provide more services to pregnant women. We also trained local women to do home visits and educate pregnant women in the basics of neonatal care. The results were astounding. Mortality rates for infants dropped, not just below the Mississippi average, but below the national average. Today, I draw two lessons from this experience. The first is that we can never underestimate the dangers faced by those who have no health insurance, who often lack the basic, preventive care that most of us take for granted. And second that we can create change for the better even against the longest odds.
Cynda Johnson	Major negotiations with a consultant and our teaching hospital. I led our team for the Brody School of Medicine to take a stand for increased funding for medical directorships among other benefits for the school.
Michael King	Some of my better and worst moments have been centered around the AAFP Governance issue. Standing up for my thoughts and beliefs within the Board over issues related to Governance and helping fellow residents understand it were the better ones. Not being able to effectively reach others over this issue led to some uneasy moments but this was of course a two way street for all parties involved. I could have done more.
Jim Martin	I think you know how I have felt about our Academy advocacy development. I feel that, together with other strong leaders like Michael Fleming, we were able to move an entire organization both philosophically and strategically into a new direction. I guess the FFM project could be another example of pulling very diversely opinionated and philosophically dissimilar leaders together for the good of our patients and our discipline.
Viviana S Martinez-Bianchi	I think of NCSC. Being there for the first time in 1999 and becoming the convener in 2004. I think of the time when I presented the issue of the J1 visa waiver to the Board of Directors and the Commission on Education (COE) at the AAFP Winter Cluster. It was just before the WONCA meeting in Florida. The Academy, until then, had not been too open to hear IMGs and their thoughts regarding the J1 visa. My feeling was that this was a result of the AAFP's lack of knowledge of IMG's issues and only by educating our leaders could we be understood and reach a consensus. After my

9. Please provide a story of an instance when you demonstrated leadership.

	presentation to the Board of Directors and the COE, a joint resolution came from the Committee on Special Constituencies and the COE. I found it hard to believe when I was told that this was something "historical" because no joint statements had ever been made. I thought of the silo structure that people can cage themselves in and stop growing. There is a tremendous need to open doors to one another. The need to listen and educate ourselves and the people around us is always necessary in our lives and especially in large organizations. But those self-imposed silo structures are the ones that can break a system or an organization. Communication, communication, communication, transparency and open doors are always needed. I think of my current and new role as associate program director of a residency program that had announced it would close but is instead undergoing significant change. I do most of my work behind the scenes, organizing, looking at requirements and ways to make the new ideas that we develop for training residents turn into reality while making sure that residents remain priority and that their education is excellent. My leadership role here at times consists in up-coaching the residency director and other people in higher roles. I am certain that my involvement with the AAFP has given me a lot of insight into our profession. It added to what I learned as a family doctor in rural/industrial Iowa and in 5 years of academic teaching. I am helping to answer questions about the direction we want to take in training family physicians for the future and what role a well known academic institution can and should have in the country. I am glad to have this role as I can contribute greatly to change.
Louise Nasmith	I see myself as a leader everyday no matter how small the situation. I have led two academic departments in strategic planning and influenced decisions at the College of Family Physicians of Canada, but I really believe that by being present and sharing and delegating to others to help them grow, I have been the most effective.
Maureen Padden	I think the entire AAFP Board demonstrated leadership with the reorganization of the committees and commissions. In the face of strong opposition, they did what was best for the organization and are bringing folks slowly but surely along with them. Me personally, I came into a department that was fraught with problems in 2002 as the next Program Director/Department Chair. They had had their residency shut down two years before and wanted to open it again. There were many issues that had to be addressed: hospital administration, nursing issues and business process problems in the clinic itself. When I arrived, I was the outsider who no one knew. All they knew was that I was coming in changing their entire existence as they knew it. Many had worked at the hospital and in the clinic for many years. Almost 4 years later, we have a fully accredited family medicine residency, a booming inpatient service, practice open access scheduling and staff turnover has stabilized. Getting there was not easy and required every ounce of leadership ability that I had. It required time but also required that I really tap into the knowledge of the folks who had been there for a while to find out why things were the way they were. In the end, I brought the team along by getting them invested in the process. I did that by asking them what they needed to be successful and then trying to give them the things they wanted that were reasonable. It was a compromise at every step but they had enough wins and successes that they had buy in which was crucial to success.

9. Please provide a story of an instance when you demonstrated leadership.

Angelo Patsalis	One night while in medical school in Greece, I was watching television and talking to a friend on the phone. I noticed that the ceiling light started to sway and the balcony door made creaking noises, I thought from the wind. My friend on the phone screamed "Earthquake ! Earthquake ! Get out of the house !" I thought she was joking, but by this time the room started to sway. I calmly got dressed, shut the power off, took my money and, I still don't know why, my pharmacology book that I was studying at the time. I went from apartment to apartment starting from the top floor and worked my way down to ground level. I gathered all the residents, babies to grandmothers who all were confused, frightened and did not know what to do. Some wanted to return to their homes, some wanted to remain in the street, while others wanted to go to the beach. For some reason they all gathered around me. I spoke to them about what was happening and what we should do and why. They listened to me and trusted me with their loved ones' lives. We walked to the top of the hill, away from swaying buildings and away from possible tidal waves. We spent the night together in the cold. When morning came, the earthquakes stopped. We were no longer neighbors, but family.
Richard Roberts	During my time as AAFP President, there was an Academy member from Mississippi, who was originally from Canada, and who was publicly quite outspoken in his opposition to the Academy's healthcare reform proposal. He made his unhappiness known through email, list serv postings, and other more public communications, but he had never been present at any national meetings. The challenge for me in dealing with him was that he could be quite personal in his responses and I was not all that enthused myself (at least initially) with the AAFP's proposal. I made it a special point to listen to his criticisms and to seek him out at a Mississippi meeting. Through my discussions with him and my defense of the proposal, I came to better appreciate and more effectively communicate the wisdom of the AAFP's healthcare reform proposal. In the end, we agreed to disagree, but he felt heard, respected, and valued as a fellow family physician with contrary opinions. I was reminded by this example of the importance of leaders listening to contrary opinions and seeking common ground when one can.
John Saultz	I'm really not sure I can cite a specific story. I am very proud of the kind of leaders we have on our faculty and the examples they all set for residents, students, and university leaders. More than ever before, it is important to "lead up" in our organizations and to inspire our universities to live up to the academic ideas we're all supposed to believe in. I'm very proud that family medicine stands for the right values in our university and our community.
Joe Scherger	My Blanchard Lecture last May at STFM touched off 7 presentations on the redesign of family medicine and primary care at major institutions. Real movement is happening, and I am delighted to be part of that.
Stephen Spann	Supporting our institution president's position favoring taking the risk of separating from our primary teaching hospital in favor of another hospital in order to have control of our own clinical destiny. This was not a popular position among most of the clinical chairs.
Gayle	I am pleased with having co-chaired the STOP Polio campaign in Wichita in 1962-3.

9. Please provide a story of an instance when you demonstrated leadership.

Stephens	It was my first opportunity to interact with people like Dale Critser (a banker), Leon Bauman, Public Health Officer for Sedgwick County and public school administrators. My position was Chairman of the Public Health Committee of the Sedgwick County Medical Society. There is no particular "story" here.
Ada Stewart	A month ago, my office partner and I noted a serious problem. 1. Recognized a problem – office notes from consultations, faxed med refill request and reports were sitting around in drawers at our front desk and therefore were not being addressed in a timely manner. 2. Rally the troops – we organized a meeting to express our concern and opened the floor for suggestions. 3. Organized a plan based on suggestions – we decided to bring the med refill requests to the head nurse for review; look at dates on reports starting with the most recent since the older ones most likely had been previously reviewed when the patient came in for follow-up. We also had one person come in as scheduled overtime to open all unopened envelopes for the physicians to review. 4. Reviewed progress - numbers of papers and reports that were not reviewed decreased. 5. Praised staff for hard work - ordered lunch for staff.
Robert Taylor	Well, I led an academic department for 14 years. Also chaired the Committee on Scientific Program for the WONCA 2004 World meeting in Orlando.
Patrick Tranmer	When our medical center chose an electronic medical record and I led our department through that challenging but ultimately necessary and rewarding task; I am now the Chair of the EMR committee for the medical center.

10. What advice do you have for young leaders?

Deborah Allen	Leadership has its price. I don't see much written about the cost to the individual for their leadership. The spotlight can be very hot and uncomfortable. Sometimes your family doesn't want to be in the spotlight with you. Sometimes your decisions are very unpopular. When you lead you are a target. People will criticize so you better develop a backbone.
Bruce Bagley	Building leadership skills is like building muscles, it takes regular exercise and persistence. Leaders need a learning lab or an environment to test out ideas, skills and various styles of leadership. Read as much as you can from outside of your usual work and then try to apply what you have learned to your usual work.
Erika Bliss	Ideas are valuable -- nurture them, grow them, share them with other people, and when you can, be the one to take them forward. Have fun! If leadership becomes a burden to you, something is wrong. Either you are in a position where your room to maneuver is too limited, or you are leading on something you don't believe in (or you just need a break). Don't be afraid to hold on to your mentors and ask them for help and advice. It's exciting for mentors to hear about what you are thinking and doing, and it's fun for them to help you figure out where to go next. (I can say this because I've been lucky enough to be in the position of a mentor a few times, and it's a thrill to help someone else move forward with their goals and passions). I'm sure others have given some great advice.
Edward Bope	Young leaders should seek opportunities. They need to say yes more often than no. Some opportunities will fall short of your expectations but more will grow beyond you first thoughts. They should study how others communicate and encourage others and try some of these styles to see what fits for them.
Marjorie Bowman	Here are some items from a previous speech I gave on leadership for women in academia. 1. Desire. You cannot get there if you do not have desire. The desire may be more to make a difference than to be a leader per se. 2. Set goals. If you know what you want to do, think about what it would take to get there. As Aristotle said, “The soul...never thinks without a picture.” 3. Credentials. Having the appropriate credentials, and taking the time to get them, helps. When you are looking at candidates for a job, someone with more education related to the position or the best past experience will always have the edge. Credentials generally mean degrees, fellowships, board-certifications, special course work, certificates of special competence. Credentials also means the school that you attended. It remains true that a Harvard degree or education is worth more than a degree from other less prestigious schools. Certain jobs or positions are more likely to lead to higher administrative jobs than others. Deans were almost always formerly Department Chairs, Associate Deans, or Center Directors, with few exceptions. Department chairs were usually previously Division directors. An Associate Dean for Curriculum is more likely to become a Dean than the less prestigious Dean of Students. NIH grants, publications, teaching awards, “triple threat” faculty are more likely to advance in medical school environments. If you want to know what it takes to get a certain position, just look at the credentials of previous individuals who held the position. When I took my job in Public Health

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	Service, I asked what the previous individuals who held the position were doing. I liked what I heard, so I took the job. 4. Getting known and being actively involved. People will not know what you can do if they have not interacted with you. Your name will not come up at search committees if you are an unknown. To get known means presenting papers at meetings and being involved in national organizations; being on committees. Believe it or not, publications are less important here. Getting known means not being afraid to ask questions, introducing yourself at cocktail parties, meeting the speaker at the end of the speech. It means being willing to make a statement. 5. Use setbacks as motivators. 6. Take risks. All of the leadership development books suggest that one must take risks. I agree. It is a risk to take a new job, to move, to give up our comfortable positions in our native specialty. It means opening up ourselves publicly, making speeches in public. 7. Never take a job you are unwilling to leave. 8. Choose your issues carefully. Your issues can make or break you. Stick to the important things -- such as quality of health care -- and you will do better. Choose your battles carefully -- not everything is worth fighting about. What is your guiding vision? 9. Motivate and support others. It is only through others that your influence will be felt. 10. Act like a leader. Look at those you consider to be leaders and learn from them. This does not require you to limit yourself to medicine -- choose your role models from a wide variety of fields and individuals.
John Bucholtz	Learn from the grey hairs but develop your own style.
Freddie Chen	Recognize what you respect in a leader. Look at places where leadership is lacking and examine why. Leadership is not about being the leader, it is about service to others. Understand what you have to contribute to the organization. Look for opportunities to get involved – there are lots available to students, residents, fellows and young physicians: state academies, hospital committees, medical schools, community organizations. You will be surprised how even a small effort is recognized and rewarded. Physicians are seen as leaders by virtue of their education and position – it is incumbent upon you to grow leadership skills so that you can take that position and actually demonstrate leadership.
Lanny Copeland	Allow yourself to get involved, beginning in your community, local hospital, state chapter. Learn to listen! As time goes on, consider doing a 1-3 day seminar on media training (such as the AAFP does for the Board). Remember to stay humble; my life has been blessed by the various leadership roles in which I have been allowed to serve, and I'm so grateful for individuals that have had faith that I would do a good job.
Gretchen Dickson	When you talk about being a leader in a particular group, you should sparkle. If you are in leadership for the right reasons, no matter how much work it takes to prepare for a meeting, or how much effort you expend to see a program in place, at the end of the day, you should be happy to be doing what you are doing. You will certainly

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	have times that you are frustrated and maybe even question your ability to be a leader, but when you doubt yourself, ask those people around you what they see when you talk about your "job" as a leader. You enthusiasm and love of what you do should light up the room when you talk about your organization. The time, sacrifices and "grief" of being a leader is only worth it if it pales in comparison to the joy you feel in simply serving. If you are there because it's the thing to do or is a necessary resume builder—your time will be a burden—a chore to be accomplished. Leadership shouldn't be a chore, it should be fun.
Michael Fleming	First, find a true leader as a mentor. Read. Read as much and about as many leaders as you can. Test yourself. When the opportunity presents, don't be afraid to step out and put yourself to the test. See question number 2!
John Frey	Larry Green once said that our motto should be "get out there and try stuff" but I have another spin on that which is that we learn infinitely more from our failures than from our successes - so get out there and fail but learn a lot from it. If you can't talk about your failures, you can't be a leader.
English H. Gonzalez	My advice for young leaders is to seek opportunities to acquire and exercise leadership skills, but never lose sight of your overall priorities.
Robert Graham	Leadership is a combination of values and commitments. There has to be a bias towards action. The quote to keep in mind (mostly memorably used by Bobby Kennedy, but I think not original to him) is "If not now, when? If not us, who?"
Marin Granholm	Know what you want to accomplish with your leadership position and seek out what you need to learn in order to be successful. Accept and learn from your mistakes. Be patient with yourself and with others. Have a goal and measure your steps toward it. Reward yourself and your team for successes.
Pat Harr	I would say that #1 is always come into a meeting well prepared, read all the background material, anticipate where there might be some roadblocks, be ready to be a negotiator. Don't be afraid to state your case but don't let your opinion get in the way of progress; be a good listener; don't let your ego or future goal get in the way of common sense and courtesy; be ready for challenges; don't be afraid to take a leap of faith and on the other hand, don't be reckless.
Doug Henley	Adopt good mentors for leadership and use them for counsel and advice. Take the risk of assuming leadership roles for which you have prepared but do so in the context of achieving balance in your professional and personal life. Do not over commit. And have fun doing all this!
Ed Hill	The advice I would give to young leaders is that the goal of leadership should not be a position or prestige or self promotion or self-importance or ego stroking. The goal must always and every time be to be a great servant --first and always. Identify a problem or issue in your community (by community I mean your local neighborhood or an entire city, county, state or for that matter the entire country or world.) Be sure it is a problem in your realm of expertise and actively address it after understanding all aspects and sides of that issue. The goal must be service --first and always. The leadership traits will follow. It is very interesting that you have asked about this topic since I am planning "The Presidents Forum" that is facilitated by the AMA president every year just prior to the

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	National Advocacy Conference in D.C. and it is using the theme of servant leadership.
Cynda Johnson	Get training for it; “Know your audience.”
Michael King	Leaders must not be afraid to voice their opinions. You must have the courage to stand by what you believe. However, a true leader not only represents themselves but they also represent the vision of those around them, those who they stand for. The only way you understand followers is by listening and understanding. Listen, Learn, Lead and Love it. Listen to people, learn from them, lead from the collective vision, have respect for others and love what you do (it validates your actions).
Jim Martin	Study leaders. Examine your own motives honestly. Have a vision. Care about those around you. Make the world better.
Viviana S Martinez-Bianchi	Find a mentor. Follow your passion. Attend NCSC and return over and over
Louise Nasmith	Look for opportunities, take time to reflect, seek out mentors or advisors, take a few risks with care, have fun!
Maureen Padden	Show up. The most important thing about leadership is being there when you are needed, not just when it is convenient. Listen. Don't assume you know everything. There are always those who know more than you. Respect. Allow your team to tell you what they think and use their ideas. Allow them to have some say in how you do things. Learn. Learn from successes and from mistakes. No one is perfect all the time, but a good leader learns from his or her previous experiences. Bottom line: There are lots of good leaders. There are very few GREAT leaders. Those who I have admired and thought met the GREAT mark had one common theme: they surrounded themselves with good people to whom they listened. A good leader doesn't have to have all the answers, just has to have the ability to surround themselves with exceptional people whose talents they tap to do great things.
Angelo Patsalis	Set goals, both short and long term. Listen and observe. Be patient. Everything comes in the appropriate time. Express opinions. Don't be afraid to ask why. Find a mentor to advise you. Get involved. Take care of yourself and your family. There are no barriers, just challenges. Try to be well rounded and involved in the community. Never forget that your first and most important responsibility is to be the best family physician you can be.
Richard Roberts	1. Watch others who are leaders - both those you admire and those you don't - and learn from each of them what you can about being a good or bad leader. 2. Seek out help and advice. For example, I continue to seek the counsel of others whom I respect when I am faced with a difficult decision. Often their fresh and outside perspective helps me see past my current muddle. 3. Know yourself first (your true motivations, skills, weaknesses, etc) and then learn about those you lead. 4. Be accountable - don't be afraid to apologize for your mistakes.

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	5. Celebrate others' contributions. Sun Tzu wrote, "the great leader is one whose followers say, 'we did it."
John Saultz	90% of all leadership failures are failures of character. You can never lead people if you do not live consistently with your values every minute of every day. No compromises.
Joe Scherger	The last paragraph of Thomas L. Friedman's The World is Flat: We need a "generation of strategic optimists, a generation with more dreams than memories, a generation that wakes up each morning and not only imagines that things can be better but also acts on that imagination every day."
Stephen Spann	You must be willing to take risks in order to do the right thing.
Gayle Stephens	My college president, M.B. Miller, at Central College in McPherson, Kansas once gave a chapel talk that stayed with me. It had the ponderous title, "How to make oneself available for oneself when one needs oneself." He said that the first thing is to get up in the morning. Quite appropriate for college students but also appropriate for others older and wiser. I add, in no particular order: Be There (wherever that is) and Be On Time. Make yourself available to groups and organizations which reflect your interests. Join with others in doing something. Light a candle or give a cup of cold water in the name of the common good. Thomas Carlyle wrote that "Sincerity is the greatest virtue of Heroes." Finally and not least, "Keep your pants on." My brother, Charles, believes that more doctors wash out in small towns because of sexual liaisons with patients, staff, and others in the community than any other single cause.
Ada Stewart	We need more young leaders. Do not be afraid to take the lead. The only way to affect change and make a difference is to be involved. One can just sit back and wait for someone else to take the lead or can do so themselves. There will be sacrifices but it will be well worth it. Remain motivated and spiritually grounded and lead by example. Young leaders need to have compassion and passion for the task at hand. "Faith and spirituality never lack relevance to your position as a leader because they are the most influential factors in terms of staying the course – they supercharge your motivation, your vision, your initiative and your momentum," Spencer Tillman (former football star)
Robert Taylor	Read about leadership, study the actions of successful leaders, and volunteer for leadership roles. Get started.
Penny Tenzer	Know yourself. Know your values and stick with them. Leadership is not always popular. Choose one or two mentors and work with them. Encourage and develop other young leaders. Have a close, small and good support system. Have someone you can trust to speak openly with, an honest critic and supporter. Stick with it. If you fail, try and try again. Something worthwhile is worth fighting/working for. As the proverb goes, "Fall six times, get up seven." Don't forget to maintain your balance, your fun, yourself the individual.
Patrick	Start small, try what you think you can accomplish but that stretches you a bit; say yes

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Tranmer	to almost every opportunity to participate in something you haven't done before, but that you think you could do.