

**Some leadership pearls “By the Book”**  
AADCAP New Division Directors Roundtable  
Meg Benningfield, MD  
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**Thin Book of Trust** Charles Feltman

To trust someone means to make something valuable to you vulnerable to that person’s actions.  
Trust is essential to teamwork and teamwork is required in academic medicine.

Trust can be divided into 4 domains:

Care, Sincerity, Competence, Reliability

Trust is context and task specific.

**Five Dysfunctions of a Team** Patrick Lencioni

1. Absence of trust
2. Fear of conflict
3. Lack of commitment
4. Avoidance of Accountability
5. Inattention to results

**Three Signs of a Miserable Job** Patrick Lencioni

Anonymity, Irrelevance, Immeasurability

We perform at our best when we are known, our work matters, and the expected outcomes are clear and within our control.

**I Know How She Does It** Laura Vanderkam

<https://lauravanderkam.com/2016/01/14-time-management-strategies-from-highly-productive-people/>

There are 168 hours in a week. Seek balance across the week rather than within each day.

Track your time for a week and evaluate the results.

“Think about every hour in your week as a choice.”

Make a plan for “time confetti”—preparing “work snacks”

**Dare to Lead** Brené Brown

[Dare to Lead Read-Along Workbook - Brené Brown \(brenebrown.com\)](#)

“It’s not the critic who counts...” Theodore Roosevelt

Vulnerability is essential to teamwork. Teamwork is essential in academic medicine.

**Scaling People** Claire Hughes Johnson

“Say the thing you think you cannot say.” (Detoxify first!)

Coaching team members to take responsibility; player rather than victim “The toy is broken.”

Consider creating a “How to work with me” document...pros and cons

**The 15 Commitments of Conscious Leadership** Jim Dethmer, Diana Chapman, Kaley Warner Klemp

[60 Questions to Help You Hire for Consciousness | Conscious Leadership Group Blog](#)

Shifting from threat to trust

Building self-awareness and owning our responses