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**Presentation:** The Image of Leadership – Building Nurse Leaders
**Presenter:** Captain Patrick Denis, Deputy Director, Division of the Civilian Volunteer Medical Reserve Corps
(Transcript)

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**CDR Hadsall:** Our first presentation today is by Patrick Dennis Captain. US Public health service deputy director for the medical reserve Corps program. He is in the office of management assistant secretary for preparedness and response otherwise known as the SPR. Captain. Dennis graduated from Nova University in 1989 with a Bachelor's degree in accounting and then subsequently obtained the second Bachelor's degree in 1993 from Florida international University in nursing. In 2002 the graduated with an executive MBA from national University in La Jolla California. We are now pleased and privileged to actually have Captain. Dennis here with us today for an outstanding presentation on the image of ethical leadership building nurse leaders. Without further ado Captain. Dennis. Thank you sir.

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**CAPT Denis:** Good afternoon everyone and happy nurse's week and I want to think commander and Commander. Moran for doing all of their diligence. To making this all happened so I really appreciate the opportunity and making sure that we can get this going. I think will have questions at the end. I will try to move along through the presentation fairly quickly in the sense of an opportunity that if you have questions -- please prepare them if you have any.

We will go to the next slide. Okay so let me go over the objectives quickly and enumerate preliminary concepts that allow for development of leadership skills address specific types of leadership that we can apply to the advancing health through the news -- nurse category, discuss the challenges of leadership, inspire action, and some leadership tools that we will talk about a little bit later and a disclaimer and that is I cannot have a PhD in leadership I do not have any other degrees in that capacity but what I do want to make sure that everyone understands is that my goal is to inspire you but more importantly [ Indiscernible ] and I'll talk about that later on as well.

So what is your aspiration for today that should be the question everyone should be writing down so that's your homework assignment what your aspiration for today is and I want to make sure that you start thinking about that. This is slightly -- a different way of knowing whether or not you are on the path that you want beyond for leadership. So this is your endeavors. The next question is what will you do different next week? What will you do different next week? So what I mean by that is that we all get inundated with so much information we have our jobs, we have private duties, we have our families, we have other external things pulling and tugging it is so the thing is to focus in and make sure that at least you have some pop process some planning going into making sure what you are going to do different next week and that is the goal to put the seat now.

So yes three ring circus leadership is very much a three ring circus in a lot of different ways. It is not meant for negative connotation at all it simply wants to highlight as a good example of how

the three ring circus and how it our day-to-day leadership efforts come into play and a lot of times what will happen is that you will have to make sure that you try to figure out the logic when things are not defined very well or it is an absence of logic and for me I am an arranger has everyone seen the book when it talks about your strengths, strength Finder, so I am an arranger of things are not in order then I cannot follow because it does not make sense to me. That is just me. Everyone is different so it's important that you find out what do you do when you need to move into and defined the logic when it is not there is sometimes unique leadership has to take place and we all know we have been in some of the moments of Katrina and all the way up to Ebola that we all have different leadership decisions based on the situation at hand and sometimes we have adapted here fairly well with the technology and tech knowledge he I'm a big proponent of technology, embrace it, but you also have to have your backup plan.

Second I want to make sure you guys understand about we will talk about transformation leadership and transactional leadership and kind of you want to look at a three ring search is the transactional leadership is like a lion tamer in the transformational leader is the ringmaster the person who is guiding you in showing you and inspiring you to move forward what will come next. I want to make sure those two things stick out as examples for you. Then I think that will play a role in help you move forward. Let's go to the preliminary concepts of leadership.

I do not plan on boring you so if you are asleep wake up and drink some coffee I know you just had lunch are probably eating right now so I want to make sure that this is important right now for you guys to understand what the next steps are. So let's move on to talking about Nelson Mandela. Right now I will see which of you can decide what type of leader he has and we will talk about that in a few minutes.

Next we have Steve Jobs what type of leader was he?

And we have the next person does anyone know who this is? I will leave that.

And then of course everyone knows this one. What does matter? It does not matter but what does matter, this is what matters is that they all had a different leadership style so therefore when you see one that you like take the good and bad aside and that is the best way. So if I can ask you to think right now to close your eyes and think of the first important leader that you ever met that you thought was a leader where -- whether it was apparent weather was an uncle who ever you thought it was and then think again have you seen that kind of leadership replicated and those are the qualities and traits sometimes it's difficult to put into words sometimes it is visual so I can tell a leader when a leader comes walking through the door. It does not mean that they are 100% confident sometimes it just means they know you are and that is the key to leadership. Leadership is not about you leadership is about the people that you are leading at the end of the day and that is why it's okay to have a different style. It’s okay not to have the large voice like I do; you do not have to that is not the point. The point is to understand where your leadership style is and we will talk a little bit further down the line when we get to this about the different types of leadership that you can exude.

I love myself. And of course I think this is pretty self-explanatory and then here before I go on to the next section of the slide. I want to make sure you understand it is okay to have an ego. I will

tell you this from my personal story I was told one time by my immediate supervisor and doing my car and he said of this court does not have much in there and I said no sir it is what it is and this is what I have and he looked at me and said now I know you have done a lot more than this so it is okay -- these are one of the times that it's okay to have that ego to look at the things you have done because that is what I expect MS was everyone else expects us why we have an evaluation tool. What is not okay is when you allow your knowledge to get in the way or the lack thereof and so this quote by Alfred Einstein is very powerful I like it a great deal. More knowledge less the ego lesser the knowledge and more the ego and it's very simple fraction that's what it is to your goal is to make sure that knowledge from a numerical value is close to one as possible that is your goal you do not want it to be the other way around. And then that way you will keep everything and balance so the more knowledge that's why continuing education is very important that is why research is important that is why clinical practice is important I could go on and on. I think these are some of the important things I want to make sure from the standpoint sometimes we forget about that. This is not looking nice on a piece of paper this is not having a CV of 196 pages when at least 192 pages are really nothing but so what it's the so what accounts. When it comes to this.

So remember a key to good leadership is the success of others and that is key. You cannot be very successful at the people around you the people you are following are not successful. It will not last very long it will turn into quicksand.

So this is a great picture and I think the first thing everyone should come up with is in the world is that tree skill still hanging in there and it is called the keyword what is that keyword, resilience and that's another care touristic you all must have. Here when we talk about resilience we are talking about the four ours and there could be some other arts you want to add in there but here the far primary. I think the first one is repeatedly how quickly can you respond and then robustness the sense of force in which you can respond and then having redundancy is your third are and then your last are is all of us I hope no is called resourcefulness and I think that is one of the beauties of the commission car in our officers is y'all having that resourcefulness piece and it's important about resilience and resilience I think the definition speaks for itself here is an example of resilience. Resilience is when you fill in failure is always okay when you fill us how you responded that failure. How do you pick yourself back up and how do you make sure that you look at the lessons that occurred and that you made them lessons learned for you observed those lessons that's resilience because the next time you will be prepared for that not his goal.

How to handle behavioral issues and I think we've all seen the kids in the supermarkets and we have our own kids are we have other conflicts that we have dealt with where people with behavioral issues and some people cannot handle certain situations but you as a leader must. Is about choices and about the behaviors you make. In essence basically people will always look at you at every opportunity they help to either evaluate the critique you so you are always going to be your behavior are always going to be there you cannot allow yourself -- you cannot allow others to dictate how you will react. You have to act accordingly to what you know is best for you. A lot of times it takes a great deal of restraint it takes resilience in a certain level of understanding and moving forward with others and being able to be that conflict kind of minimizer so to speak and it's important. Let me clearly say whether it's a new job whether it's a deployment or whether it's coming back from vacation and going to work you are going to have

stressors in your life. These things are going to occur. The more stress you have the less people feel in control and then they are going to be going into eco-mode see how this ties in so make sure you set the tone you anticipate some of these things and this comes with time and experience.

So here are the primary concepts of leadership again you can read this but these styles differ and go on but I think the important thing is here is everyone needs to -- you have to reward those in place them in public among their peers as well as a leader. It is definitely that. You have to have resilience of courses we talked about it's important with those four ours and also leadership is about choices and behavior. I would add a fifth one here and I know I did not talk about this concept but I think this one is you have to treat people like human beings okay. And what I mean by that is that they are not an end to a mean they -- you don't go through them to get the task done you have to work with them so do not use individuals and do not disengage yourself or become disingenuous. Because at the end of the day we are talking about ethics and to be my passion is patient advocacy. I think this is the part where every person has a role and everyone has a job. You can call me hey you and I will still respond that does not make me any less of a leader. What makes you a leader is understanding that individuals are humane and that they care about some of the same things you do and if you show them that kind of compassion and care and make sure you at least know one thing about them because there could be 100 people a year at least you know one thing and I think that goes a long way, as a part of the team and not necessarily an outsider.

Moving on so leadership styles applicable to the core. I think this one is more important and I think this is kind of what I wanted to talk about today the series about ethical leadership in mind think we know about ethical leadership and I think at times is one of those kind of leadership styles are ways I see it as a subset of all the other things we've been talking about. With organizational leadership and ethical leadership and social responsibility they are all inseparable you cannot piece him apart and they all come together as a package set with those things. I think it's important that when you look at those concepts and you look at those individual ones that is how you bring together all of your leadership attributes as you start forming your leadership. What I mean by that is that I see leadership and I see all of our officers on the spectrum. We held the novice spectrum over here and we have an expert spectrum when I think of expert of course I think of Sylvia Trent-Adams, Admiral. Raman no , I think of some other key individuals that I have known are met along the way that our that expert level and they are still growing but that is the kind of Denmark right there in the night season novice ones our new officers coming into the car for officers who were in a different type of organization and now are coming to our organization and are still stimulating and understanding what it means but they bring different types who have not figured out how they need to adapt their leadership style into a much more inclusive leadership style moving forward so ethics comes into play. And how ethical leaders relate in contact with others about judgment and I think that is all about that kind of office gossip it's about favoritism is about all those things you try to keep neutral but that again remember people's perception is reality so I think as a leader you have to make sure that you understand there is a reason why they say sometimes [ Indiscernible ] and that the reason why because of that separation you have to have so you can make sure there is not that much of conflict going on at that level.

So in summary the leaders role in this case is to guide the organization and I think that is key again as I said again what is important are the individuals that your leading you want to call them followers that celebrate from the leadership standpoint but these are individuals that you want to make sure you are investing in the sound and you are differing to them because of their expertise and bringing them aboard and I think some of the things that are important is that while you want to be effective efficient and you want them to be excellent those are just a kind of guideline that is not to say that you sometimes it cannot be the only thing they are going to be doing so it's their ethics and leadership so you have to make sure that if you try to do those things but when things happen like today it was not effective or efficient there was nothing you could do but the leadership that you saw the Moving forward that is a Kia want to show some leadership is demonstrated in a lot of different ways.

So I think one of the things I want to talk about is about purpose so when we talk about ethical leadership let's talk about purpose of the reasons you want to act within the organization. It's very important and you want the focus to be very focused and very consistent when you're moving forward. The second is knowledge you want to make sure that the ethical leader has knowledge and it must be shared to judge an act prudently and the reason why it put in Asterix there next to the knowledge mind is that how many of us know of individuals who are in leadership positions but forward information -- that hoarding of information that's my agenda this is what I am doing and then you can see the commonality there [ Indiscernible - low volume ] that is one of those struggles there is a balance of between not sharing information and sharing too much information as a leader so you have to find that balance. I think -- take a different view about transparency when it comes to this type of ethical leadership I see it is more translucent; you can see an image in the back and you can see the light you kind of know what is going on but it is important that you understand the function and you can see what's going on some people just don't need to know to be honest with yourself.

Hopefully you can hear me now sorry for that disruption. I think it's important you understand about that aspect about the knowledge peace and understanding about being transparent at the same time some people cannot handle transparency.

So again when we talk about -- please have individuals on the line you their phone. Please mute your phone. So now we will talk about authority.  Please do not confuse authority with other types of leadership.

All right I think we have got it thank you. Thank you for muting now we can resume back and as I was saying authority versus I think that is what I was saying; we will figure it out. So with authority I think it's important when you talk about ethical leaders having authority to make decisions but also recognize they are involved and that they need to contribute to the sharing of that but that does not mean that you cannot empower individuals. I think empowerment is the key shared governance is a key in moving forward when we talk about ethical leadership in making sure you have those programs instituted right off the bat. Last is trust there has to be trust so trust is a very simple thing if you tell me that you have authorized my lead and said 100% without any category that my lead will never be rebuilt in you revoke it a day before oh by the way then you are going to start losing trust and there is a bunch of different things. I think trust is very important again trust between transparency is translucent in this case you have to use each

situation and make sure that you have trust because that is the only way you will inspire the individuals around you and that is a key is the end firing individuals around you or nothing will be able to grow nothing will be able to move forward if you have a very untrustworthy environment so trust is very key and being able to establish that.

So let's move on to the five notes of ethical leadership the first one inspiration which is what pretty much I am trying to do is inspire you all is to set the examples committed by the members. So they can meet their maximum potential all right so that is a key to inspire clearly individual and I think when you inspire the next natural phenomena that goes on his facilitation. All take a moment to say this as I was doing this presentation in putting it together I had a conversation with someone another colleague of mine a junior or maybe four or five years in nursing and she says you know dealing with you sometimes it's like lip service all I get from you is lip service and I took a step back and I thought about it and said I was probably upset for about five seconds, I don't get upset very easily and then I thought about it more and more and I said no thank you for the compliment and she looked at me very oddly and said no I am not trying to look at the glass is half-full I took it as a compliment not tell you why because my job is to inspire it is really to facilitate individuals. If there is something that I will inspire you about or I'm going to facilitate US okay then that means I have done it already but I am not the one who needs to do it. You need to learn it I have learned it already however if it was difficult or someone else did the same inspiration and facilitation to me so I'm paying it forward so I took that is very much of being a very positive so lip service may be I've might find it much more different term may be inspirational facilitator but not case I did not take it personal but I want to point that out to you that sometimes you may see leaders around you and you may see they are not doing anything quote unquote but they aren't they are trying to provide you inspiration and provide you facilitation. Now I will take into one aspect as I said there is a spectrum so I would expect a novice to understand the inspiration it may not be able for facilitation just yet but it needs to have some are in the middle of the road in the timeline of leadership that I would expect coaching that that is what I would expect to be doing but it the expert level or at the very high level at the other end of the spectrum my job is maybe I do need to inspire that person for that one day and maybe I do not need to facilitate them but I need to point them in the right direction for information. So it depends on where the individual is that you have to lead and are you collating with them and are you really needing to lead them in a certain situation than it's really easy everyone notices when I get deployed when my watches inside out then that means I am too straight ahead looking forward not commission everything else falls into place there and it does not mean I am not Captain. Dennis it means my watches turned the other way and I much more I guess approachable for some people to say much more approachable but the fact is I am Patrick I am still Patrick and I think that's important to have that kind of sense of being able to know but I have a switch so I know that's my switch when I take individuals that we have to lead we have to get it done so we make sure we do that. Persuasion is very good it's not negative it is simply appealing to reason to convince others to do to achieve the operational purpose and I think that is okay.

Manipulation and coercion that can be construed and I think a lot of times you can see that. It is disruptive and it's very much like Buck master. Now it is very tiring because then you become a micromanager so you have to be very careful when you're looking about these ethical ones and they do have their issues as it becomes much more daunting to deal with individuals like that

who have no commitment or where you have to basically handhold them in moving them forward those are challenges for leaders. I tell you that in understanding there is some value in contributing and how do you bring them over to the other side where they are more receptive and being inspired and facilitated.

So here is a quick breakdown between public health and clinical care from an ethics perspective we focus on population versus the patient. We look at the public benefit versus promoting individuals and that the keyword. So the real difference between population health and clinical care is one looks at the larger group elsewhere clinical care is generally individualized. Each to families but much more individualized and I think that is a key that we all need to take. We all need to be able to zoom in and zoom out and understand where those ethical dilemmas are coming from when we talk about public health versus clinical care and I can tell you and clinical care opinion OR nurse you literally have five minutes to move in and my job becomes then after that when the patient is in the room and being operated on IM their Cooper advocate there is no one else watching out everyone has a function my job is to make sure the patient is a centerpiece in that we are doing everything we can for the patient whether it is interacting outside the room or inside the room and managing that. I say that only because we are in public health service and we are nurses and we are in the nurse category and we should be able to kind of discern the two differences and be able to go back and forth especially if we are going to be doing research as well.

Transformational leadership. So you have individualized consideration and I think here the key thing I want to make sure is that you want to inspire your followers and transformational leadership and I think that is a key. There was a very good distinction so transactional leadership talks about trying to make changes within the organization okay. Transformational leadership talks about changing the organizational culture so that is a real difference between the two. They are coupled together so transactional leadership is basically you are trying to make changes organizational changes and trying to improve it and move forward and then the transformational leadership as it says that is why Nelson Mandela is a transformational leadership person he changed the country's culture.

So individual consideration is very important and very key so that is what the individual needs are. Intellectual stimulation making sure it is always an ever-growing learning environment. My director is basically reminds us every day that we are a learning organization and that's what he means by that we are going to make mistakes however what do we need to do to make sure we improve ourselves every day and that is a great opportunity and a great medium to grow in.

Inspirational motivation I think that is self-explanatory but I think it really touches on the challenges we all have and how do we deal with challenges. How do we deal with balancing life, work, and our career and then also all of the other external things that come out is we are not aware of.

Idealized influence is very important in making sure we are going in the right direction when we are thinking about our mission and how do you make sure you are having the right level of influence on that and then last but not least authenticity and approach. Remember what I said the human factor. You have to treat individuals as they are human beings and they are not just the

janitor or just a program analyst, managers, what is her first name you can maintain that professional adequacy but you need to learn something about them. I challenge everyone here people who work around you if you only know their last name then you do not know anything about them you need to ask just one thing. Asked one thing about them. It to be the last time you had a vacation.

Net centric leadership this is where we the commission core are probably more down the line kind of averaged in the -- looking at this leadership style. All the thrill of them because it will be easier to talk about that. So we hardly adaptable whether we are in FDA or OSG it can go down the list of names or if we are in A.D. or we are in Liberia wherever there may be or we could just be right there in our backyard we are highly adaptable and we understand we have to be adaptable and I think that requires an environment that you as a leader must create critical thinking. It is paramount to this piece because otherwise I have deployed unfortunately and I have seen officers until positions not good after 12 hours. It is just not good it's not something we can appreciate and what I'm saying is it's not that we cut them loose that is not what I'm saying and simply stating our role as leaders we need to intervene and make sure we can help them because they have a great deal to contribute and make sure they can become highly adaptable. The difference here is if you want a simple way to look at it is for me leadership elite people and you manage things. I will effect that so you are managing things you do not manage people, use people and if you're managing people than I think that is a different viewpoint you need to have and you need to adjust that. My personal opinion.

As you all know what happens when two dogs meet they sniff each other so I highly encourage everyone to be a super sniffer like I am. You have to network, you have to that is how you are going to grow you are going to learn from others you will hear about others you will get exposed to other things and that is part of the continuing education the networking piece. Staying individualized in a silo not connecting the dots is not going to allow you to grow as a leader. Non-attributional and I think that is key; you have to praise in public and you have to provide opportunity for individual’s challenges behind closed doors. That was the easy way to say that. You have to address those things that among their peers but on an individual basis. It's okay. As I said it is all good.

Dispersed and I think dispersed in this case I think it is very important is that connectivity and you have to have that connectivity being able to anticipate what your followers are going to do based on the skills they help. It's important to sit down with them and understand so you can drive the future or you can be a victim of it. The choice is yours at the end of the day. So here we have leaders and I think here you have to set the tone. The tone has to be clear it has to be very concise. If you have failures and communication verbally or written then you need to work on that and you need to work on it every day to make sure you are clear. These are communication styles. Model the way as I said before you are going to be the individual from an ethical standpoint you have to walk the walk that you talk. And then lastly inspire the future and I think that is a key here with the innovation and the creativity you want to support. If you guys want great advice on micromanager which is to me not a leadership style or a leadership style adult is to inundate them with everything they want once it happens than they will be so overwhelmed they will not be able to micromanage and they will start teasing back. Micromanaging is about trust and that is what you need to work on with them is they have to become to trust you they

may not be able to but again you as a leader you have to make sure that you have to create that. So make sure trust is in play there.

There is a good slide here think everyone will like this here so everyone has a plan until they get punched in the mouth and yes this was Mike Tice and that is what he said and what that is saying is you have to learn how you are going to deal with challenges you are going to be challenged no matter what. Changes challenge I can give you a personal story for the last six months. Back in October of this past year in 2014 my division was removed out of LSG and placed within the officer of Secretary. for health and was placed into the assistant secretary of response in the aspirin that occurred in October and then in January we left and went to -- we moved to DC so that has added I went from a 35 minute commute round-trip so I hope to work to two hours and 45 minutes so that is a challenge it's a big one this body can only take so much on the train so I have to make sure we work it out but we put our heads down and said okay let's moved to Florida and you have to have a positive attitude because people are looking at you. People are looking at you whether you think they are looking or not how you will react in my reaction is okay let's move forward would we have to do because the quicker we do that the easier we can begin to lead the program in moving forward because all of this becomes a distraction and distractions are not good. Challenges ladies and gentlemen will you deal with challenges and stressors is what this means.

This is a great little poke, but I think it talks to how you deal with the other issues that come up all the time and this is resource cuts. Yes what I mean by resource I do not just mean money per se directly but also the human capital sometimes you look around you and sometimes it is gone down so individuals leave and they are not replaced or they are replaced with a different skill set so the skills that you needed is not the one you get. So those are challenges a great deal of challenges and how you deal with them will be important so rare Admiral. & the director was very interested and then two and a half years ago if I'm not mistaking he lost 42% of his resources in two weeks they were gone. So how do you deal with that kind of resource cutbacks that change that challenge and you can throw your hands up her through the pen and say I'm done but no you move forward and figure out how you're going to reevaluate move forward with those expectations.

Those are the challenges of leadership sleaze, and they can be exhausting like is that it can be lonely on top being very lonely you have to gain trust and that is not easy. When you're asking people to do more with less it is not easy it is not easy by any means. You have to deal with it every day. Solve complex issues in the absence of logic like a set logic for me as a foundation when things do not make logical sense I start questioning and then we go down my rabbit hole because it's important because at the end of the day I get to spend less time going through these things and more time with my staff for individuals I have to lead so solving those issues when there is no logic. Changes inevitable embrace that like I told you I embraced it moved forward and I thought we had two we had no choice. The decision had been made already. Not everyone is a natural leader that is correct so for some of you -- some of you are in some of you are not. If you are not something you learn over time it is something you have to start picking up and I think the thing for me is that the debate is whether I'm a natural leader and not so we won't go into that but I think it's important for you to think about for me I can tell you that I started noticing leaders I started looking at their qualities and started picking those things up but I did

not have a array of buckets to know what they met to put this in here meaning someone who was a transformational leader what does that mean I did not have that kind of foundation when I was starting off. The only thing I did have was coming into the nursing profession but coming from an account so there were some structure there but I did not have the understanding of all these different types of leadership styles going and so I think it's important that you began to identify your leadership style and it does not have to be any one of these it could be a hybrid that does not matter but it is yours, identifying it and look at those ones that look for you and those are the ones you hang onto.

You have to look at the light at the end of the tunnel there and make sure so you have to filter out the noise you have to make sure it is clear for everyone so when they are coming in to the pipe so to speak that there is a sense of openness there is a sense of accomplishment there is a sense of US they see it there and when you see a site like this you forget the noise and you forget the wave you are just looking through everything and you want to make sure that everything is clear. So you can mitigate those challenges coming forward and you know they are because you may not make it to the end but you can see it and I think that is a key with vision. We will talk about that in a few minutes. So practice leadership daily I think assess the situation is simple for me USS you diagnose you plan and implement and evaluate new start the process over again we do that instinctively but we do not give it a label you do it all the time. Hopefully in that order sometimes we jump around but it's important you are able to do it the prepared for the challenges and be prepared to be resilient you know they are coming no matter what that is continue to mobilize the unique network and create your network remember sniffs are right what did two dogs meet the sniff each other so I expect networking. To both bridges.

So do not forget to evolve in the South it's important that you do that continuing education that you continue to challenge yourself continue growing that doesn't mean every two years you need to pick up and get a new job that's not what that means. I have seen individuals and I expect individuals will be at the two-year mark around the 3 to 4 or even five year mark is when they will hit their peak and I think that's important to as well. So it's okay that someone is within an organization and that is perfectly fine because they are growing and contributing still. The plane is you know when it's time for another challenge otherwise it will be bestowed upon you and what I mean by that is sometimes when it is time to move on you just know because I asked someone the other day when they would retire and I -- they said I knew it was time so that's one example when it's time to move on to the next challenge otherwise it may be bestowed upon you so prepare for it. Is a leader make sure you are involved in evolving so of course if you want to motivate light a fire under them but if you want to inspire light a fire within them I think that is a key aspect we are trying to instill and what I want to draw forward here and that basically is the fire within them is the passion where is your passion when we talk about leadership for moving forward

So which one are you do not answer that question right now on email but I think it's important. As I said before if I am going to lead that means I've done it before so I'm in the trenches moving and I have done it. Of the mission is to then I am giving immunizations but I make it pulled away but I already know who is behind me and the next person moves up because that is how it has to be. There has to be planning and place your.

You have to have this question in your arsenal. Identify your brand. What is your passion? How to make your passion work for you. What are your indicators for your brand success? For your success. Notice I said your success. Not success, because success defined by you. Success measures are yours. They are not mine. As a leader, that is what you have to do. You have to know what yours are. What is important to you by establishing your core values? We know we have leadership, we have integrity, we have service and we have excellence. We have core value what are yours? They could be the same are they you want to add to that do you see things differently. Everyone has different values. Identify them and know what they are. Last, what are your steers, in which your brand operates? What is your network like? If you are networking, you should be networking within your brand that you are passionate about. If you're passionate about patient education, arguing the same networking capability for patient education. So therefore you can continue to grow in that aspect. As we said earlier, different resources. You have mentors cockroaches, and sponsors. I highly recommend that everyone who is new to the commission core, who has already been assigned a mentor, also seeks out a coach with any year. I think that coaches there again not to tell you what to do, but to show you what you could do. And where you can go east on what you want. I think that's important. Even though I am an O-6 I have a coach. As 06 I have a coach. It's important because otherwise how will you be able to grow. A SWOC that is nothing more than your strengths opportunities and challenges. I highly expect you to use it by the time you will do your core because they will certainly highlight things for you and just keep your note tackling on as you populate some of those boxes. I believe that your core and your [ Indiscernible ] asks you what are the opportunities you want to do in the next coming years. What are your challenges? And getting involved with an organization the church are passion I think those are some of the key things I wanted to bring. The next thing is as we are wrapping up, leadership vision. My leadership vision, mine, has to focus on sustainability. I can be a champion for two days and I can be a champion for a year. I would rather be a champion for less than a minute. Because the quick - - the quicker I can get sustainability, is the quicker that I know that growth does not require my involvement. Again, it's not about me, it's about the individuals I am leaving. The quicker that I can make them sustainable, the quicker I can make the situation sustainable, the better if I am. I do not want to continue to give people fish; I want to make sure that they can fish on their own. To get there on fish them and they figure out - - I show them how to fish combination of them were to fish that I show them how to create other places they can have more fish and then create other fish and so on so the whole thing is about being self-sustaining. And I think that comes through communicating effectively, that vision of sustainability, establishing commanders intent has to be well-defined. It doesn't have to be lengthy and it has to be well-defined. Branding, knowing, that's the one thing you want to know when I see people who are going to be in my team what is your brand? What is it you are passionate about so I am aware? Succession planning. Making sure that as much as you can get everyone involved was underneath you kind above you to understand what the plan is. There should always be one voice, so in the division or the office or in the branch that you work and is there one voice. Or their people seeing different things. Their show is being that one voice coming from leadership. I talked about the SWOC array. Then leverage your best. What is your portfolio attributes? For some the attributes are very easy to see, and understand. Some are the chief nurse, there is a portfolio attributes. Deputy Director, there are program analyst, program advisors, the list goes on and on in various different specialties and certifications as well. I think the interpersonal attributes are as equally important, cultural intelligence is very important, and I think the one - - the reason why it's important is your beliefs

and views are not the goal. While you may not agree, or you may disagree with others, the patient, the population as a whole is what you're looking at. It's important that you understand that. You cannot be culturally competent in three-hour PowerPoint presentations about cultural competence. It does not make you competent. All it means is that you have been exposed to the information. I switch around and say culturally intelligent. What is that I need to about the culture, so therefore I'm easily accepted and have awareness? I do not distance myself from the - - from that culture building relationships as I said in that networking sniffing. Emotional intelligence very big emotional intelligence. A lot of times we have focused on performing fashionable. - - Becoming professionals. How do I relate with ethical issues? How I move forward integrating myself in integrating myself into the society. As we all moved from agency to agency experiences I think they're there. Form versus function. We as nurses primarily I've seen it we are more like function. If I give you a task you will go right into it. I'm not picking on any other categories, but there are some other categories that are very foreign. It's on the checklist, and we are not doing it. It's not going to happen. I think you have to balance the two. And what I say is that if you are a foreign person, then you need to couple yourself with a function individual. That will complete the circle. You will balance each other out. You will be able to pull and push information, ideas, and critical thinking back and forth. And being an effective leader.

The slide talks about collaboration. What I want to say about this slide and I can talk for hours about this, collaborate, here's the thing about collaboration. You may want to collaborate but others don't want to. It's about agenda. If your agenda is not similar to mine, why do I need to collaborate; everyone has their lane. The job as leaders you have to see those and connect the job - - dots. You have to coexist, commit, communicate, and cooperate. Give a little. Coordinate, and then you are able to collaborate because now the focus is now on this singular thing that you both can share or multiple agencies can share. The rest is just distractions on the bottom of the iceberg. You can get rid of those that culture clash and whatnot. Like CDC does not talk to AHRQ or FDA doesn't like HRSA. Really? Collaborate.

You guys have the necessary. - - Has seen an array. - - Have seen this already. As I'm wrapping up I wanted to leave you with a couple of more slides. Leadership pace. Know what you know, and find out what you don't know. Then, no you have to know everything about what you do know. We live in a very, very huge data rich metadata big data kind of environment. We have blackberries, we have phones, laptops, and we are inundated with information from radio and TV from reports from analysis and everything else. Slow down a little, and figure these pieces out. No you know, the note you don't know. And no - - then know what you have to know everything about. What that means is to delegate and have individuals come together and pull the information for you so you can make an informed decision. It doesn't mean I can't make a decision absence of information, but is always best to have as much as you can. Here are my three things I want to leave you with. Always maintain your professionalism and stay focused on the mission. No matter what. Do not peak too soon. It is not a Sprint is a marathon. Whether it is for five years for weather is for 22 or beyond. Slow down. Take the skates off, slow down. Find your pace, sometimes you will speed up, sometimes you will slow down even more, and sometimes you will get a fine the nice even break when you get the next kick of endorphins going in. Have balance in your life between work, family, everything else that you enjoy. Find time for you, find time for you. Here is the second homework assignment. Take 15 minutes

every day for you. Whatever it is. 15 minutes. Last but not least, do not take yourself too seriously. And I mean that wholeheartedly. What I'm really trying to say is that I call myself the Haitian sensation so I say that and I mean that in a way that I don't take myself too seriously. I have a mission but I have to have balance. You take yourself too seriously, you lose the human factor. You lose yourself. I do want you to lose yourself when your lady. You have to remain grounded at all times. I think the other thing that's important is that are you going to take the blue pill, or the red pill. This is a quote from matrix. If you take the blue pill story ends. We already know that. You take the red pill are you ready to go down the rabbit holes with me. So I challenge you all, I hope I provided information for you. I do have two additional things I will be sending out which will be a template of what a SWOC looks like and a whole sheet about redundancy - - about resilience. About the RRRR. That concludes my presentation. Here is my contact information, and I guess we can open it up for question.

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**CDR Morin:** Fabulous presentation. Will you be here until the end of the event or do you have to leave.

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**CAPT Denis:** I have to leave.

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**CDR Morin:** We had a couple of questions. One of them is do you anticipate any future formal leadership training opportunities for DHS officers beyond the basic course in the mid-level course similar to other uniform services? And are there any formal leadership training opportunities offered by the PHS?

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**CAPT Denis:** I can answer that question. I don't work for OS G but I would highly recommend - - I will answer this question in a different way. If you are looking for leadership courses, go to your leaders and asked them for one. The doubt them. Ask them. Could you put something - - could you put together a leadership course on this particular topic. Conflict resolution I think is a very excellent topic. I would look internally, however I would also reach out to the ODA as I don't work for them but I know that they are working very hard I am very involved with OBC, and ONC as well. This is one of the things we are try to provide but I would look to also as close of your leaders as possible. And I would start asking them for some guidance and information. One more source would be as the Harvard business review. They have excellent articles on leadership.

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**CDR Morin:** What advice do you have for leaders who have tried to inspire their team; there is a team member who is still unmotivated?

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**CAPT Denis:** That need one. - - That's an easy one. There are no easy once. I think to be honest with you; you have to figure out whether or not that individual is the right fit for your team. If they are having difficulty being motivated, or they have a different philosophy, that's one thing I did not talk about what a different philosophy, I think it will be detrimental to your leadership of the team. If you are having difficulty inspiring them, as we talked about there is coercion but I don't like to use that I think it's a question of about whether or not they are a fit. If they are not fit anything that is sometimes a decision you have to make. It probably is time for them to move on. What they are doing is that negativity, that lack of growth, is going to be - - become an anchor and it will weigh on you and you will not be in the water anymore you're on sand. You’re

tracking it, and you cannot move at this point it will anchor itself down. It will start growing and will cause adversarial situations between you and that individual. If they are unmotivated or do not want to be inspired. Or they don't have the ability to there could be something going on in their life right now were that is stopping them. It's best to address it, and maybe then moving on, or them saying how could you - - where do they need to be so they become inspired.

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**CDR Morin:** The PowerPoint presentation in the bios will be available at the end of Dr. Buckley's presentation and available for you to download. Thank you so much. We really appreciate it. I wish I had heard it prior to this while the stresses of the Adobe connect outworking in the phones and sound and helped a lot. I'm calm now. Thank you.

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**CAPT Denis:** My pleasure. Hopefully the glare on my head was not too bad. So anyway happy nurses week everyone, and please walk proud, with your head held high because we do a fantastic job every day. I see it every day, I'm so proud of you, all of all of the nurses I know and especially the ones that just came back from Liberia. Again, hats are off to them. Have a wonderful day, and heavy fine PHS week.