



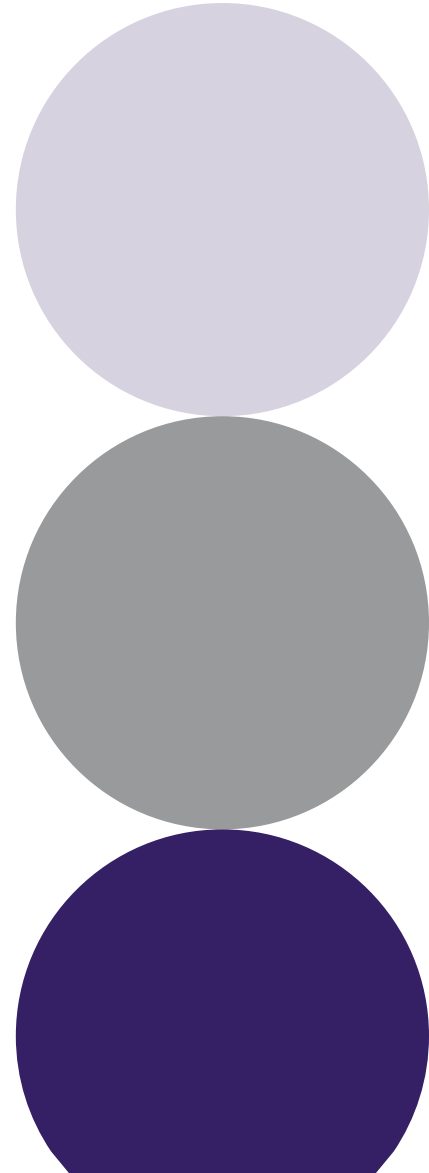
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Inclusive Leadership: Enhancing Delivery of Patient Care

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Senior Secretary for Ophthalmic Practice

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Financial Disclosure

- I have the following financial interests or relationships to disclose:
 - Alcon Laboratories, Inc.: Lecture Fees/Speakers Bureau
 - Evolve Medical Education, LLC: Lecture Fees/Speakers Bureau
 - iVeena Delivery Systems Inc.: Equity/Stock Holder - Private Corp



Cultivate T-shaped management

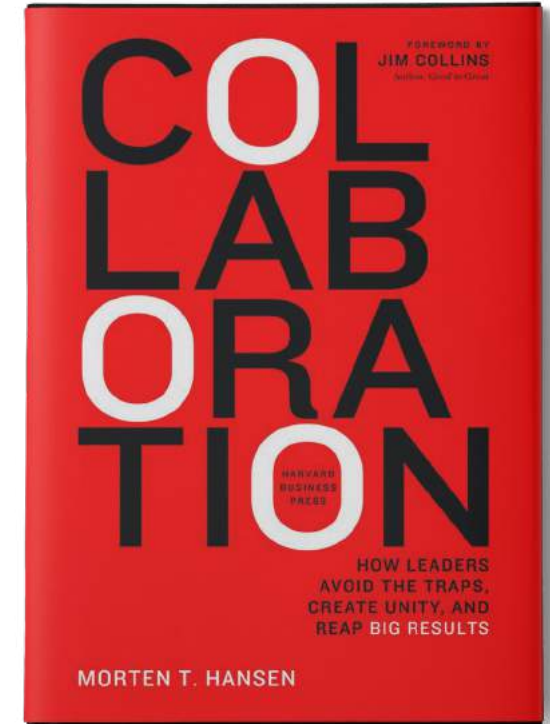
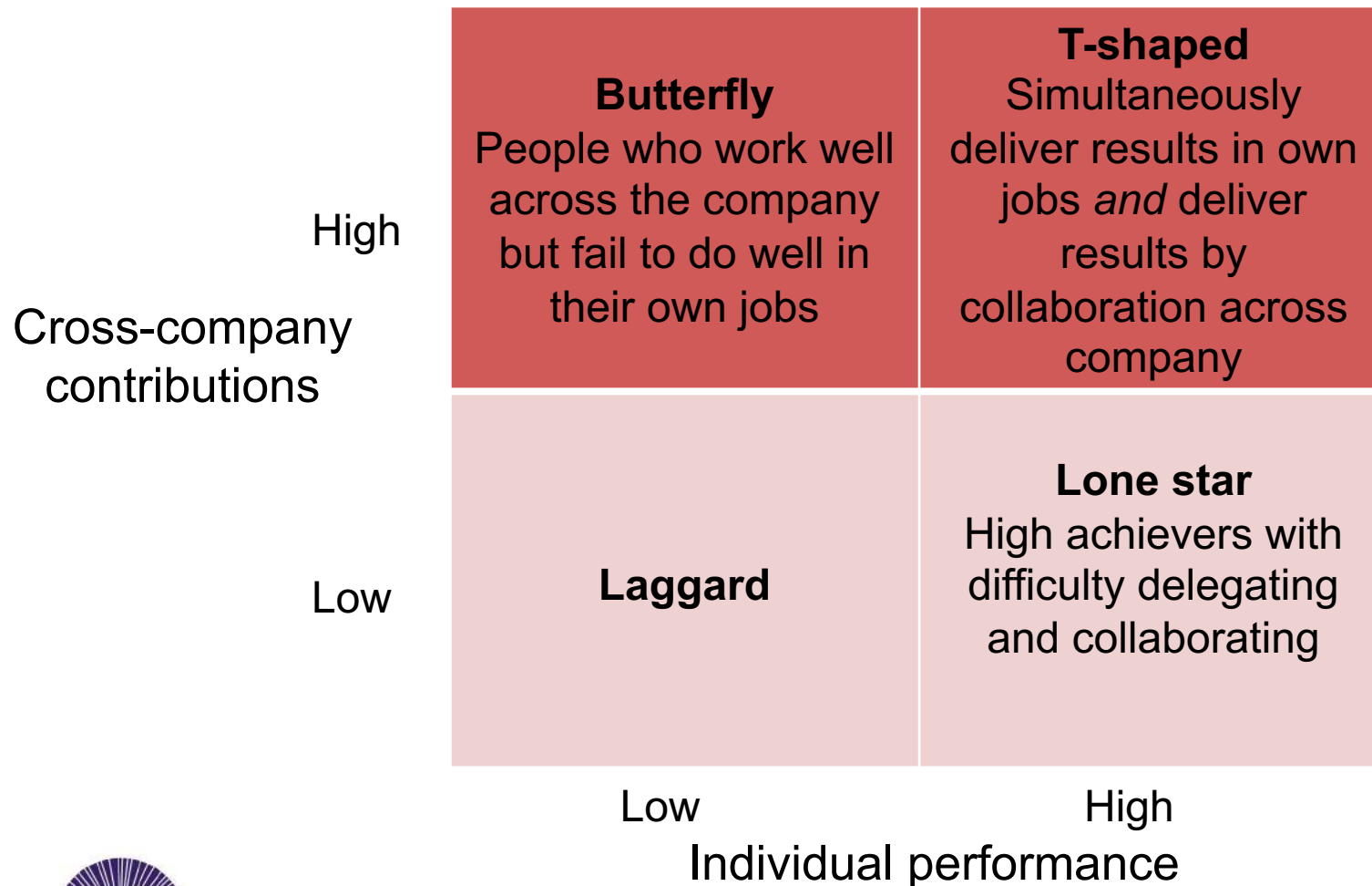
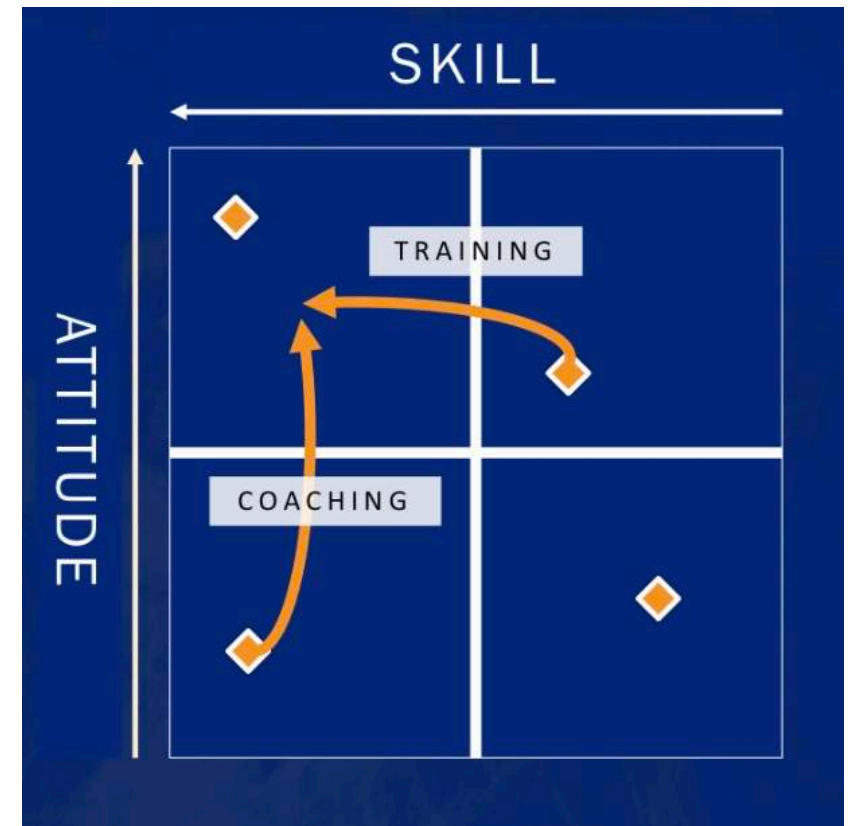


Figure 5-1 (page 96)

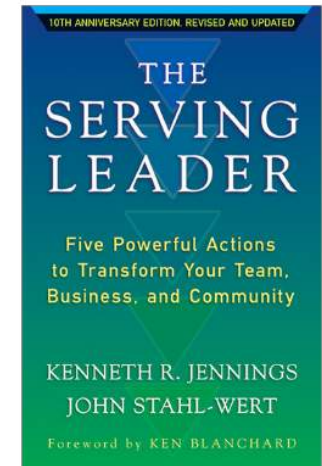
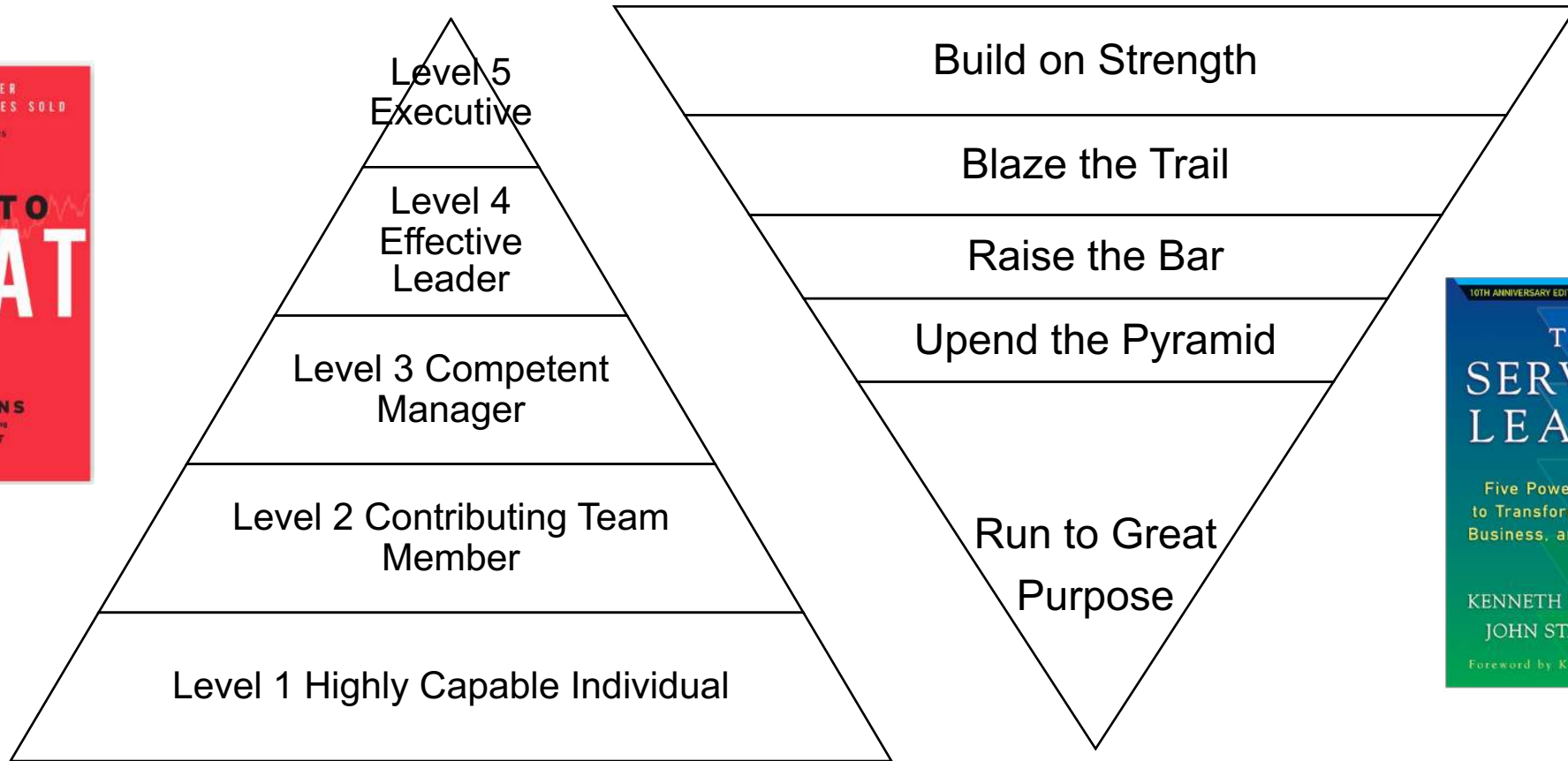
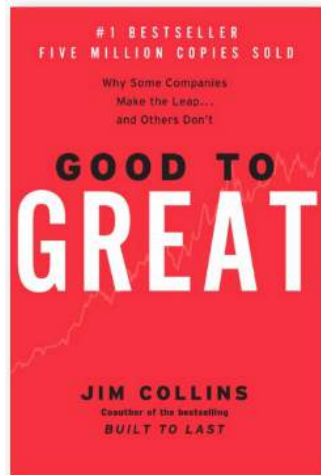


T-shaped management vs. Skill/Attitude

Cross-company contributions	High	Butterfly People who work well across the company but fail to do well in their own jobs	T-shaped Simultaneously deliver results in own jobs <i>and</i> deliver results by collaboration across company
	Low	Laggard	Lone star High achievers with difficulty delegating and collaborating
		Low	High
		Individual performance	

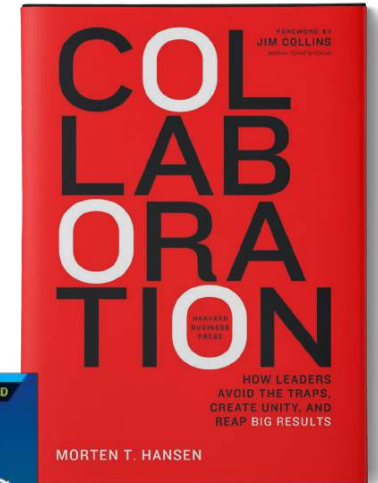
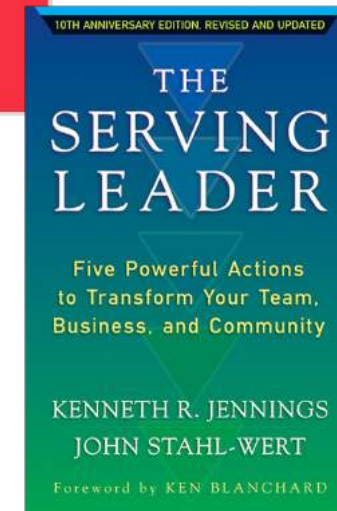
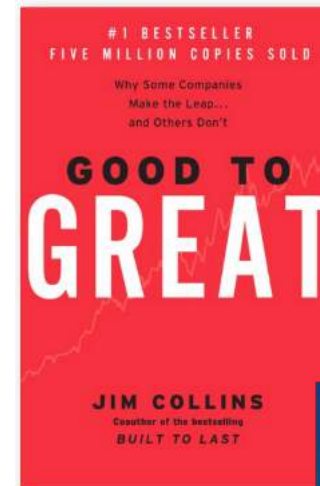


The Level 5 and Serving Leadership

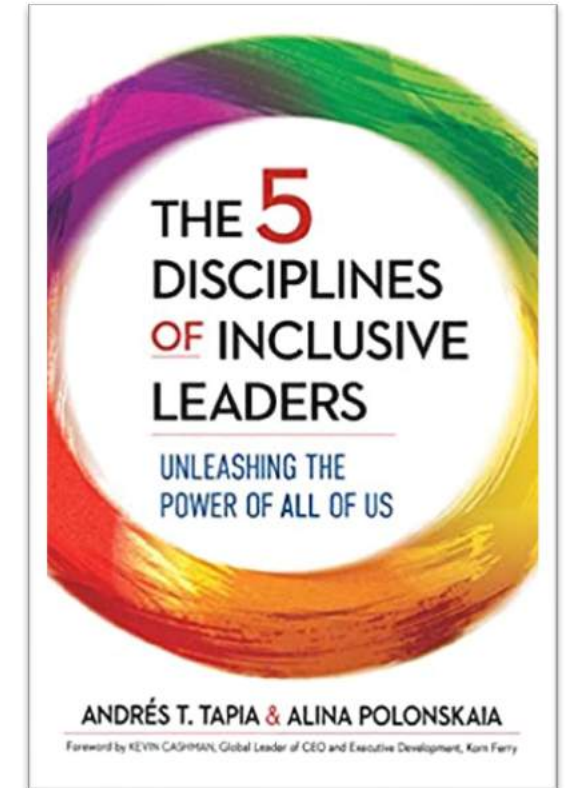


Level 5, Serving Leadership & Collaboration

- Personally humble
- Run to Great Purpose
- Devoted to service of others
- Organizational performance
- Disciplined collaboration optimizes results



The Inclusive Leader



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<https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/develop-inclusive-leaders-at-scale>



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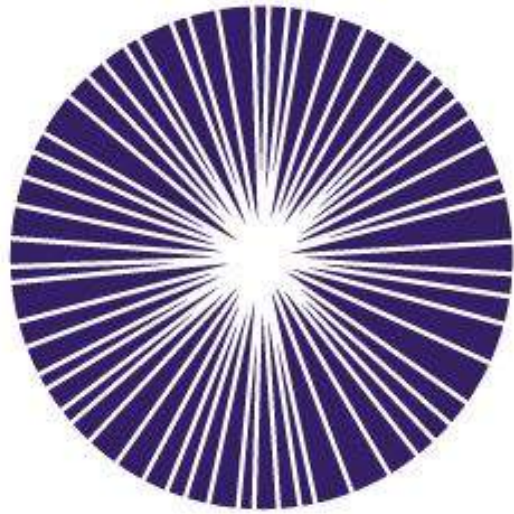
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