

# TOP TEN TO-DO LIST FOR THOSE WHO WOULD BE LEADERS

ADEA Leadership Institute Commencement, February 26, 2010

Clyde H. Evans, Ph.D.

1. **Find your own voice** by clarifying your personal values.....Leadership is about knowing yourself; leadership development is about working on yourself. Eg: media training: “We know you’re smart. What are you passionate about?”
2. **Do what you say you will do.** Align actions with shared values. Talk the talk AND walk the walk. [Model the way]
3. **Remember that others have hopes and dreams too.** [Inspire a shared vision]
4. **Challenge the process**
  - a. Question: is it possible to lead without making changes?
  - b. When people cite personal bests (of leadership), they describe big changes, things that had never been done before
  - c. “There are those who look at things the way they are, and ask why... I dream of things that never were, and ask why not?” Robert Kennedy
5. **Help others succeed.** Can’t do it alone—because you can’t do everything.....cf. football—different players for different positions. [Enable others to act]
6. **Recognize others’ contributions**.....give others their due. Celebrate others’ success. [Encourage the heart]
7. **“Blossom where you are planted “.** Some of you may become deans; one of you may become Surgeon General. Each of you will find your own unique niche. Leaders needed at every level.
8. **Always try to see the big picture.** “Periodically I have to remind colleagues at medical school that the mouth is part of the human body”. Bruce Donoff, dean, Harvard Dental School. Look for opportunities to both elevate the status of dental education and let dental education contribute to the rest of the university and to healthcare in the country. Look for ways to work collaboratively with colleagues in pharmacy and nursing, etc.
9. **“Always try to leave the world a better place than you found it.”** My grandmother.
10. “When you’re up to your butt in alligators, it’s hard to remember that your initial objective was to drain the swamp.” Good leaders must **never forget about draining the swamp.**

**11. Develop genuine humility.** No one can be right all the time. Be suspicious of your own infallibility. Where you stand depends on where you sit. Chinese proverb: What you cannot see can be seen from a different part of the mountain.

**12. Learn how to count.**

No to-do list or formula will ever guarantee you success. Ultimately, it's about something that's bigger than we are and about what's in your heart.

**Closing thought.** I invite you to think back to what led you to undertake this leadership program in the first place? You were already more accomplished than most; certainly had enough already on your plate. Maybe it was something ineffable and even you can't say exactly what it was. One suggestion: it had something to do with your deep desire to **fulfill** something inside yourself and to make some kind of **contribution** outside yourself.

"We didn't give ourselves the personality, talents or longings we were born with. When we fulfill these—these gifts from beyond ourselves—it is like fulfilling something we were meant to do. It is a sense of having uncovered our personal destiny, a sense of having been able to contribute something worthwhile to the common public life, something that would not have been there without us—and, more than that, something we were good at and enjoyed." [Michael Novak. *Business as a Calling: Work and the Examined Life*. New York. Free Press. 1996]



**Clyde H. Evans, Ph.D.**

Dr. Evans is a Senior Consultant with the Academy for Academic Leadership. He served as Vice President at the Association of Academic Health Centers from 1998-2005. Previously, he spent 13 years at Harvard Medical School as a member of the faculty, Director of the Office for Academic Careers, and Associate Dean for Clinical Affairs. In 1996-1997, Dr. Evans was a Robert Wood Johnson Health Policy Fellow, working for Senator Bill Frist on biomedical research, bioengineering, academic health centers, and cloning. In 1997, Dr. Evans was a Scholar-in-Residence at the Association of American

Medical Colleges (AAMC), working on leadership issues with the Council of Deans. Dr. Evans has conducted numerous seminars, including the AAMC Women in Medicine early and mid-career professional development seminars, the minority faculty professional development seminar, and the executive development seminars for chairs, associate deans, and new deans. He has consulted with public and private schools, state departments of education, and numerous academic health centers on the institutional aspects of faculty development. Dr. Evans provides career development consultation to individual faculty members and organizational consultation to academic leaders. He has expertise in addressing the institutional issues connected with faculty recruitment, retention, and advancement, including those specific for women and minority faculty. His diverse experiences allow him to incorporate perspectives from the level of professional and personal issues for individual faculty to the broader organizational issues for institutions. Dr. Evans can be reached at [cevens@academicleaders.org](mailto:cevens@academicleaders.org).