

Differentiated Leadership

After watching the Friedman video, the big takeaway for me was that leadership isn't about fixing everyone else, it's about managing my own anxiety and reactions. Friedman calls a differentiated leader the "emotional immune system" of an organization, and that really clicked for me. In fellowship administration, especially in heme/onc where emotions often run high because of the nature of the work, staying calm and grounded feels essential. If I can model that steadiness, it helps fellows and faculty manage their own stress and focus on learning and patient care.

I also thought the idea of **emotional triangles** was interesting. I can definitely see how, in change efforts, conflict between two people can easily pull in a third (like a fellow pulling in admin, or faculty triangulating with leadership). And I liked the point that sabotage doesn't mean failure, it usually means you're pushing the system enough that people feel uncomfortable, which can actually be a sign of progress.

The Crucial Conversations videos gave me more of the "how." Those high-stakes conversations with strong emotions and differing opinions are usually the ones we avoid, but they're also the ones that move change forward. In fellowship administration, that could mean addressing workload concerns, call schedules, or feedback processes—things that can be uncomfortable but are crucial to fix. I like the step-by-step process, especially "start with the heart" and "make it safe." Those feel like practical reminders I can actually use in conversations with both fellows and faculty.

For me, I think I need to start with **differentiated leadership**, if I can't stay grounded when things get tough, I won't be able to handle crucial conversations very well. But long term, I think the two ideas really go hand in hand.

References:

- Friedman, E. (2015, August 12). *Friedman's theory of differentiated leadership – Made simple* [Video]. YouTube. <https://www.youtube.com/watch?v=FaiflleQC9k&t=2s>