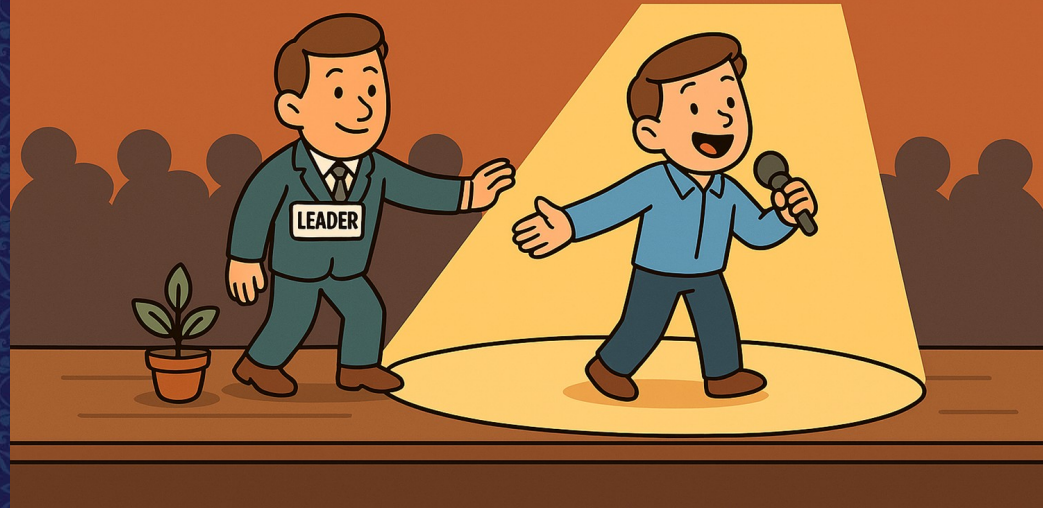


# BE A GLOW-ER, NOT A SHOW-ER

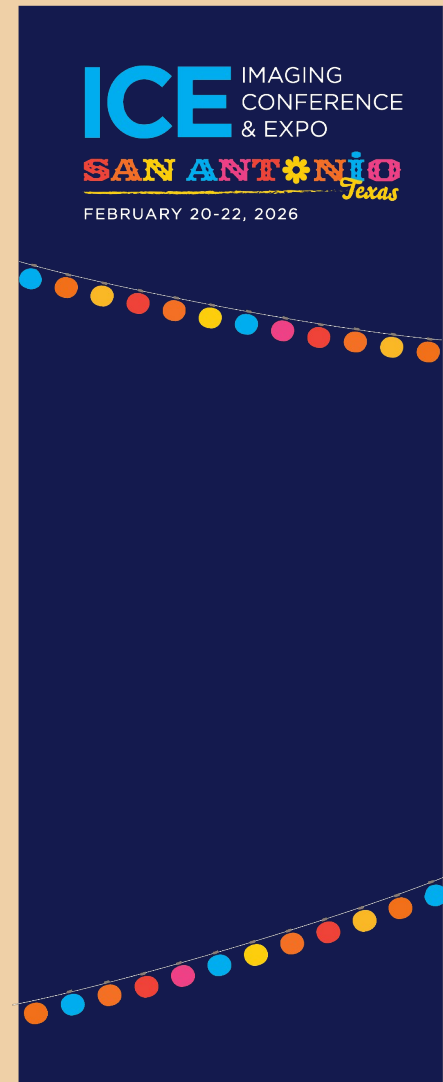


Mario Pistilli, DBA, FACHE, FAHRA, CRA, CNMT



## Conflicts of Interest/ Disclosures:

- I am speaking today as a personal appearance and not as a representative of the AHRA or Children's Hospital Los Angeles, the views expressed in this presentation are expressly my own.
- AI was used solely for the production of images and the content is original work unless noted otherwise
- I have no personal monetary interest in the content delivered here



True leadership isn't about being the star of the show – it's about lighting the stage so others can shine.



G



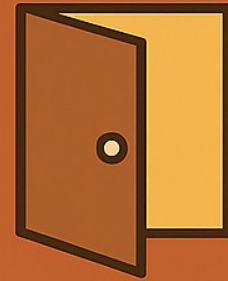
Give  
resources



L



Let go



O

Open  
opportunities



W

Watch them win

# GIVE RESOURCES

Empowering others begins with giving them what they truly need.





## TANGIBLE RESOURCES

- **Tools & Equipment:** Access to the right technology, software, or physical tools needed to do their job well.
- **Budget & Funding:** Allocating financial resources for projects, training, or team development.
- **Workspace Improvements:** Comfortable, functional environments that support success.



# KNOWLEDGE & LEARNING

- **Training Programs:** Workshops, courses, certifications, or mentorship opportunities.
- **Access to Experts:** Opportunities to learn from experienced professionals or thought leaders.
- **Information Sharing:** Clear communication of goals, strategies, and expectations.



# SUPPORT & EMPOWERMENT

- **Time:** Giving employees time to learn, innovate, or recover from setbacks.
- **Autonomy:** Trusting them to make decisions and take ownership of their work.
- **Encouragement:** Regular feedback, recognition, and emotional support.

# How Do You Know What They Need?



# LISTEN TO LEAD

BETTER LISTENING = BETTER LEADERSHIP



Learn

Interpret

Support

Tune In

Empathize

Nurture

# THE HURIER MODEL

## H - Hearing

Pay full attention to receive the sound clearly

## I - Interpreting

Add context to understand the speaker's intent

## U - Understanding

Process and comprehend the message

## E - Evaluating

Analyze the information without bias

## R - Remembering

Retain the main points for later recall

## R - Responding

Show you listened through thoughtful feedback



# TIPS TO IMPROVE LISTENING



## Be Present

Clear your mind, focus solely on the speaker.

## Hold Judgment

Listen to understand, not to respond immediately.



## Ask openly

Show interest and encourage more details.

## Take Notes

Jot down important points for better retention



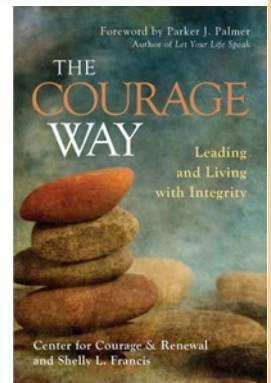
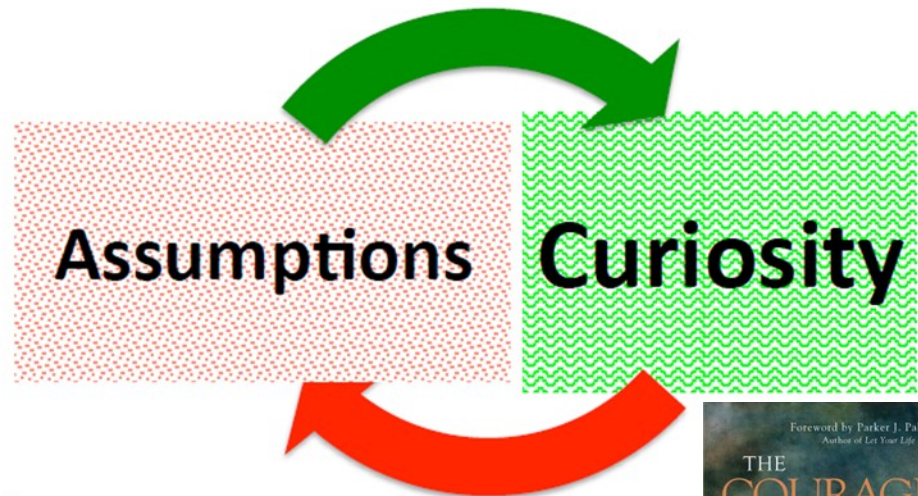
## Pause Then Reply

Allow time to process the information fully.

# ...turn to *wonder*

*Parker Palmer*

- Turn **off** assumptions
- Turn **on** curiosity
  - “Can you tell me more?”
  - “I wonder how what I just said landed for you?”
  - “I’m curious about what’s really going on.”
  - “I wonder if there’s a better way?”
  - “What might the other person be really thinking and feeling?”
  - “I wonder what part I’m playing in this situation?”



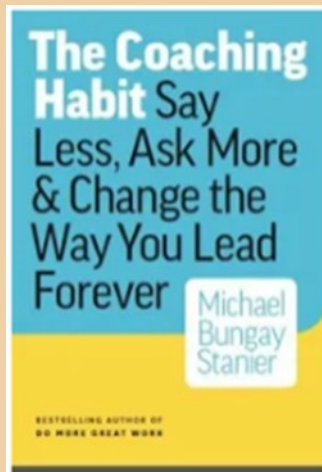
# Ask a More Useful Question to Build Relationships

Low Value Inquiry	High Value Inquiry
Do you understand what I am saying?	What is your reaction to what I am saying?
Don't you agree? Wouldn't it be better if...?	In what ways is your view different? My view is X, how do you see it?
Did you do that because of X or Y?	What was your thinking on that? What led you to do what you did?
Why can't you do X?	What would it take to do X?
Why didn't you just tell me?	What led you to not tell me? Did I contribute to your not speaking up? Is so how?

McArthur, Philip. "[Advocacy and Inquiry](#)"

Adapted from The Encyclopedia of Action Research, Thousand Oaks, London, New Delhi:

Sage Publications, in press



# 5 MYTHS ABOUT LISTENING

## Listening is Passive

True listening takes effort and intention.



## I Need to Speak to Connect

Often, being quiet and listening strengthens bonds.



## Multitasking Works

Divided attention means missing key details.



## Listeners Are Born, Not Made

Effective listening is a learned skill.

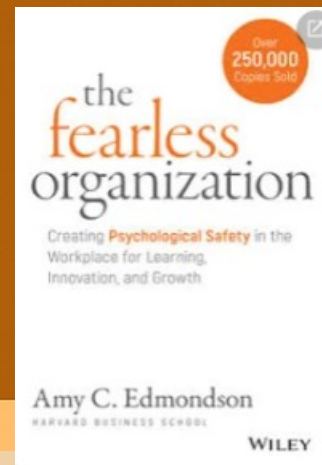


## Listening Means Agreeing

You can understand without having to agree.



# PSYCHOLOGICAL SAFETY



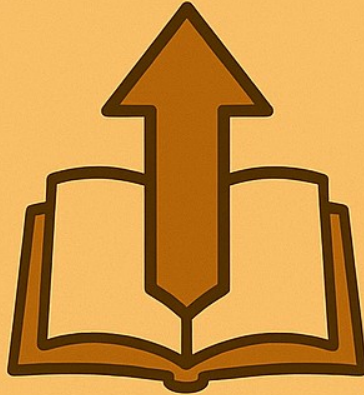
# THE FEARLESS ORGANIZATION

BY AMY C. EDMONDSON

**PSYCHOLOGICAL  
SAFETY**



**LEARNING  
AND GROWTH**



**LEADER  
RESPONSIBILITY**



**AVOIDING A  
CULTURE OF FEAR**



# KEY BEHAVIORS FOR LEADERS

**FOSTER  
OPENNESS**



**ENCOURAGE  
PARTICIPATION**



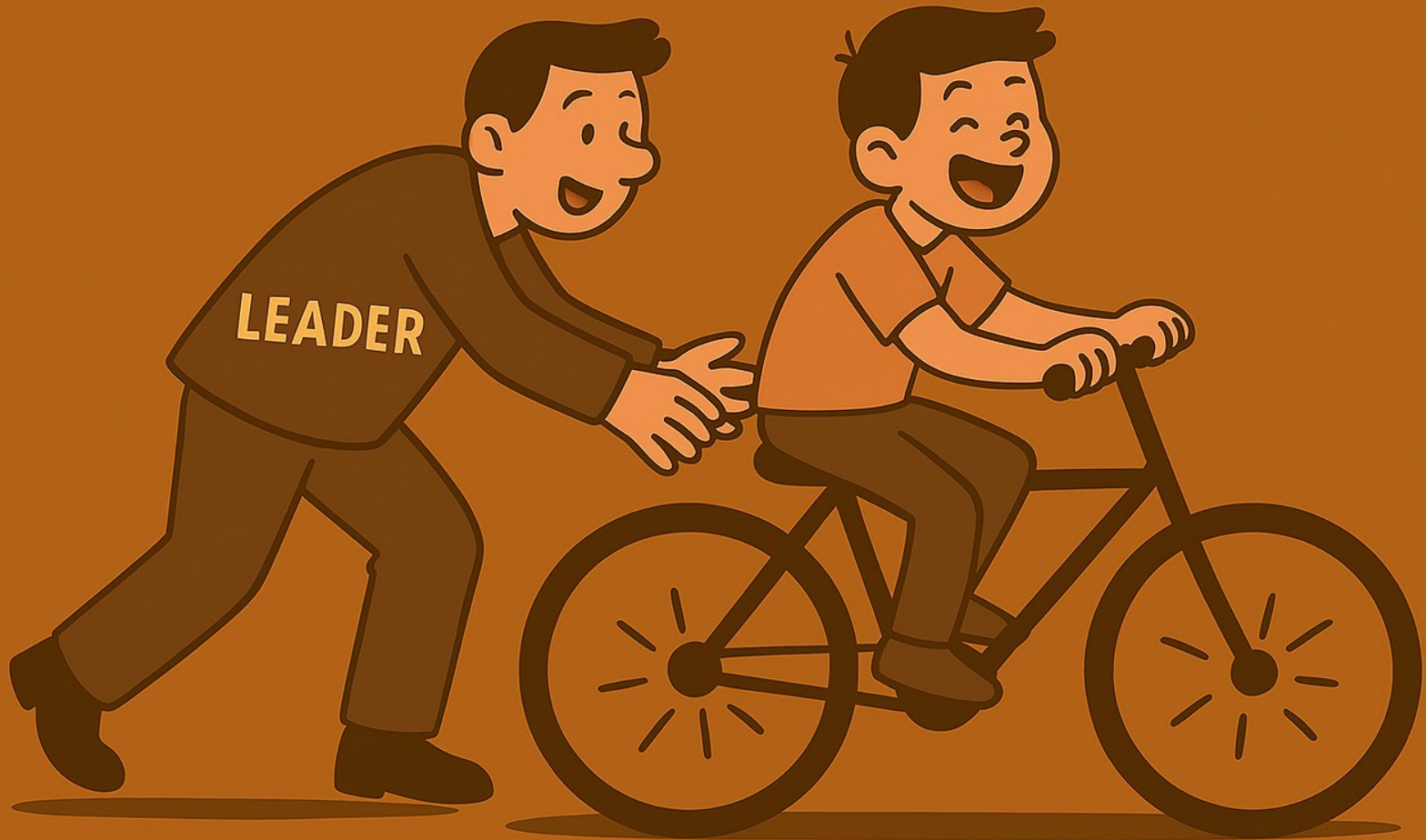
**SHOW  
HUMILITY**



**RESPOND  
PRODUCTIVELY**



# LETTING GO



# TURN THIS SHIP AROUND!

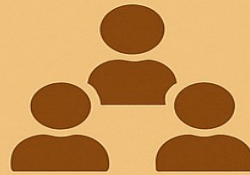
**EMPOWER  
THE CREW**



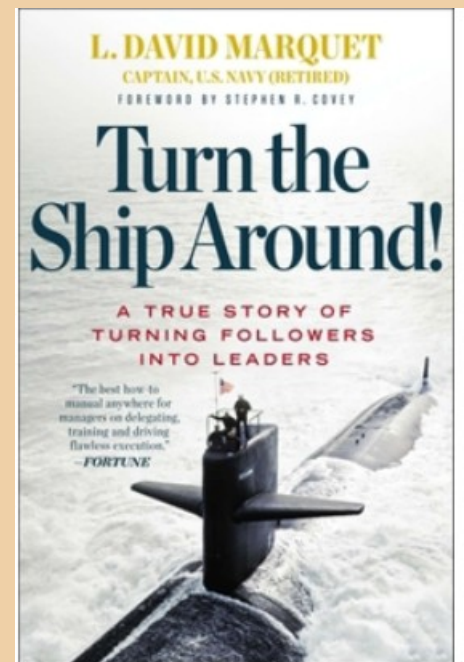
**ACT YOUR WAY  
TO NEW THINKING**



**CREATE  
LEADERS**



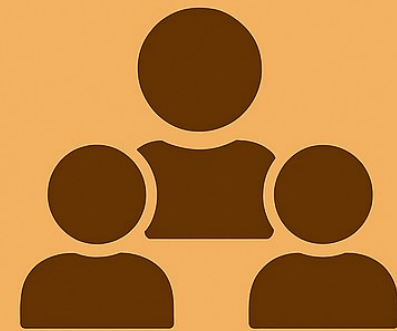
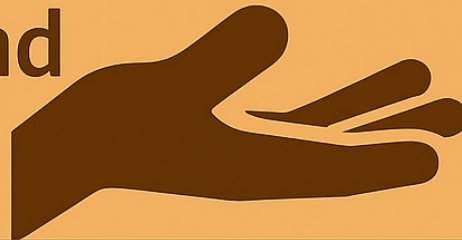
**SUSTAIN  
EXCELLENCE**



# LETTING GO TO CREATE LEADERS



Grant control to  
others to foster  
ownership and  
development



# SUSTAIN EXCELLENCE

**Build a culture of  
empowerment  
and continuous  
improvement**



# HABIT LOOP

**CUE**



**ROUTINE**



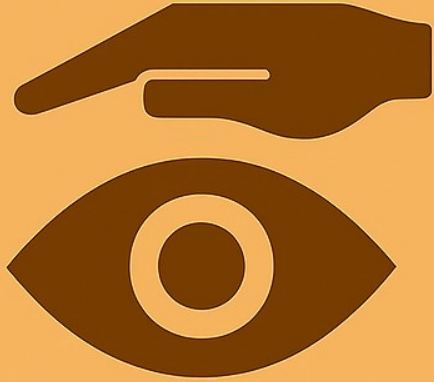
**REWARD**



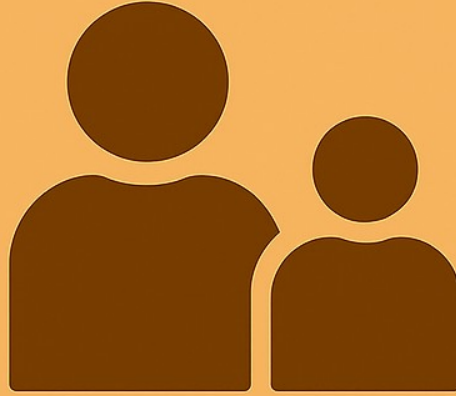
Old habits persist because neural pathways are efficient

Small nudges shift behavior before mindset

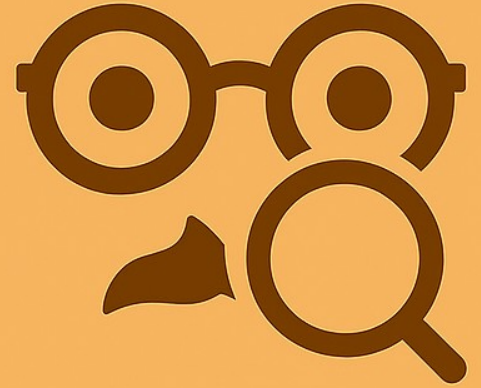
**OVERSIGHT**



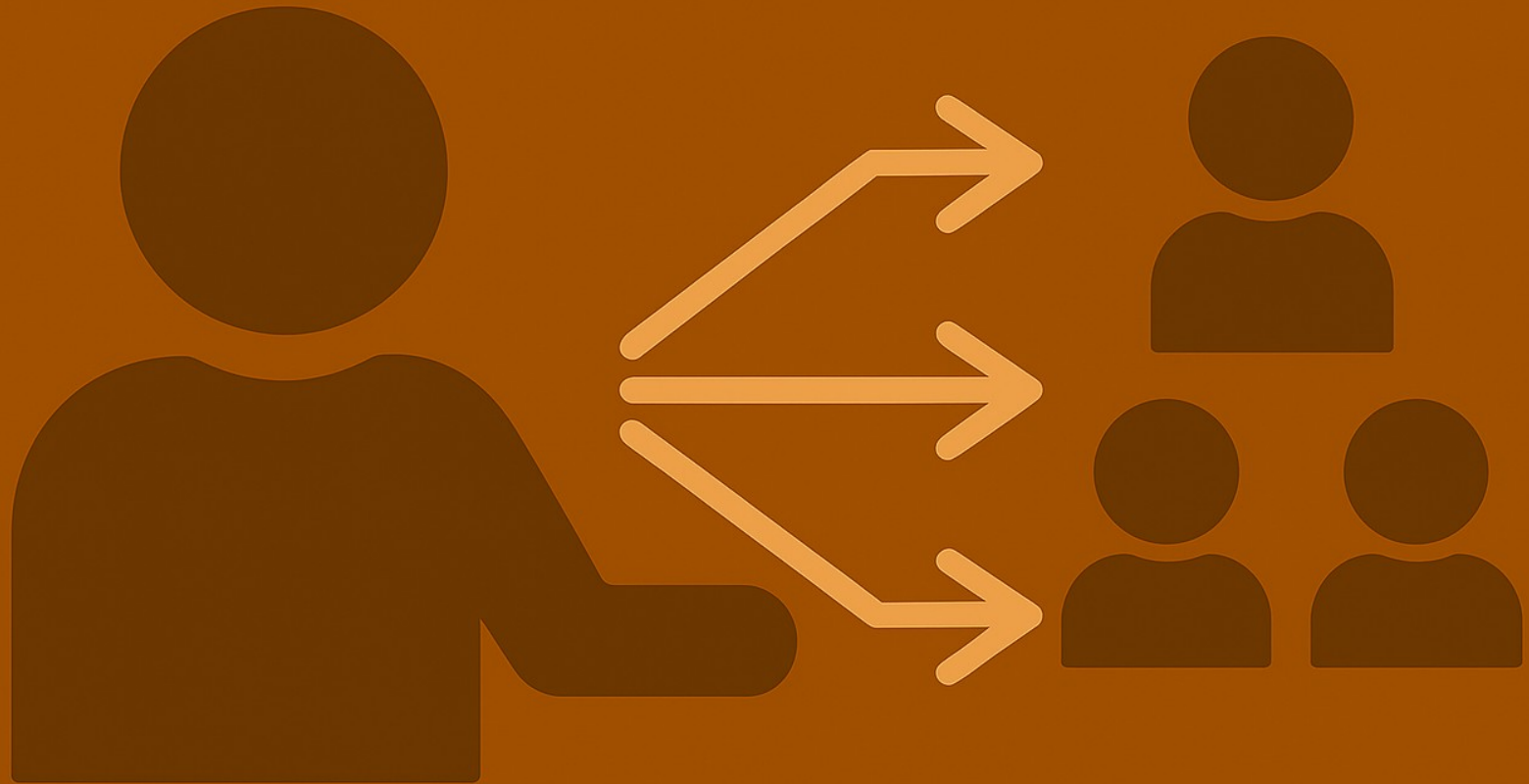
**SUPERVISION**



**SNOOPERVISION**



# DELEGATION



If you want a  
thing done well,  
do it yourself.

Napoleon Bonaparte

BrainyQuote®

#1  
The Way to Increase Your Efficiency  
and Make Your Job and Your Life Better

Translated  
into  
16  
languages!

**If  
You  
Want It  
Done Right,  
You *Don't*  
Have to  
Do It Yourself!**

The Power of  
Effective Delegation

*Donna M. Genett, Ph.D.*

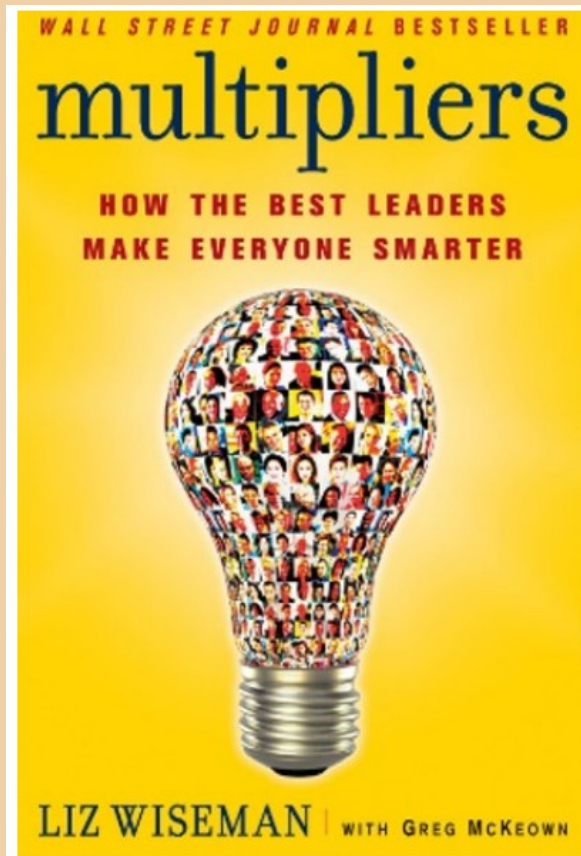
# Create a Delegation Map

Employee	Role	Enneagram Type	Core Skills	Skills for Growth	Tasks Delegated	Reason for Delegation	Outcome
Jordan Reyes	Senior Imaging Technologist	Type 1 — The Reformer	Accuracy, protocols, organization	Flexibility, communication	Update MRI QC, audit summary	Precision supports workflow	Reduced repeat scans by 12%
Taylor Chen	Operations Coordinator	Type 6 — The Loyalist	Scheduling, reporting	Decision-making, leadership	Staffing model, dashboard	Detail-focused and reliable	Wait times reduced by 18%
Alexis Morgan	Patient Care Liaison	Type 2 — The Helper	Communication, empathy	Prioritization, EMR skills	Patient packet, communication project	Strong patient insight	Preparedness +22%

# OPEN OPPORTUNITIES



# Growing Your Team



# TALENT MAGNET



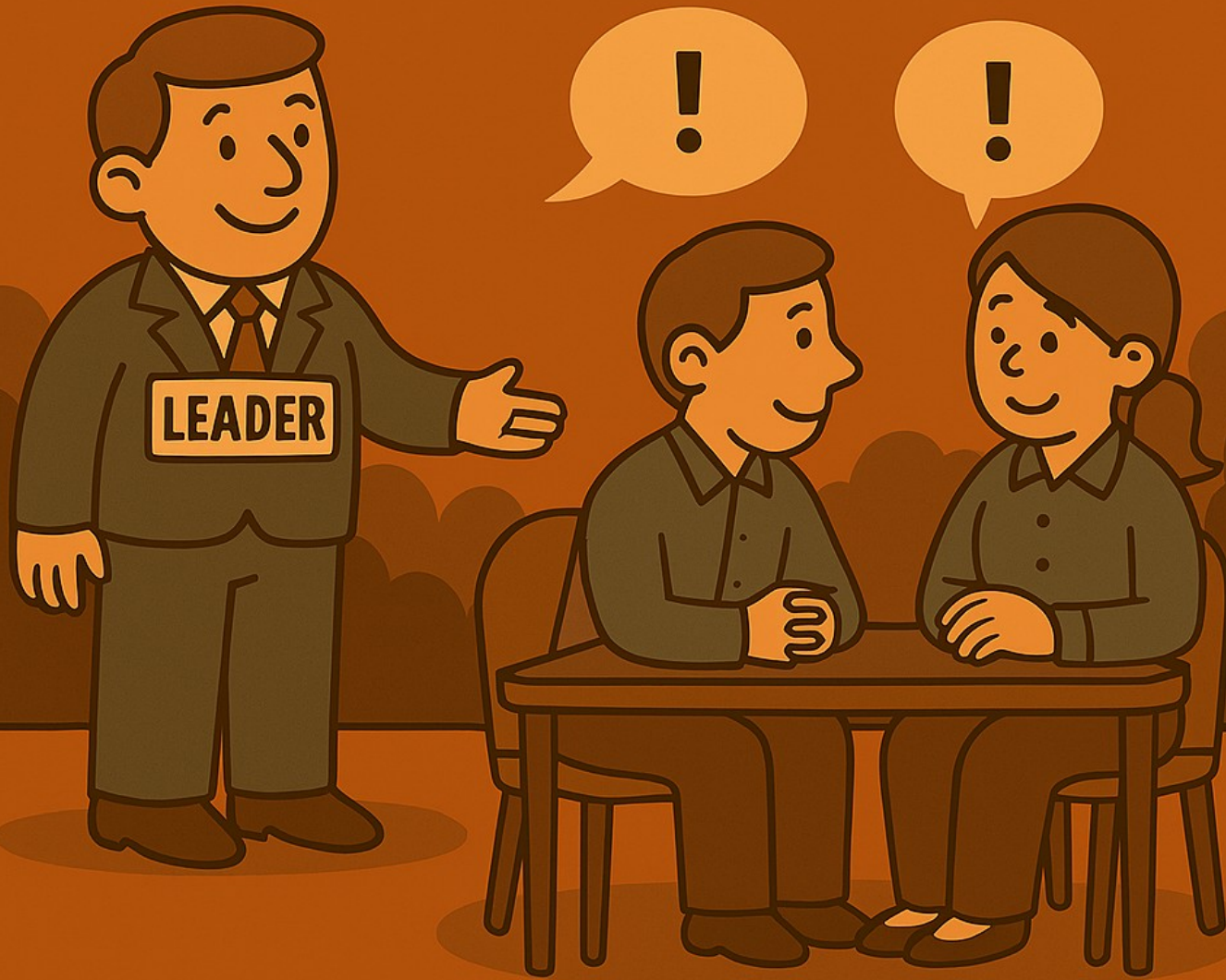
# LIBERATOR



# CHALLENGER



# DEBATE MAKER



# INVESTOR

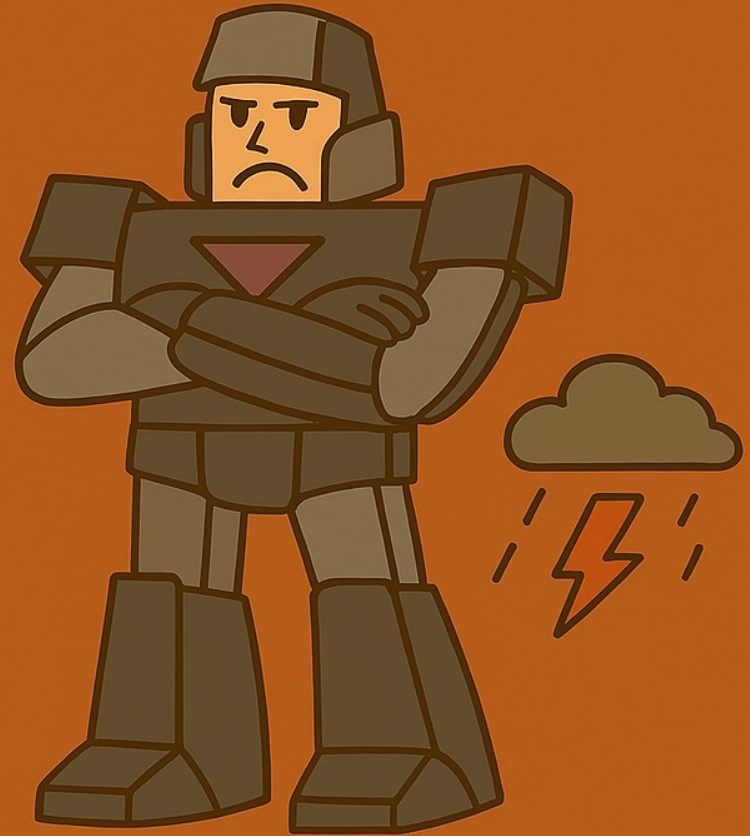


# DIMINISHERS





**POSITRON**



**NEGATRON**

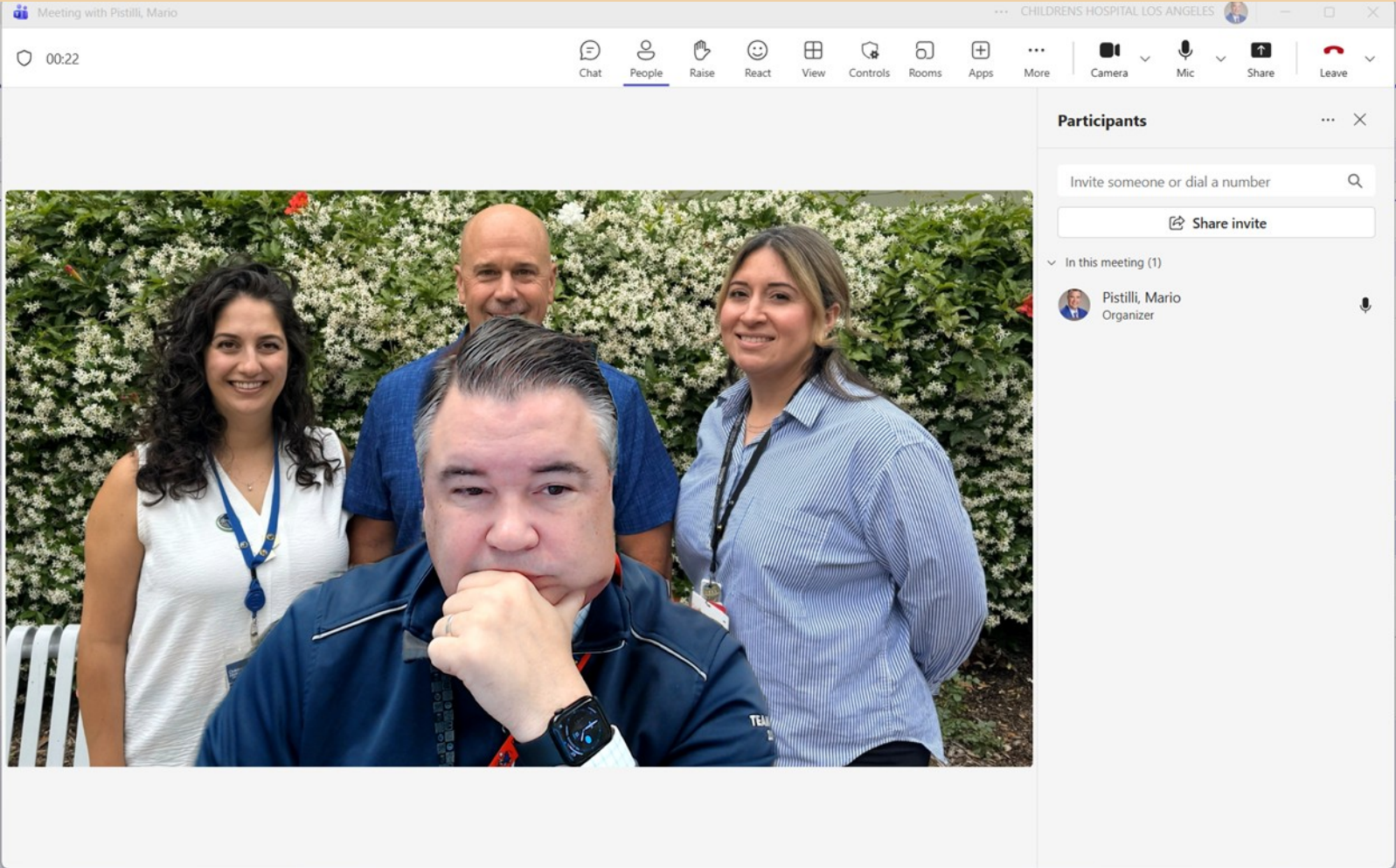
**POSITIVE VS. NEGATIVE LEADERSHIP**



**WATCH  
THEM WIN**



# Make Them Your Teams Background



Introduce them to Leaders in your organization



# Write a Thank You note to their Family!



# Give some easy – slam dunk wins



# Let Them Present Instead of You



# Nominate Them For Awards



# Celebrate Progress Not Just Results



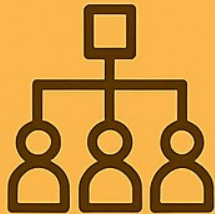
# KEY TAKEAWAYS AND ACTION STEPS



**LEAD BY GIVING  
CONTROL AND  
ENCOURAGING  
INITIATIVE**



**PRACTICE CURIOSITY  
AND DEEP LISTENING**



**DELEGATE WITH  
STRUCTURE AND  
INTENTION**



**CELEBRATE PROGRESS,  
NOT PERFECTION**



**CREATE LEADERSHIP  
AT EVERY LEVEL**



**TAKE ONE SMALL  
ACTION TO ELEVATE  
SOMEONE ON YOUR  
TEAM**