Meta-leadership 101: Influencing organizational success

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Background: Meta-leadership is an overarching leadership framework for linking the efforts of different organizational pillars to provide guidance, direction, and momentum across organizational lines. It is believed that this approach can lead to the development of a shared course of action and commonality of purpose among members and pillars that are doing what may appear to be very different work. Meta-leadership is different from leadership. Leadership refers to the recognized span of authority that a person has in his or her formal role. Meta-leadership is leadership employing influence without and beyond formal authority. That is, meta-leaders seek to influence and activate change beyond established lines of standard decision-making and control, therefore driven by a purpose broader than that prescribed by their formal roles. Most importantly, organizations with pervasive meta-leadership culture experience high levels of organizational success and employee satisfaction. The purpose of this workshop will be to present concepts of meta-leadership to further enable all members of the Faculty of Medicine whose work is related but not limited to medical education, to individually and collaboratively influence organizational success, by permeating the silos and enhancing cross-silo collaborations at all levels and all areas. **Objectives:** At the end of the workshop, the participants will be able to (1) define the term meta-leadership; (2) understand principles of leadership without authority; (3) operationalize meta-leadership locally; and (4) apply meta-leadership principles to a local initiative. **Teaching Methods:** Initially, we will describe the concepts of meta-leadership. Using the recently established Tuckamore Simulation Research Network as an example, we will demonstrate how meta-leadership skills can be operationalized. Finally, participants will be asked to apply meta- leadership principles in their own context — 10 minutes introductions — 40 minutes lecture — 10 minutes think-pair-share (TPS) exercise — 25 minutes presentations and debrief of TPS — 5 minutes concluding remarks.