

# Leadership by Example

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Recently, I had the pleasure of attending a wonderful meeting, “A Forum for Future Leadership in Dermatology,” from January 11–13, 2002, at the Loews Hotel in Santa Monica, California, hosted by the American Academy of Dermatology (AAD). The meeting, organized by Drs. Boni Elewski and Ronald Wheeland, was to foster leadership among the next generation of dermatologists and educate them on how to become involved in the AAD.

The meeting was an immense success due to the hard work and effort put in by the current leadership at the AAD and the input of many industry leaders. The conference opened with a dinnertime session in which participants gathered in small groups with a leader from the AAD and a leader from industry. My group, led by Dr. Lynn Drake and Mr. Stephen W. Clark, President of Galderma Laboratories, held a roundtable discussion on the qualities that engender true leaders. Overall, most of the group agreed that those who were mentored as residents and fellows provided the strongest examples of leadership and their own conceptual models of ideal leaders.

The meeting began with a speech by Dr. Jay Conger from the London Business School on the essentials of leadership, which he described as the 3 Es: *Envision*, *Enlist*, and *Engage*. The subsequent session was a compilation of autobiographical statements by current and past leaders of the AAD on their personal ascents to positions of leadership. Deeply personal discussions were paired with testimonials to the support of those around them (thanks, mom). Overall, each of the speakers demonstrated how their own hard work and perseverance led them to rise in the leadership of the AAD.

The small group sessions that followed taught attendees the basics of interpersonal skills in the office, presentation of materials, how official meetings of governance are conducted, and how to motivate those around you. The sessions were helpful in isolating those specific behaviors that would allow one to lead more effectively.

The evening session was a speech by the President of the Neutrogena Corporation, Mr. E. Michael McNamara, outlining once again the effective habits and mannerisms of leaders in industry, with pearls on “emotional intelligence” and interpersonal behaviors that jettison some to leadership and others to solo careers. The Sunday morning sessions further enhanced the understanding of emotional intelligence through role-play exercises and behavior-modification discussions.

Overall, the meeting was an empowering collection of activities, speeches, and discussions. The attendees—dermatologists and leaders from around the country—included former AAD president, Dr. Richard Scher, and some members of the *Cutis*<sup>®</sup> Editorial Board (Drs. Jeffrey Weinberg, John Carrucci, Anthony Mancini, and Mary Gail Mercurio). The group provided a wonderful mixture of experience, leadership, and accomplishment.

One of the strong points made to young physicians at the meeting is that leadership can begin by submitting to the incoming president a request to talk or participate in one of the many committees of the AAD.

The success of this meeting highlighted the efforts of the AAD leaders and staff. I am sure that the enthusiasm of the attendees will translate into great strides in the future leadership of the AAD.