

Leading with Wholeness: An Integrated Approach for Leaders in Medicine

Gina Mangum, Leadership
Development Coach/Consultant,
Founder/Owner 4Front Conscious
Collective, LLC

Shawn Allen, MD, Founder/Owner
Dermatology Specialists and Purpose in
Practice, LLC

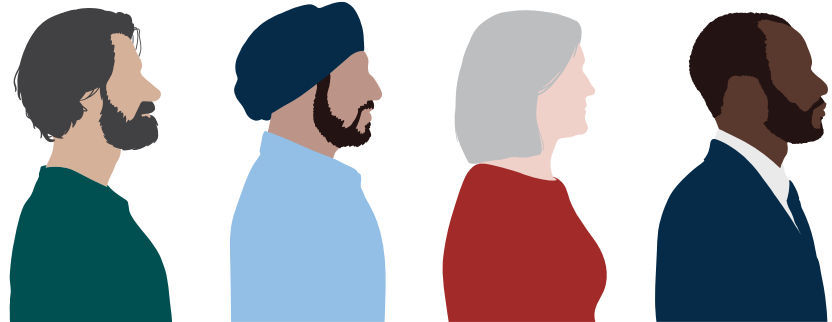
LEADderm Conference Sept 6-7, 2025
Newport Beach, CA



Gina Mangum Relevant Experience

HEALTH CARE / PHARMA





A Leadership Conversation Overview:

1. The Foundation: Challenge & The Path to a Solution (10 mins)

- Welcome & Context
- Define Leadership
- The Challenge: The Cost of Fragmentation
- The Solution: The Path to Integration

2. The Why & What (10 mins)

- The Power of Two Organizations: Leadership Circle + Unlocking Eve
- Unlocking Eve's Integrated Leadership Philosophy
- Leadership Circle Profile Universal Model of Development Overview

3. LEADderm Buddy Exercise – Co-Exploring Your Self Assessment Results (20 mins)

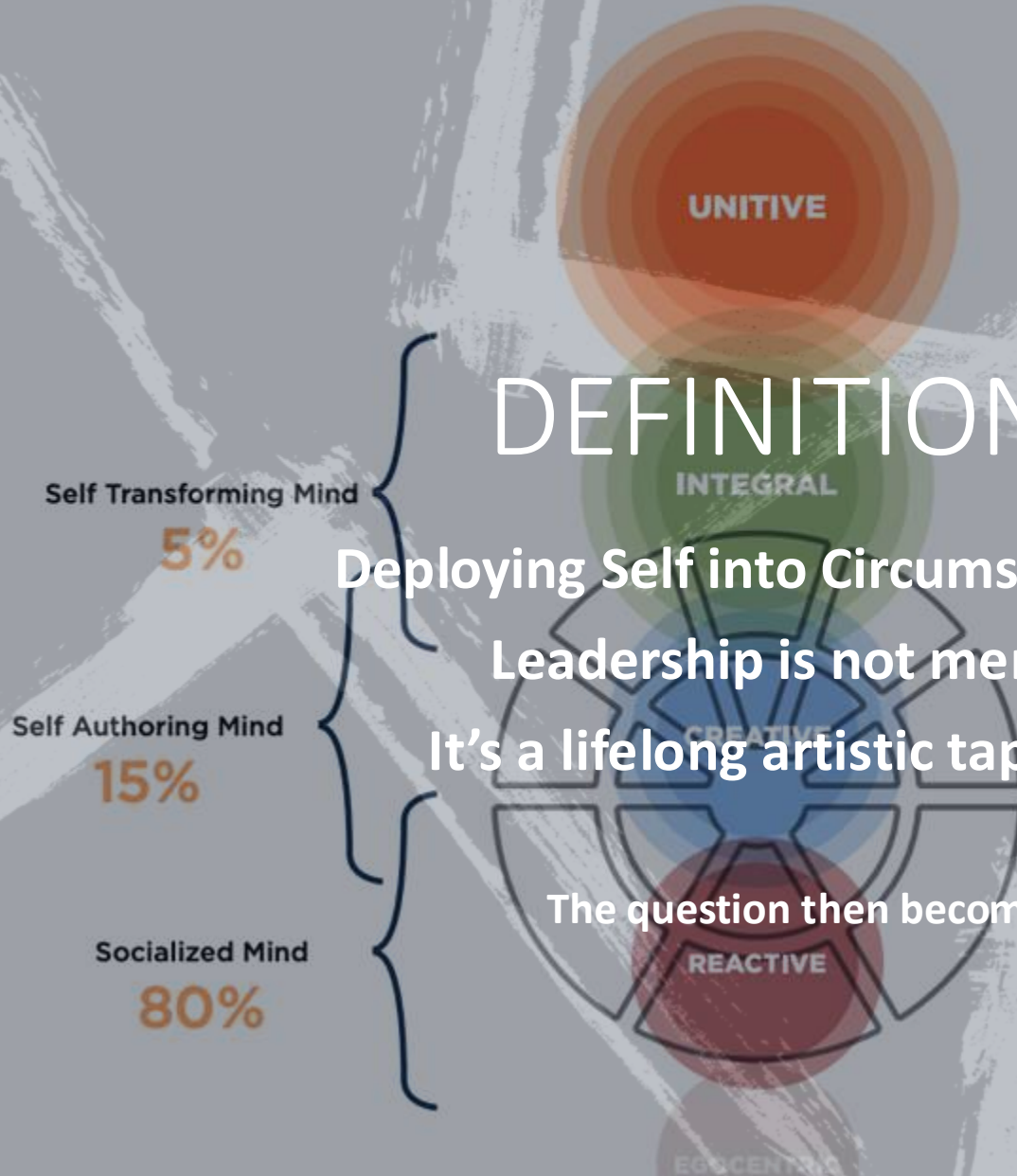
- 3 Question Process
- Awareness Precedes Choice, Choice Precedes Change
- Authoring Your Leadership (Orienting from the Creative)

4. Call to Action and Next Steps (15 mins)

- Call to Action
- Conclusion & Next Steps

REACTIVE AND CREATIVE LEADERSHIP

Aligned to Adult development



DEFINITION of LEADERSHIP:

Deploying Self into Circumstance to Create Outcomes that Matter.

Leadership is not merely a title or position; it's an art.

It's a lifelong artistic tapestry of integration and becoming.

The question then becomes.....WHICH SELF ARE YOU DEPLOYING?

Leaders
BRING
the
weather

Poll:



How many of you consider your technical skills as a doctor/health care professional/business leader to be: Effective? Ineffective? Somewhere in between?



How many of you consider your leadership skills to be: Effective? Ineffective? Somewhere in between?



Let's explore ways to enhance and improve your leadership effectiveness and business performance using the Universal Model of Leadership.

The Challenge - The Fragmented Leader

- The world often asks you to be two different people at once: a decisive, rational doctor and a compassionate, empathetic caregiver. This tension is at the heart of our session today.
- The healthcare polycrisis:
 - Burnout, high turnover, a decline in patient trust, and massive disruptions in the field.
- Unlocking Eve argument: This is a symptom of fragmented leadership: An over-reliance on old, hierarchical models that create silos and drain our potential.

The Old Hierarchical Way of Leading Is Not Enough

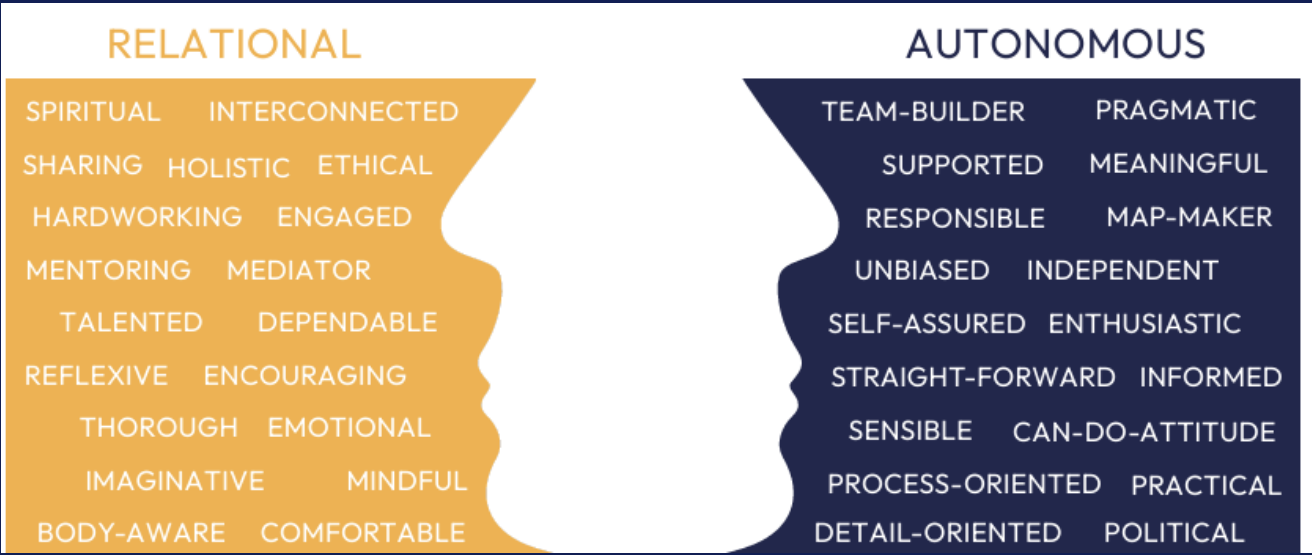
Real diversity in leadership goes beyond token gestures; it demands that we invest in people – men and women – by cultivating the leadership traits that deliver measurable results, save lives, and create more resilient systems.



The Solution: The path of Integration. The New Source of Power.



We define **integration** in leadership as the **expanded capacity** of leaders to fluidly integrate **autonomous** –being anchored in one’s power, purpose, values and voice (*often termed as “masculine”*) and **relational** - being attuned to others, able to listen, empower, co-create and **move in relationship** (*often termed “feminine”*) capacities.



Leveraging the Power of Two Groundbreaking Organizations

THE POWER OF THE LEADERSHIP CIRCLE PROFILE



460,000+

Leaders
Surveyed
Worldwide

3+ Million

LCP
Evaluators

470 Million

Data Points
Collected

45%

Fortune 100
companies
(38% Fortune 50)
use LCP

LEADERSHIP CIRCLE®

UNLOCKING EYE

The World Economic Forum estimates that it will take 257 years to close the gender gap at work, a timeline we simply cannot accept.

6x

Countries led by women
had 6x fewer deaths
during the early stages
of the COVID pandemic

80%

Women make 80% of
healthcare decisions for
their families and
society

70%

Women represent 70%
of the total healthcare
workers

15%

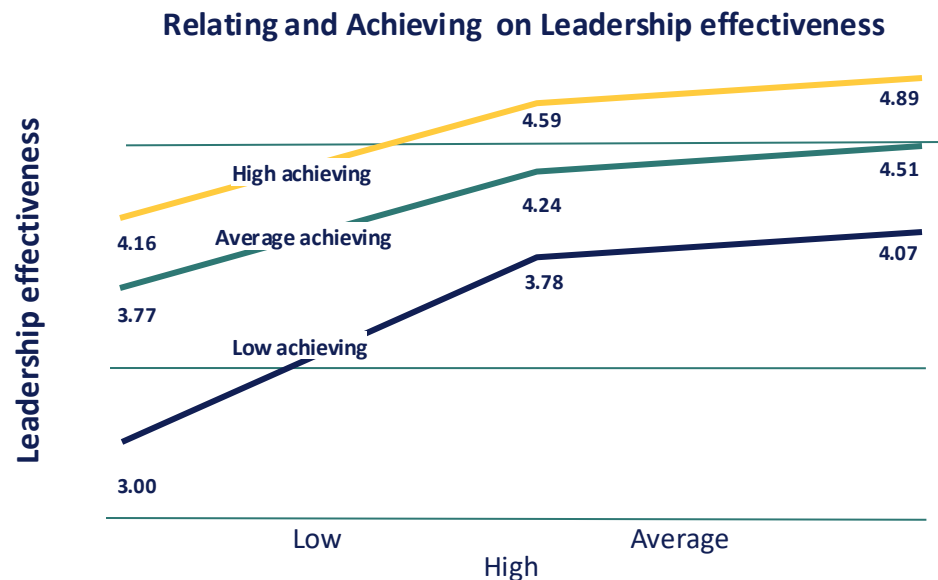
Only 15% of decision
makers in healthcare
systems are women

New data & evidence supporting Integrated Leadership

Leadership Circle

20,000 healthcare respondents | 69 countries

The most effective leaders have high levels of **both** 'relating' and 'achieving'.



Athena Doctrine

64,000 respondents | 13 countries

81%

of survey respondents agreed.

“Whether man or woman, you need **both masculine and feminine** traits to thrive in today’s world.”

Academic studies

An exploration of Relational Leadership during the COVID-19 pandemic | University of Georgia

People perceive **'relational leaders'** who demonstrate empathy and collaboration to be more effective in the face of grand challenges.



Universal Model of Leadership

“Models help explain how things work. Once a good model gets inside you, it can inform and guide you throughout a lifetime.”

Mastering Leadership

Universal Model of Leadership by Leadership Circle

LEADERSHIP CIRCLE PROFILE™

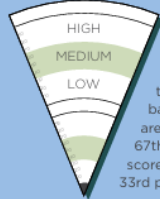
To understand the layout of the Profile Graphic, please read the following steps:

1 CIRCLE WITHIN A CIRCLE

The outer circle displays the results for each of the 29 dimensions measured by the LCP. The inner circle dimensions summarize the outer circle dimensions into 8 summary scores. Dimension definitions can be found on the following pages.

The location of dimensions within the circle illustrates the relationship between dimensions. Adjacent dimensions describe similar behavior patterns that are positively correlated. Dimensions on opposite sides of the circle are opposing behavior patterns and are inversely correlated.

2 PERCENTILE SCORES



All scores are displayed as percentile scores compared to a global norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

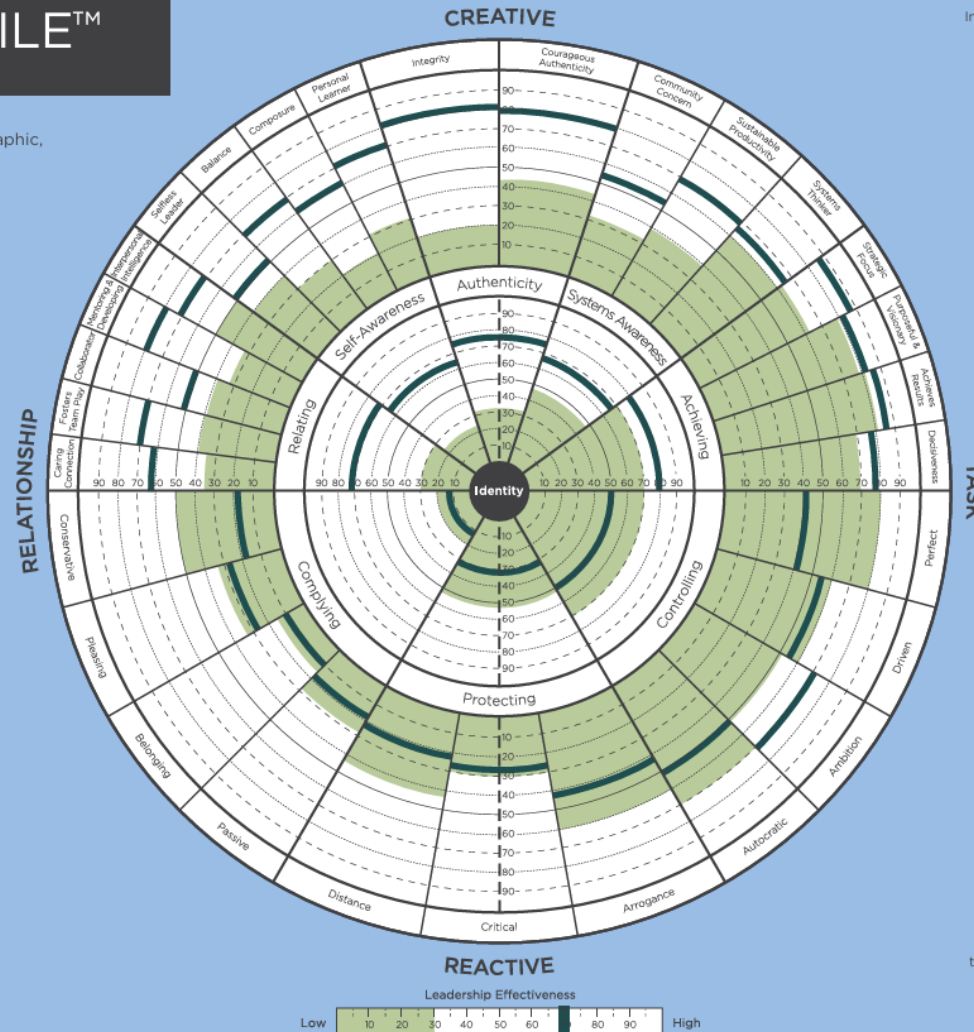
3 KEY

Self Assessment
Others' Assessment



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Low Balance 10 20 30 40 50 60 70 80 90 High Balance
Relationship-Task Balance



4 SUMMARY DIMENSIONS

In addition to all the dimensions displayed in the inner and outer circle, the rectangular scales located around the circle are intended to bring everything together. They provide useful 'bottom-line' measures as well as measures of key patterns within the data.

Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives the leader a sense of how he/she compares to other leaders with respect to the amount of energy he/she puts into Reactive versus Creative behaviors. It suggests the degree to which his/her leadership, relationships, and goal-oriented behaviors come out of a Creative or Reactive orientation. It also suggests the degree to which his/her self-concept and inner motivation come from within or are determined by external expectations, rules, or conditions.

Relationship-Task Balance measures the degree of balance a leader shows between the Achieving and Relating competencies. It is a measure of the over, under or balanced development of either half of the equation (the people half or the task half) that makes for great leadership.

Leadership Potential Utilization is a bottom line measure that compares the overall score of the dimensions measured to that of other leaders who have taken this survey. It sorts through all the high and low scores to answer the question, "So, in the end, how am I doing?"

Leadership Effectiveness measures the leader's perceived level of overall effectiveness. Research has shown it to be significantly correlated to business outcomes. It gives the leader an overall measure of how all of the above is translating into perceived effectiveness.

"The Leadership Circle Profile is an internally consistent, valid measure for leadership development. The psychometric properties of Leadership Circle Profile are strong."

Your Leadership Map

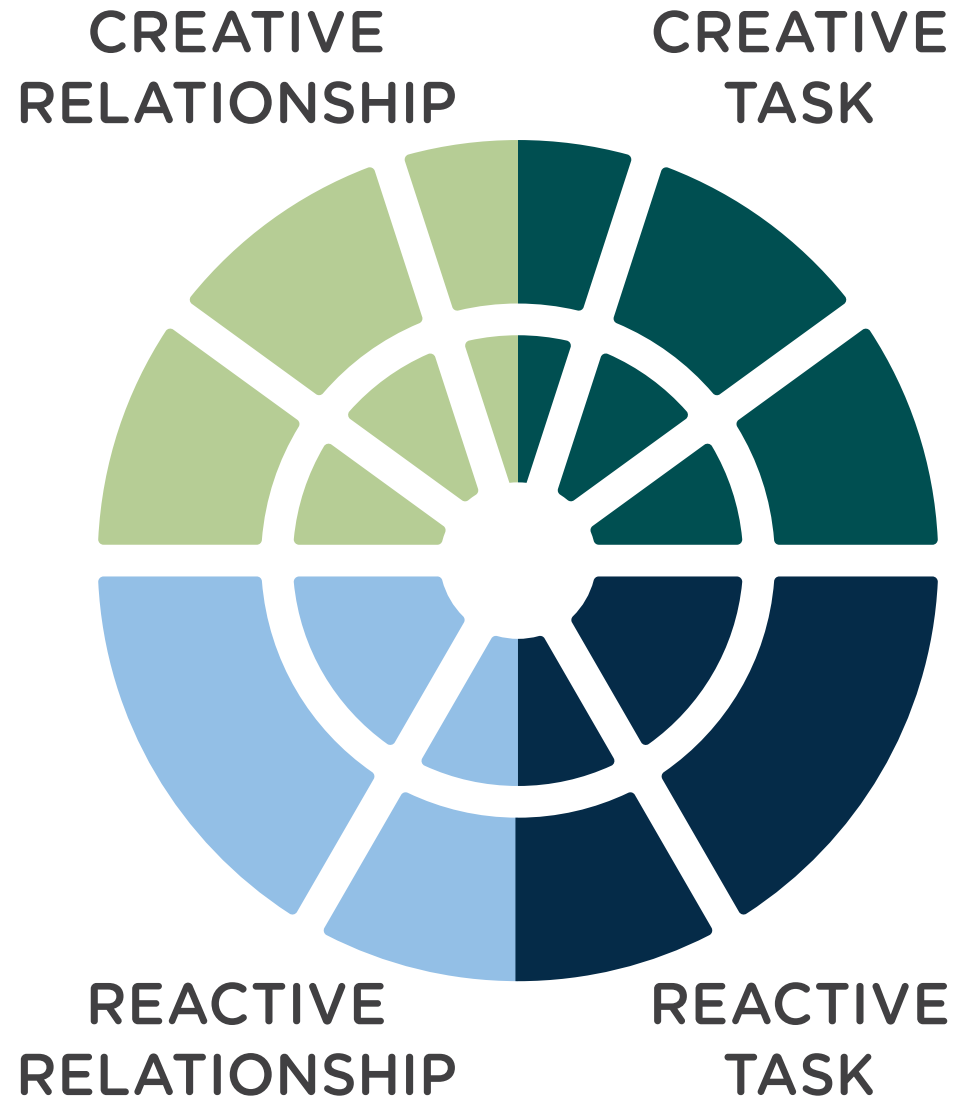


The Model Fundamental: Two Structures of Mind

Relationship & Task



Four Quadrants

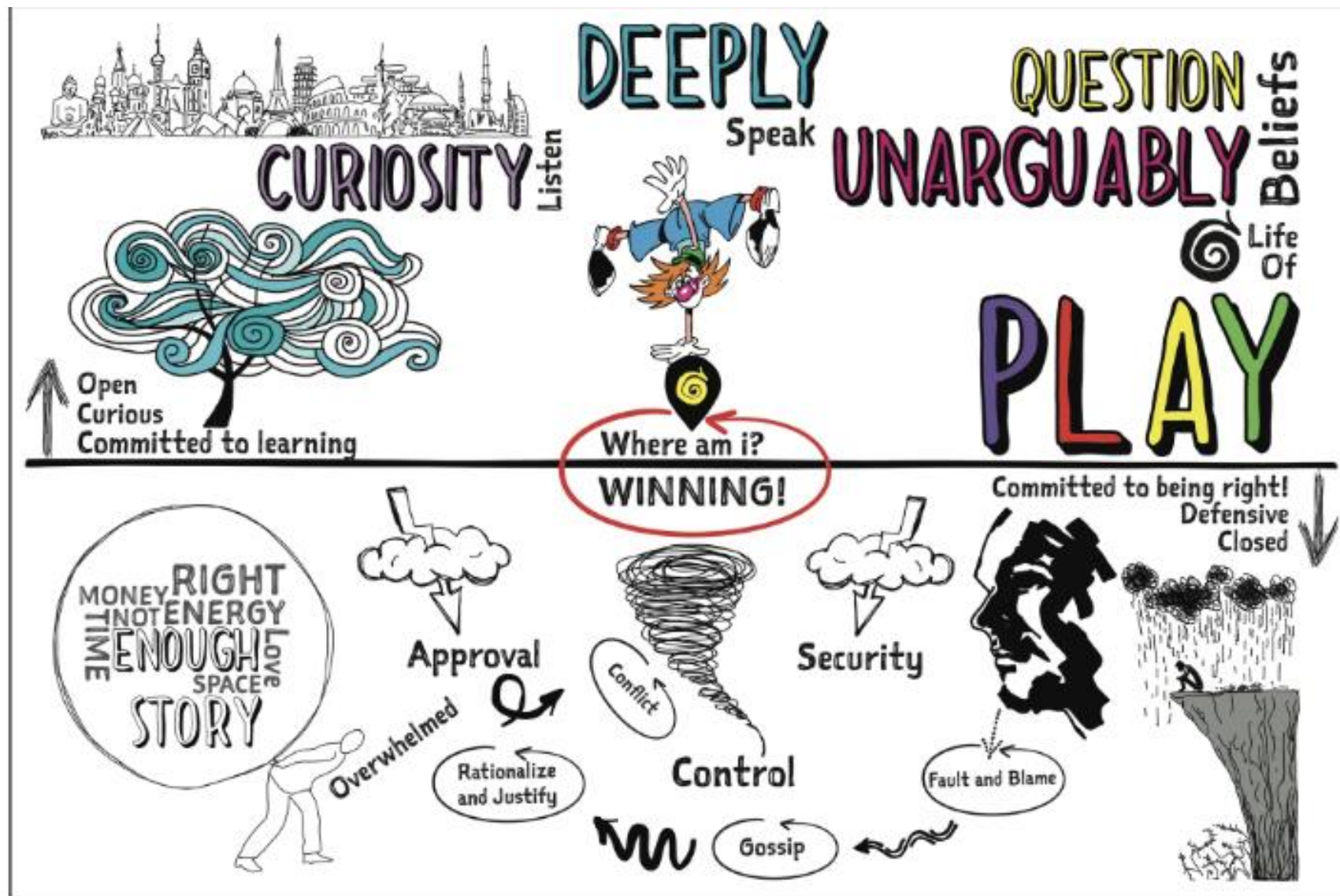


Location, location, location!

Where are you?
Above or below the line?

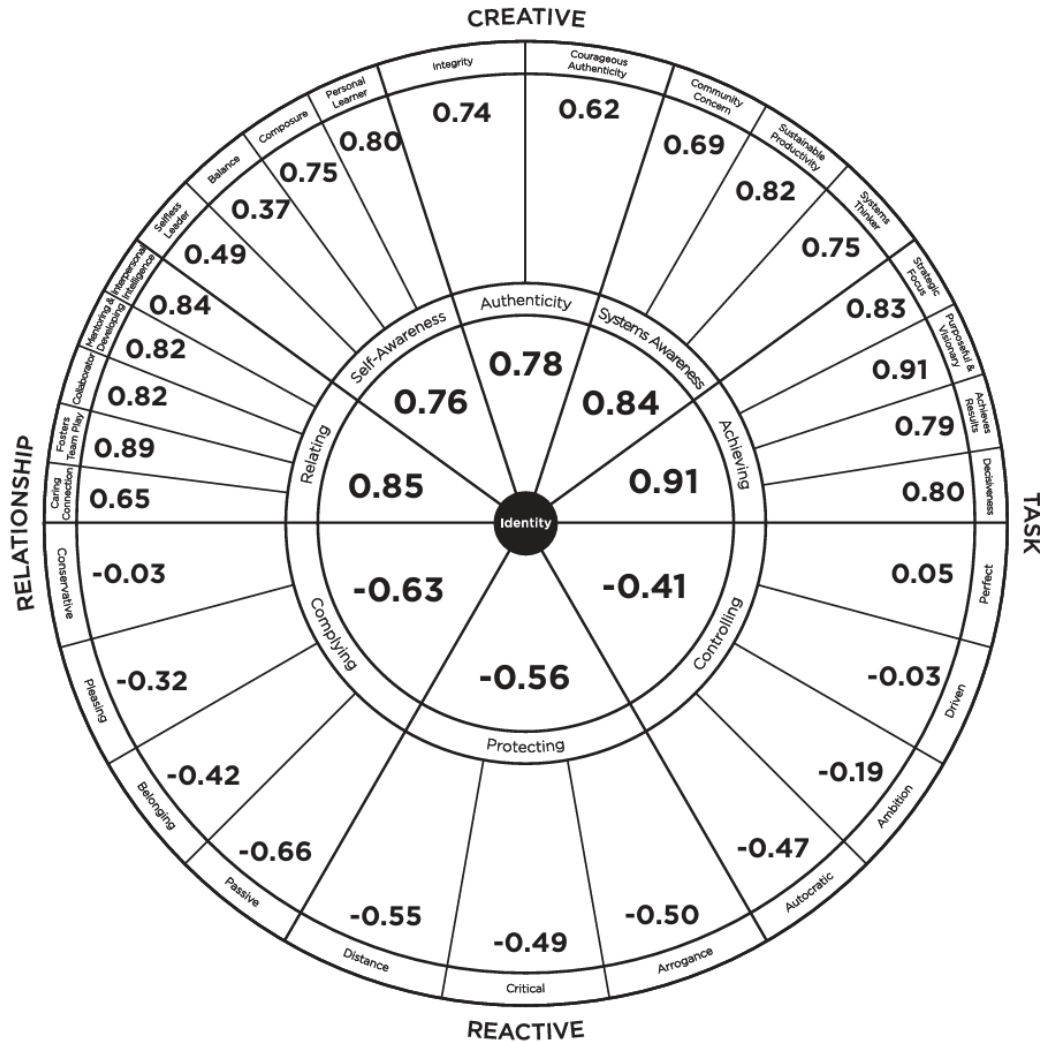
Above the Line=
Creative
Below the Line=
Reactive

Behaviors/
Internal
Assumptions



THE LEADERSHIP CIRCLE PROFILE™

Correlations to Leadership Effectiveness



LEADERSHIP EFFECTIVENESS SCALE QUESTIONS

- ☒ I am satisfied with the quality of leadership that this leader provides.
- ☒ This leader is the kind of leader that others should aspire to become.
- ☒ This leader is an example of an ideal leader.
- ☒ This leader's leadership helps this organization to thrive.
- ☒ Overall, this leader provides very effective leadership.

Creative Competencies (18) – Positively Correlated to Leadership Effectiveness and Business Performance

Relating

Building strong relationships and collaborating effectively

- Caring Connection
- Fosters Team Play
- Collaborator
- Mentoring and Development
- Interpersonal Intelligence

Self Awareness

Understanding one's own impact on others.

- Selfless Leader
- Balance
- Composure
- Personal Learner

Authenticity Leading from genuine values and beliefs.

- Integrity
- Courageous Authenticity

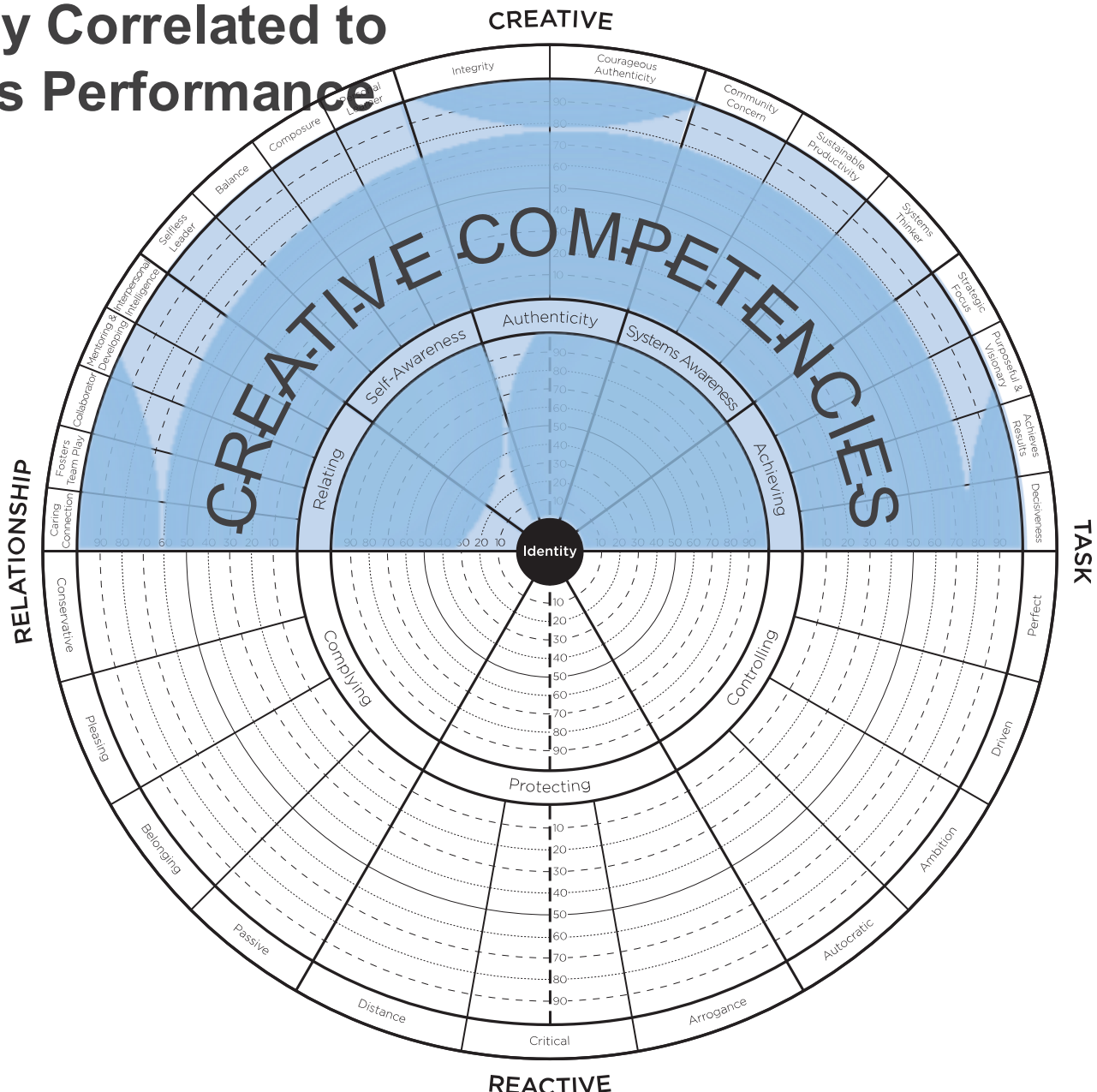
Systems Awareness

Seeing how all parts of a system connect.

- Community Concern
- Sustainable Productivity
- System Thinker

Achieving Driving results with purpose and vision.

- Strategic Focus
- Purposeful and Visionary
- Achieves Results
- Decisiveness



Reactive Tendencies (11) - Negatively Correlated to Leadership Effectiveness and Business Performance

Complying Seeking security by conforming to others' expectations

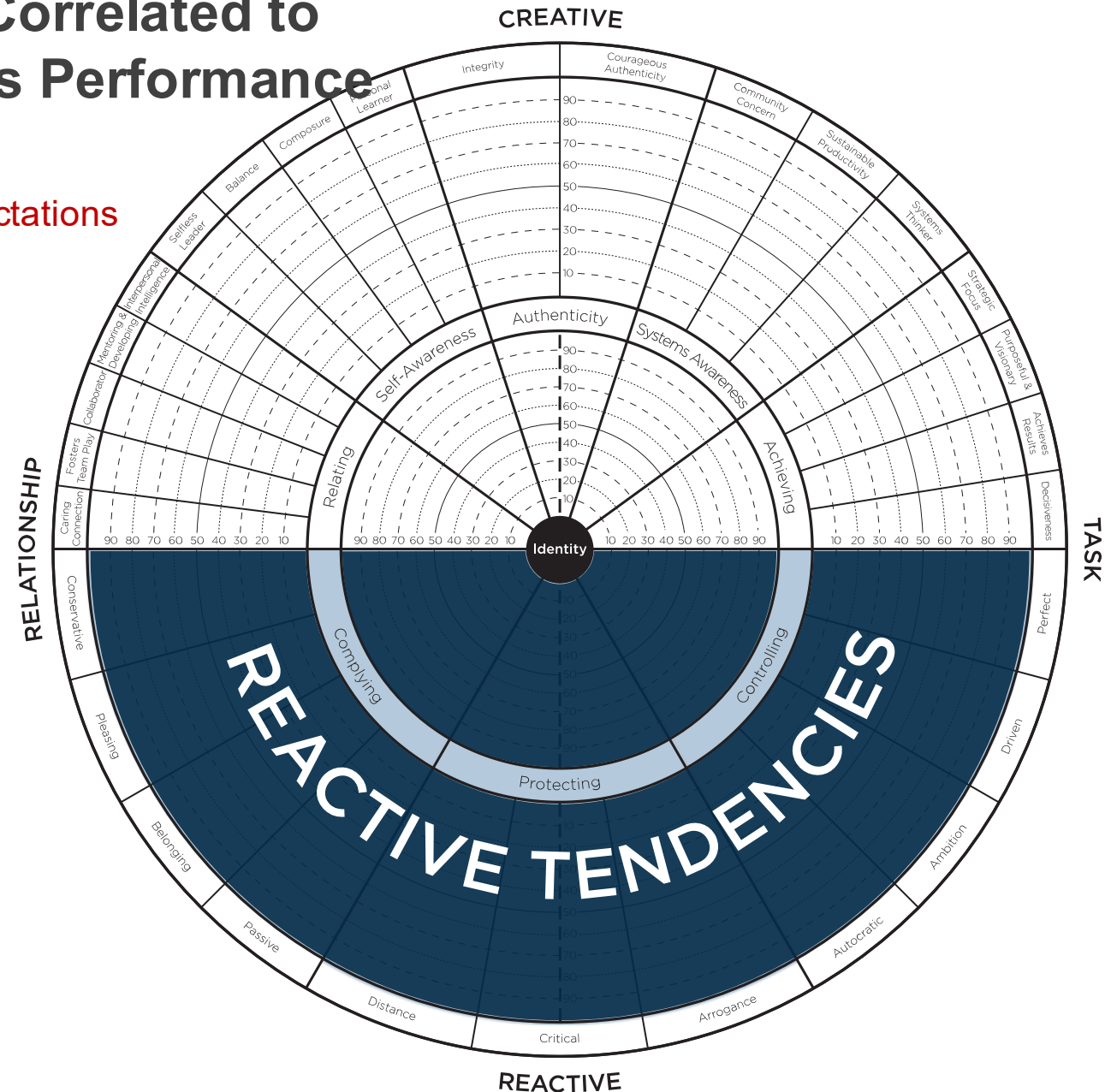
*Conservative
Pleasing
Belonging
Passive*

Protecting Seeking security through withdrawal and emotional distance

*Distance
Critical
Arrogance*

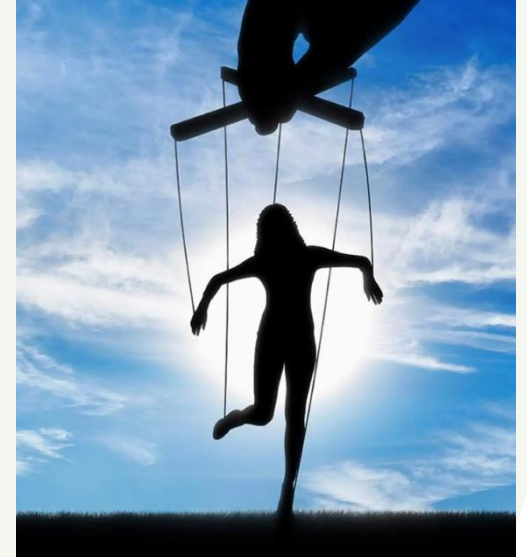
Controlling Seeking security through heroic achievement and power.

*Autocratic
Ambition
Driven
Perfect*



The Problem in Practice: The Cost of Control

- In medicine, we're taught to be perfect.
- The system often rewards **Reactive** tendencies like controlling a situation or complying with authority.
- This is a survival mechanism, but the research shows it creates fragmented teams and, in the long run, leads to burnout.
- The pressure to be the "lone expert" is a reactive pattern that leaves no space for others and undermines collaboration.



Self Assessment LEADderm Buddy Discussion Questions:

3 QUESTIONS PROCESS

QUESTION 1

WHEN WORKING AT YOUR HIGHEST AND BEST WHAT IMPACT DO OTHERS SAY YOU HAVE?

QUESTION 2

HOW MUCH OF YOUR CREATIVE SELF DO YOU:

CURRENTLY CLAIM?

PUSH AWAY?

QUESTION 3

WHAT IS THE 'BIG ASSUMPTION' THAT YOU KNOW YOU MUST COME TO TERMS WITH AND MOVE BEYOND?

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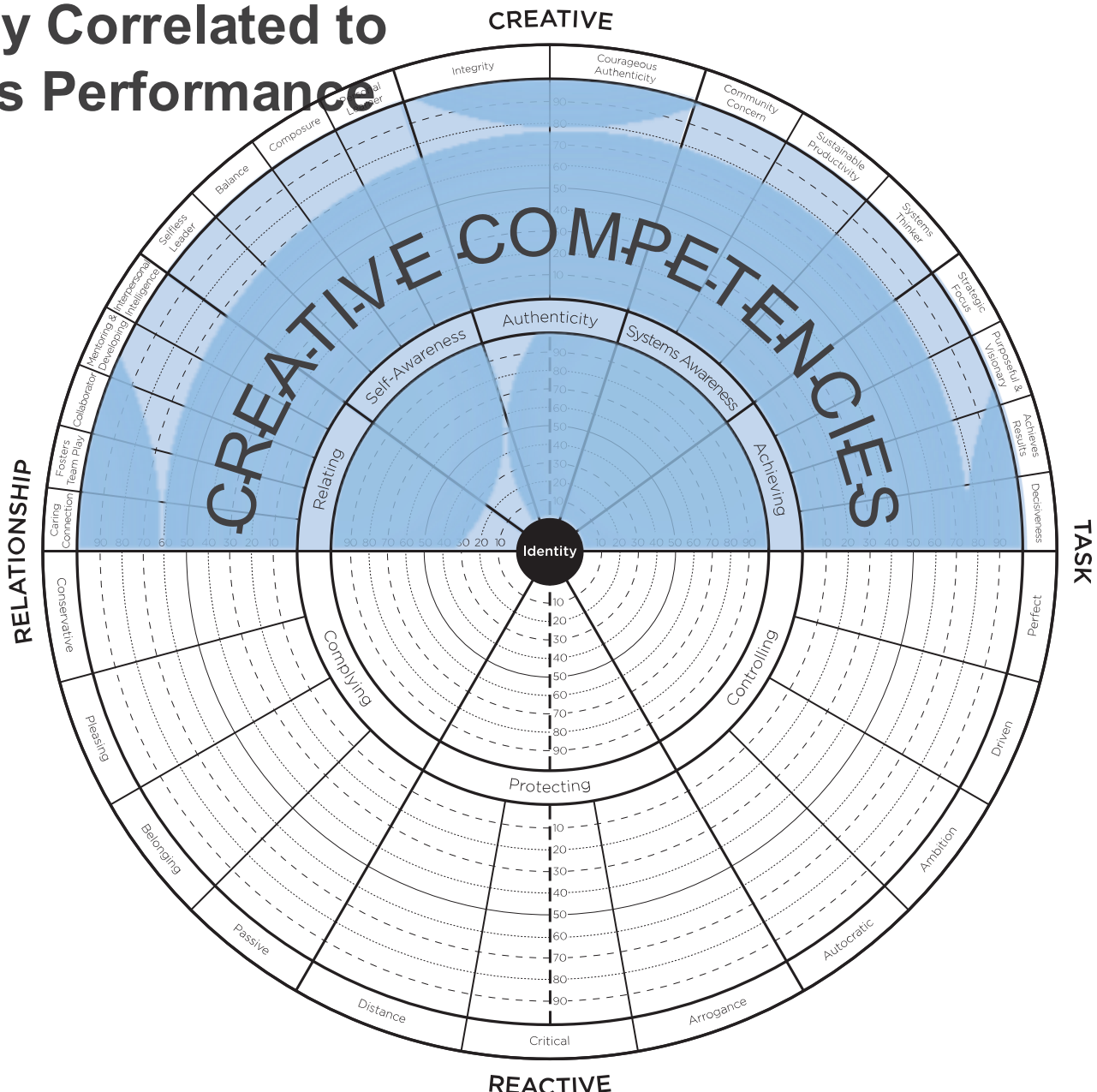
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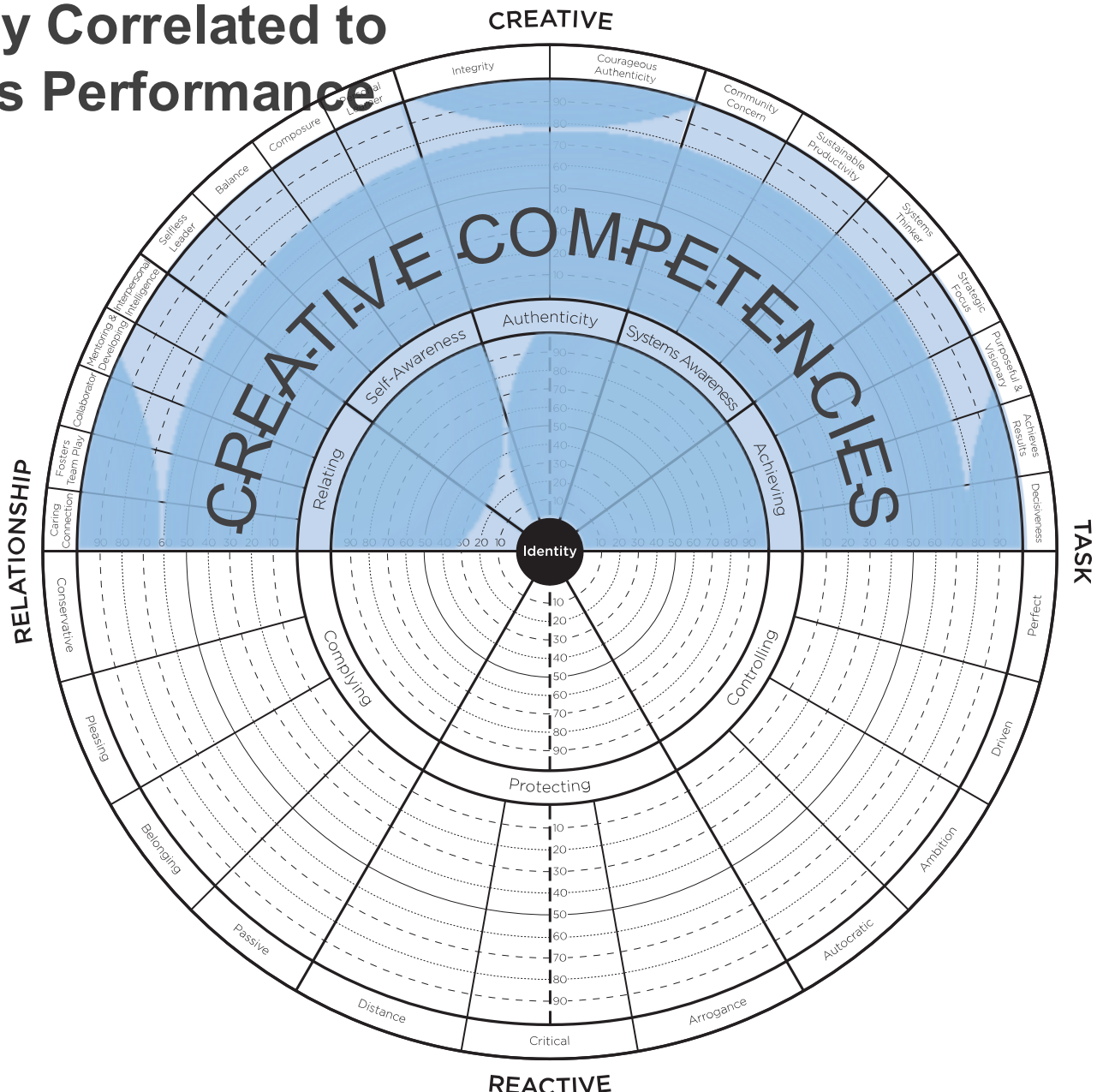
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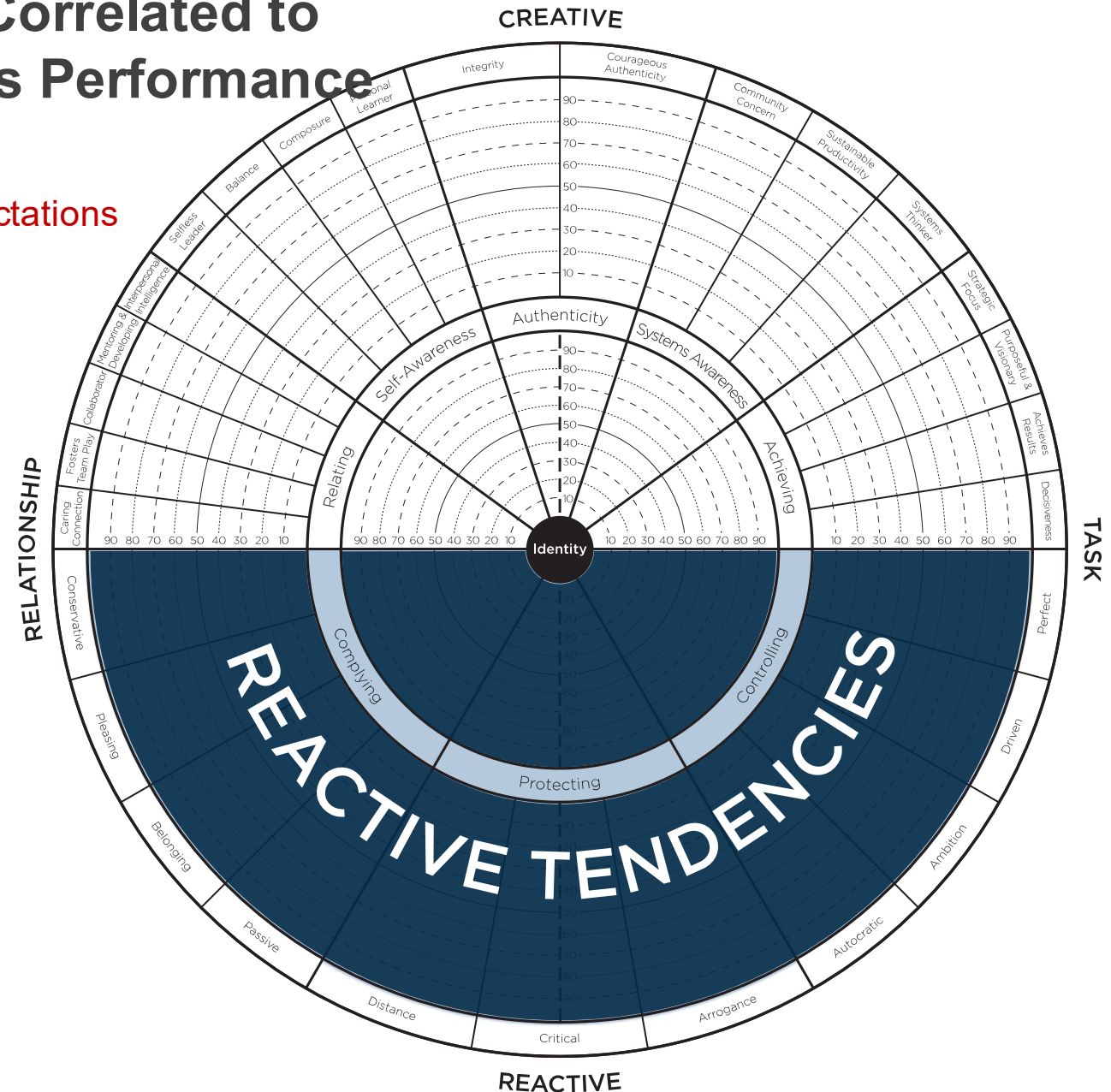
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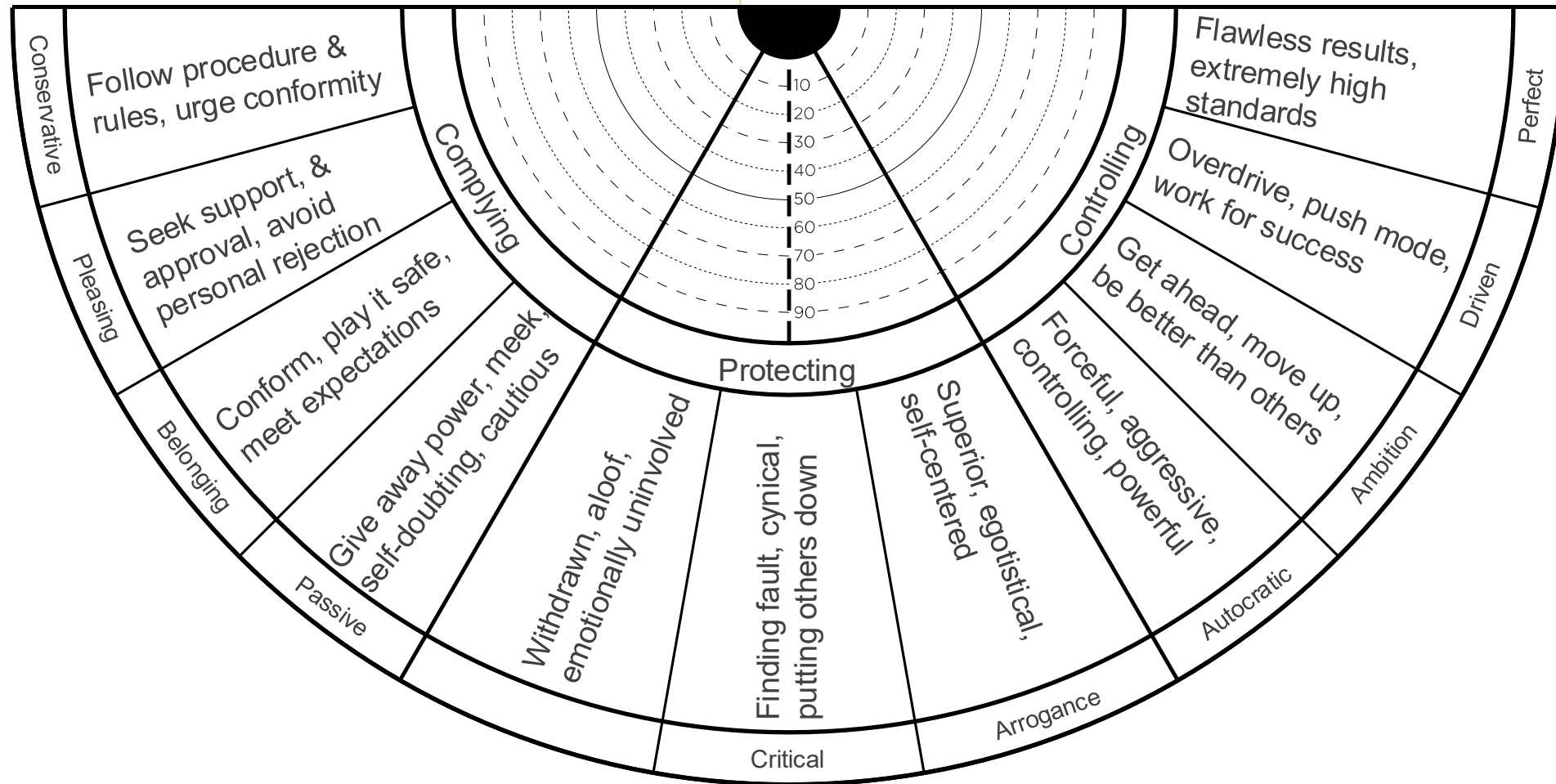
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The Identity Hook:

If I am not _____ then _____

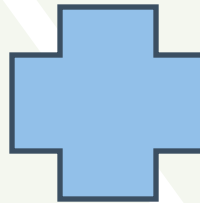


Conclusion and Call to Action: Let It Begin with YOU!

- The move from Reactive to Creative leadership isn't about a single event; it's a daily practice. It's about bringing conscious awareness to your choices. The world needs a new kind of leader—a holistic, integrated leader. And the research suggests that by embracing these models, we can all lead this change.
- So, as you leave today, we invite you to reflect on one small, intentional move you can make this week. How can you bring a little more **wholeness** to your leadership, to your teams, and to your patients? Let it begin with you!



Unlocking Eve Integrated
Leadership Diagnostic QR
Code – Assesses capacities
for Integrated Leadership



Leadership Circle Self Assessment QR
Code – Assesses Self Perception of
Leadership Style as Creative
Competencies / Reactive Tendencies

Let's Stay Connected!

Gina Mangum, Leadership Development
4Front Conscious Collective

[https://www.linkedin.com/in/gina-goick-
mangum/](https://www.linkedin.com/in/gina-goick-mangum/)
gina@4frontleadership.com

Dr. Shawn Allen, Dermatology
Specialists/Purpose in Practice
sallen@dsderm.com