Leadership Redefined

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Disclosures

- Editor in Chief *Harvard Women’s Health Watch*
- Editor *Scientific American OBGYN On-line, OBGYN Residency Curriculum, Wellness Toolkit*
- Medical Advisor *Connexus Reproductive Health app*
At the end of this presentation the learner will be able to:

- Examine and critique your division culture
- Refine your division culture
- Lead culture change
“Because I said so” leadership
My journey......
Understand whom you lead
It doesn’t cost anything to be nice.
Why I just told you that:

- Connect with those you lead
- Introduce self and background
- Share why enjoy work
- Link home life and interests
Generational differences

- Silents 1928-45
- Baby boomers 1946-64
- Generation X 1965-82
- Millennials (Gen Y) 1983-
Silents - 1928-45 (>64)

- Grave, withdrawn, fatalistic
- GI Generation
- World War II & Great Depression
- Beatles, Marilyn Monroe, James Dean
- JFK, MLK
Baby boomers - 1946-64

- Reject traditional values
- Individual freedom - civil, women, gay rights
- Vietnam
- Television - Brady Bunch, Happy Days
- Assassinations – JFK, MLK
Generation X - 1965-82
(35-46 years)

- Slackers as youth
- High earners later
- No heroes
- Politically disengaged
- Challenger disaster, Rodney King, Sept 11
- Name brands
- Remembers time without technology
Millennials - 1982 – today < 35 years

- Reach 18 at the turn of the millennium
- Use technology – professional & personal
Millennials are Tech Savvy

- Work with gadgets as extension of bodies
- Multitask - talk, walk, listen, type, text
- Learn from them
Got an A in Chem!!

WTF, well done!!

Mom, what do you think WTF means?

Well That's Fantastic
Leadership Tips for Text/Email

- Don’t Text & Drive
- No Drunk Texting
- Know Your Audience
Engagement....redefined

Definition of engagement may be different than yours
Millennial Engagement

On a date

Cheering on team

A visit to museum

Coffee with friends

A day at the beach
Product of Helicopter Parents…
Brett’s Story

“I don't like my grade, and my mom wants to talk to you, here's the phone”
Tips for leading millennials

Don’t’s

- Don’t ask them to live and breathe department
- Want work-life integration
DO NOT:

- Tell them you're disappointed in them
- Say "Pay your dues just like I did"
- Tell them how many hours you worked when you trained
Leading Gen Y...

- Focus on coaching (not bossing)
- SET CLEAR EXPECTATIONS

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PERSONAL BEST

Top athletes and singers have coaches. Should you?

By Atul Gawande
Millennials thrive with:

- Collaborative culture
- Open office space
- Integration of work/social/family life
Perhaps even.....

- Allow them to transform the medical school/department/laboratory into a much more efficient, flexible, nicer place to be.
How many of you are comfortable calling yourself a leader?
How many had formal leadership training?
Every physician is a leader

- Team-based care models
- Patients with complex conditions require collaboration
Are you a leader or a manager?

- Leadership can be learned and honed
- It helps to understand the difference between leading and managing
Planning and budgeting

- Management
Setting direction

- Leadership
Organizing and staffing

- Management
Aligning people

- Leadership
Providing control and solving problems

- Management AND Leadership
Providing motivation

- Leadership
Anticipating change

- Leadership
What are you doing to anticipate your next change

- What are your goals? Priorities?
- What are you hoping to achieve?
- What’s on your calendar that supports this?
## Eisenhower Box

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Checklist not good enough!

Put important nonurgent (box 2) work in your calendar
Be courageous enough to give up with has worked in the past

- Dare to be different
- Withstand those that tell you idea is stupid
- People that join you may surprise you
How to start a movement
Imposter Syndrome
Imposter Syndrome

- High achieving
- Believe deceived others about competence
- “I’m a fraud” “I got lucky”
Imposter Syndrome

- If you never feel it, you may not be pushing yourself
Overcoming Imposter Syndrome

- Ask for help
- Use your network
- Get used to it
- Compare down
- Fake it ‘til you feel it
How to Project Power
Take a look at yourself right now

- Look at your posture
- What are you doing with your body?
- Do you appear powerful?
- Do you feel powerful?
Non-verbal expressions of dominance
Low Power Poses
High Power Poses
Wonder Woman Pose
Body Language and Self View

Thoughts

Feelings → Behaviours

Thoughts

Feelings → Behaviours
Power Pose Effect on Testosterone and Cortisol

![Bar chart showing the effect of power poses on testosterone and cortisol levels.]

- High Power Poses:
  - Testosterone: +19%
  - Cortisol: -25%

- Low Power Poses:
  - Testosterone: +17%
  - Cortisol: -10%
Positive Learning Environment
Does this sound familiar?

- Surgeon comes to OR late, greets no one, tells resident they don’t know anatomy. Medical student cuts suture too long, he says, “Cant you even cut?!”
Disrespect

- Sarcasm
- Dismissal of ideas
- Subtle put-downs
- Shaming for incorrect answers
- Ignoring trainees
Learning Environment

Death by 1000 paper cuts
Learning Environment

Improvement by 1000 acts
Surgical Safety Checklist

Before induction of anaesthesia
(with at least nurse and anaesthetist)

- Has the patient confirmed his/her identity, site, procedure, and consent?
  - Yes
  - Not applicable

- Is the site marked?
  - Yes
  - Not applicable

- Is the anaesthesia machine and medication check complete?
  - Yes

- Is the pulse oximeter on the patient and functioning?
  - Yes

- Does the patient have a:
  - Known allergy?
    - No
    - Yes
  - Difficult airway or aspiration risk?
    - No
    - Yes, and equipment/assistance available
  - Risk of >500ml blood loss (7ml/kg in children)?
    - No
    - Yes, and two IVs/central access and fluids planned

Before skin incision
(with nurse, anaesthetist and surgeon)

- Confirm all team members have introduced themselves by name and role.
- Confirm the patient’s name, procedure, and where the incision will be made.

- Has antibiotic prophylaxis been given within the last 60 minutes?
  - Yes
  - Not applicable

Anticipated Critical Events

To Surgeon:
- What are the critical or non-routine steps?
- How long will the case take?
- What is the anticipated blood loss?

To Anaesthetist:
- Are there any patient-specific concerns?

To Nursing Team:
- Has sterility (including indicator results) been confirmed?
- Are there equipment issues or any concerns?

Is essential imaging displayed?
- Yes
- Not applicable

Before patient leaves operating room
(with nurse, anaesthetist and surgeon)

Nurse Verbally Confirms:
- The name of the procedure
- Completion of instrument, sponge and needle counts
- Specimen labelling (read specimen labels aloud, including patient name)
- Whether there are any equipment problems to be addressed

To Surgeon, Anaesthetist and Nurse:
- What are the key concerns for recovery and management of this patient?
Learn Names

- Produces ‘activation phenomenon’
- After person voices name more likely to speak up
- Complications and death dip by 35% after introductions in OR
Say yes...Not but

- Yes......and
- No BUTS
AND instead of BUT exercise:

- I understand your perspective, but let me share some other ideas
- I understand perspective **AND** let me share some other ideas
AND instead of BUT exercise:

- I love the manuscript BUT have a few changes to suggest
- I love the manuscript **AND** have a few changes to suggest
Build culture in small acts

1. Learn names
2. Yes… and
Workspace and Culture
Lessons From Google and Apple
“Design for the interactions you want to occur”
-Steve Jobs, Apple
Beth Israel OBGYN Space Study

- Knocked on doors
- 20 weekdays
- 7am – 7pm
Cons of Open Workspace

- Noise
- Privacy
- Distractions
Don’t swing too far – Mixed Space

- Open desk space
- Private areas
- Team Rooms
- Conference Rooms

- 67% Open Shareable Workspace
- 28% Separate Conference Rooms
- 5% Other
Entrance before Renovations
A teaching hospital of Harvard Medical School
Recruitment

KEEP CALM AND CARRY ON RECRUITING
No Jerks Rule
Are you a giver or a taker?

- Adam Grant Ted Talk
- Givers – “what can I do for you?”
- Takers – self-serving
- Matcher – quid pro quo
Who have you influenced?

- Takers identify superiors
- Givers identify those below them
Givers at Risk for Burnout
Health Care Provider Burn out…

- 60% MDs considered leaving practice

Five-Minute Favors

- Make introductions between 2 people who benefit from knowing each other
- Public praise for accomplishments
- Ask those you’ve helped who offer to pay you back to instead pay it forward
- Creates culture of givers
Recruit Givers, Eliminate Takers

- One bad apple can spoil the bunch
Who are our leaders?
Culture Matters

- Men and women share similar leadership aspirations
- Flexibility and work life integration core of success
- Everyone wins with culture change
- Women and URMs win disproportionately

Pololi et al, 2012
How’s the water?

- It’s easy to forget the culture around you because it’s all you know.
Medicine Today Needs Different Prototype

- 1900’s Level of the Cell
- Don’t need more cures
- Cures must reach patients safely, effectively, and cost-consciously

2000’s Level of the System
Move Away from Physician-Centric

Diagram:

- Paper Work
- Medication Refill
- Chronic Disease Management
- Test Results
- Acute Visits
- Preventative Visits
- Patient Orders/Triage
- Referral to Ancillary Services
- CMA/LPN
- RN
- Referral to Specialist
- Managing Messages, Test Results, Calling Patients

Provider

Beth Israel Deaconess Medical Center
A teaching hospital of Harvard Medical School
New Brand of Academic Department

- Just, collaborative environment
- Promotes innovation and teamwork
- Iterate quickly
- Nurtures individuals at all levels to voice ideas and demonstrate leadership
Ingredients to promote joy in work align with safe care models

- Shared mission/vision/values
- Team-based care
- Transparency
- Flattening of hierarchy
- Co-location
- Wellness
Wellness is Not a Yoga Class

- Shared mission/values
- Team-based care
- Transparency
- Flattening of hierarchy
- Co-location
Joy in Work

- Sense of Meaning
- Autonomy
- Flexibility
12 Habits of Highly Healthy People

1. Physical activity
2. Forgiveness
3. Portion Size
4. Preventive healthcare testing
5. Adequate sleep
6. Try something new
7. Strength & flexibility
8. Laugh
9. Family & friends
10. Address addictive behaviors
11. Quiet your mind
12. Gratitude
Key Points

- Understand whom you lead
- Every physician is leader
- Workspace and culture
- Leading vs managing
- Overcoming imposter syndrome
- Build culture in small acts – learn names; “yes and”
- Be a critical actor
- Ingredients for joy in work
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