Cultivating leadership

Who We Are
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Who are You?
1. Name
2. Institution
3. Who was your hero at age 5?

Surveying the landscape

Barriers
- Leadership skills gap
- Working with interdisciplinary team
- Time management
- Imposter syndrome
- Balancing obligations
- Making decisions aligned with professional goals or career trajectory
- Negotiation

Common barriers
Healthcare leadership skills gap

Leadership needed at all levels of healthcare delivery

- Decrease cost
- Improve quality
- Providing access

- MD’s: no formal training to assess leadership competencies

Leaders

- "Create conditions that enable & encourage others to achieve a shared goal through collective action."

Clinicians

- Trained as individuals
- More accountable to professional bodies than local hierarchies

Impostor syndrome

- Psychological phenomenon (self doubt)
- Unable to internalize accomplishments
- Success is dismissed (luck, timing, etc)
- Obsess over perceived weaknesses
- Common among high-achieving women

Tiara Syndrome

- Reluctant to apply for promotions
- Good performance will naturally lead to rewards
- "someone will notice and crown your head"
- Women require more encouragement from bosses to seek senior positions
Achieving success

Improve clinician leadership skills
- Emotional intelligence is crucial
- Interpersonal communication
- Honesty/integrity
- Altruism
- Include in formal training
  - Med school: time mgmt., achievement, emotional self-control
  - Residency/Jr Faculty: negotiation, conflict resolution, teambuilding
  - Supervision, management, finances

Overcoming imposter syndrome
- Learn to accept insecurity
- Find support: co-workers, relative, friends
- Mentoring (bidirectional)
- Document successes & failures

Overcoming tiara syndrome
- Make yourself available for interim roles
- Gain confidence
- Define terms before acceptance
- Take “shots on goal”
- Request feedback

Negotiation
- Start with low-risk situations
- Practice skills outside of work
- Prepare
- Have a plan B
- Anticipate & prepare for pushback
Balancing obligations

- Find 1 mentor of same gender or with similar focus on personal/professional life
- Learn the art of “saying no”
- “YES” to 1 time commitment is “NO” to others

Alignment with career path

- Prioritize your needs & interests
- Recognize if you are earning “good citizen” points for new role (can use for negotiation later)

Resources

- http://www.acponline.org/education_recertification/resources/leadership_development/
- https://shm.community360.net/default.aspx
- http://www.sgim.org/aclgim-tools--programs/lead

References

- Bickel, J. How men can excel as mentors of women. Academic Medicine 2014; 89(8).
- Bohmer, RMJ. Leading clinicians and clinicians leading. NEJM. 2013; 368 (18).

Excelling as a mentor for women

- Recognize women are more likely to underestimate themselves... remind mentee of successes
- Recommend problem solving approaches with assertive & nurturing behaviors (role play)
- Encourage cultivation of key professional relationships
- Manage up your mentees and colleagues
- Success for women is not a zero sum game
manager
- Oversees the current process well
- Must achieve balance
- Thinks execution
- Comfortable with control
- Problems are just that, and need resolution ASAP
- Procedure is King
- Instructs as to technique and process
- Impersonal, remote

leader
- Wants to create the future
- Needs to make change
- Thinks ideas
- Welcomes risks
- Sees problems as opportunities
- Is patient
- Substance trumps the King
- Your best college Professor
- High Emotional Intelligence