Herding Cats
Managing Up, Down, and Sideways

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School of Medicine
Agenda

- About me and UCSF GME
- Management vs leadership
- Leadership strategies
About Me

- 15 years of experience in graduate medical education
  - Program coordinator --- GME staff --- GME director
- Academic interest: program coordinator development
- ACGME Coordinator Advisory Group
- National speaking and mentoring
UCSF Graduate Medical Education

**GME Community**

- 1,500 residents and fellows
- Programs:
  - 27 residencies
  - 62 ACGME/ABMS fellowship programs
  - 108 non-ACGME fellowship programs
- ~130 program coordinators
- ~160 program directors
- Three major training sites: UCSF Health, San Francisco Veterans Affairs Medical Center, Zuckerberg San Francisco General Hospital and Trauma Center
  - More than 60 additional sites

**Office of GME**

- Staff of eight (in addition to director)
- Five faculty (in addition to the Associate Dean/DIO)
Pair Share

What do you enjoy most about your job?
What Do You Enjoy Most About Your Job?
Pair Share

What are three words to describe your role?
Three Words to Describe Your Role

Problem solver/solving
Administrator/administration
Coordinator/coordination
Organizer
Manager

Hub of the wheel
Mother Hen/Mom
Nag/Nagger-in-Chief
Snack provider
Babysitter
How do we manage everything?

- Some days better than others
- Much of our time is spent being reactive and managing tasks/situations/people
- Not efficient, fulfilling, or effective

Solution:
Stop trying to manage everything and everyone. Develop your leadership skills and LEAD!
Management versus Leadership

<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
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</thead>
<tbody>
<tr>
<td>Coping with complexity</td>
<td>Coping with change</td>
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<tr>
<td>Planning and budgeting</td>
<td>Setting a direction</td>
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<tr>
<td>Organizing and staffing</td>
<td>Aligning people</td>
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<tr>
<td>Controlling and problem solving</td>
<td>Motivating people</td>
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</tbody>
</table>

Stress Can Create Difficult Interactions

- Difficult, stressful situations often make it difficult to deal with even your favorite people
- Fast-paced work environment
  - Often no time to second guess
  - Fear of mistakes and missteps make us lose perspective
  - Personal interactions don’t go the way we want
- Manage your stress to be a better leader

1. Manage Your Stress: Reframe

- Work = a game
  - Score
  - Win some
  - Lose some
  - Play fair and by the rules
  - Play as a team
  - Have fun
- Hockey! Goal tending!
2. Manage Your Stress: Your Well-Being

- Sleep
- Exercise
- Eat healthy
- Meditate
- Volunteer
- Surround yourself with supportive people
- Use your vacation time
- If you’re sick, stay home
- Hobbies
- Etc
Emotional Intelligence

- First brought to wide audience in 1995 by Daniel Goleman
  - Applied to business in 1998 HBR article
- Most effective leaders have a high degree of emotional intelligence
- Not only distinguishes outstanding leaders, but is also linked to strong performance

# Emotional Intelligence - 5 Components

<table>
<thead>
<tr>
<th>Component</th>
<th>Definition</th>
<th>Hallmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Awareness</td>
<td>Recognize and understand own moods, emotions, drives; and effect on others</td>
<td>Self-confidence</td>
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<tr>
<td></td>
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<td>Realistic self assessment</td>
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<td></td>
<td></td>
<td>Self deprecating sense of humor</td>
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<tr>
<td>Self-Regulation</td>
<td>Ability to control or redirect disruptive impulses and moods; able to suspend judgment – think before acting</td>
<td>Trustworthiness</td>
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<td>Integrity</td>
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<td></td>
<td></td>
<td>Comfort with ambiguity</td>
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<td></td>
<td></td>
<td>Openness to change</td>
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<tr>
<td>Motivation</td>
<td>Work for reasons other than money/status; pursues goals with energy and persistence</td>
<td>Strong drive to maintain optimism</td>
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<td></td>
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<td>Organizational commitment</td>
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<tr>
<td>Empathy</td>
<td>Understands emotional makeup of others; treats people according to their emotional reactions</td>
<td>Expertise in building/retaining talent</td>
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<td></td>
<td></td>
<td>Cross-cultural sensitivity</td>
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<tr>
<td></td>
<td></td>
<td>Service to others</td>
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<tr>
<td>Social Skill</td>
<td>Proficiency in managing relationships and building networks; ability to find common ground and build rapport</td>
<td>Effectiveness in leading change</td>
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<td></td>
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<td>Persuasiveness</td>
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<td></td>
<td></td>
<td>Expertise in building/leading teams</td>
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</tbody>
</table>
Why does emotional intelligence matter?

- Able to identify and manage your emotions as well as those around you
- Helps you develop teams who are happier and more productive
- Without it you can be seen as insensitive, arrogant, volatile, rigid, and/or selfish
- Those who are emotionally intelligent are seen as good listeners and communicators
- The best program coordinators I know are incredibly emotionally intelligent
Can emotional intelligence be learned?

- There is a genetic component
- It increases with age = maturity
- Lives in the part of the brain (limbic system) that learns best through motivation, extended practice, and feedback

What should you do?

- Ask for feedback and use it
- Talk through difficult situations with others
- Be more self-aware and reflect
- Don’t just read a book or take a course --- it takes sincere desire and concerted effort
"Ingredients" for Managing Up Others

<table>
<thead>
<tr>
<th>Chemistry</th>
<th>Common Sense</th>
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</thead>
<tbody>
<tr>
<td>Trust</td>
<td>Preparedness</td>
</tr>
<tr>
<td>Confidence</td>
<td>Adaptability</td>
</tr>
<tr>
<td>Impatience</td>
<td>Simplicity</td>
</tr>
<tr>
<td>Energy</td>
<td>Fairness</td>
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<tr>
<td>Resilience</td>
<td>Communications</td>
</tr>
<tr>
<td>Humor</td>
<td>Teamwork</td>
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<tr>
<td>Passion and Purpose</td>
<td></td>
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</table>

Pair Share

What gets you out of bed everyday?
Why do you come to work?
Passion and Purpose
Motivation: The Power of Why

- Why? What is your purpose, cause, or belief?
- Use your “why” to inspire and motivate yourself and others

Motivating Yourself

- Sense of progress – work that is meaningful to you, your colleagues, the organization, and the community/world

- Tips:
  - Understand what makes you tick
  - Set your own goals
  - Use if-then planning
  - Evaluate your own performance and ask for feedback
  - Expand your internal and external networks
  - Focus on learning

How do you Lead from where you Sit?

The Five Practices of Exemplary Leadership

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

1. Model the Way

- Your behavior earns you respect
- First, be clear about your own guiding principles
- Clarify values by finding your voice – clarify who you are and your core values

✓ Actions speak louder than words
✓ Practice what you preach
✓ Are you role modeling what you ask of those around you?
2. Inspire a Shared Vision

- The vision is what creates the future
- Envision the future by imaging exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations

- Lead projects, teams, committees
- Seek opportunities for collaboration – work with your GME office and administrator colleagues
- Shared aspirations: medical education and patient care
3. Challenge the Process

- Leaders are pioneers
- Search for opportunities by seizing the initiative and looking outward for innovative ways to improve

☑️ Constantly evaluate processes and procedures
☑️ Don’t just complain...make suggestions
☑️ Don’t be afraid of change
☑️ Lead change
☑️ Come up with ideas and lead the team to implement/fix
4. Enable Others to Act

- Leaders foster collaboration by building trust and facilitating relationships
- You can’t do it all by yourself
- When you strengthen others by increasing self-determination and developing competence, they are more likely to give it their all and exceed their own expectations

- Build and use your networks – you are only as strong as your network
- Obtain buy-in and collaborate with others
- Bring out the best in those around you
- Surround yourself with those who are good at things that aren’t necessarily your strength
5. Encourage the Heart

- Genuine acts of caring draw people forward
- Recognize contributions by showing appreciation for individual excellence
- Show appreciation for people’s contributions and create a culture of celebrating the values and victories by creating a spirit of community

- Birthday cakes, treats, etc.
- Say thank you
- Send emails to supervisors (chief residents; program directors; others) to show appreciation and recognition
- Check-in with your trainees (show up at conference or clinic; email; page; etc)
Summary of Leadership Strategies

- Emotional intelligence – develop and use it
- Manage your stress
- Use the ingredients for managing others
- Keep yourself motivated
- Use your why to motivate others
- Take the opportunity lead from where you sit
Managing Up, Down, and Sideways

- Program Director
- Residents and Fellows
- Department Chair
- Affiliates
- Clinic Staff
- Office of GME
- Others in Department
- Others in Institution
Pair Share

What is one thing you will try to do differently to manage your “cats?”

[Images of cats]
Summary

- Work is a game!
- Recognize the difference between management and leadership
- Manage your stress and use the other strategies
- You can be a better herder of cats through leadership
- Take one action next week!