

## **Career Directions: Changing Roles in Academics - How to Switch Gears**

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### **Goals and Objectives**

1. Identify the most common pearls and pitfalls in transitioning to a new leadership role
2. Develop strategies to help build energy and momentum for change as a new leader
3. Discuss tactics for making friends, not enemies, when taking charge in new leadership roles
4. Propose how to simultaneously learn about a new or changing organization while also effectively shaping it
5. Recognize that making a leadership transition can be among life's most difficult personal challenges
6. Discuss the fine balance and transition to working with your fellow physicians as colleagues to now being in charge of your peers

## Pearls

- Introduce yourself to as many people as possible as early as possible (with a smile 😊)
- Assure your goals are aligned with department, institution, and your direct reports
- Identify the key players- know your allies and your loop-closers
- Establish mutually agreed upon expectations with your boss
- Listen more than you talk, but when you speak do so with a purpose
- Share strengths from previous institution/role, but tailor toward new role/setting
- Think long-term in your decisions as much as possible
- Accept the fact that it's impossible to be a great leader and always please everyone
- Do the right things for the right reasons
- Realize that you will make mistakes and be flexible enough to admit it
- Seek mentorship/coaching from trustworthy role model
- Recognize and reward hard work by your team both privately and publically
- Work harder than anyone else, but let them see you do it rather than talking about it
- Utilize your administrative staff effectively and do not feel guilty about delegating
- Encourage the ideas of your team, and give team members ownership of projects
- Choose your battles- you cannot fight them all at once or sometimes even at all
- Set limits on your day that make sense—there will always be work to do, so set priorities and follow through.
- Show up to social and networking events

## Pitfalls

- Imposing too much undesirable change too quickly (unless jeopardizing patient care or accreditation)
- Failure to delegate and trust the people who work for and with you
- Lacking full awareness of new job description and responsibilities
- Failure to recognize other people's fears about the change
- Spending all day at desk interacting with email rather than engaging with faculty, residents, and staff
- Failure to recognize importance in making time for personal scholarship and wellness
- Saying yes to too many things- make sure YES aligns with your overall career goals
- Failure to recognize that sometimes decisions just need to be made
- Giving team sense of false choices when asking them to engage in decision-making
- Failure to commit enough clinical time to keep up your clinical skills
- Failure to involve your family/support network in the change. Avoid isolation.

## ***The Leadership Pipeline: How to Build the Leadership-Powered Company***

Ram Charan, Stephen Drotter, James Noel

So what do they do in the business world? Many of the best and most successful corporations in the world have adopted the Leadership Pipeline model as the core framework for their efforts on the human side of their businesses.

|   | <b>Work Values and Skills</b>  | <b>Red Flags</b>  |
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| <b>Individual Contributor</b>   | <ul style="list-style-type: none"> <li>- Gauges results through personal proficiency</li> <li>- Demonstrates high-quality professional work</li> <li>- Accepts the programs values</li> </ul>  |   |
| <b>Initial Leadership Role</b>  | <ul style="list-style-type: none"> <li>- Gauges results through others and successes of direct reports (residents, students, colleagues)</li> <li>- Believes in success of unit</li> <li>- Develops self as manager</li> <li>- Values visible integrity</li> </ul>   | <ul style="list-style-type: none"> <li>- Views questions from direct reports as interruptions</li> <li>- Fixes direct report's mistakes rather than teaching them to do work properly</li> <li>- Prefers spending time on "old work"</li> <li>- Tolerates vs. values/enjoys managerial work</li> </ul>  |
| <b>Managing Others to Managing Managers</b><br><br>Often responsible for greatest number of people who do most work. Opportunity to embed crucial qualities into DNA of organization's leadership | <ul style="list-style-type: none"> <li>-Trains capable "first-line" team members supportively by allowing for mistakes but not failures</li> <li>-Holds team members accountable and empowers them</li> <li>-Deploys and redeploys resources</li> <li>-Manages the boundaries that separate units that report directly and with other parts of the program</li> <li>- Uses power to motivate and instruct rather than demean and demoralize</li> <li>-Displays systems thinking</li> <li>-Understands work flow, what must be connected and where</li> <li>-Sees the "whole" organization</li> </ul> | <ul style="list-style-type: none"> <li>-Difficulty delegating or improper delegation</li> <li>-Lacks performance management skills</li> <li>-Fails to build a strong team</li> <li>-Keeps single-minded focus on getting work done vs. strategic or cultural issues</li> <li>-Chooses clones over contributors</li> <li>-Struggles to differentiate among team</li> </ul> |
| <b>From Managing Managers to Functional Manager</b>   | <ul style="list-style-type: none"> <li>-Develops empathy, judgment, patience, approachability</li> <li>-Learns to listen and seeks to absorb information from inside and outside, formal and informal</li> </ul>   | <ul style="list-style-type: none"> <li>-Plays favorites due to overvaluing former, well-known area. Isolates self with a few old comforts</li> <li>-Neglects to transition from an operational orientation to a strategic</li> </ul>  |

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| <p>Leadership Maturity- result of learning from successes and mistakes; learning from experience</p>   | <ul style="list-style-type: none"> <li>-Learns how to talk to and correct his/her people without smothering creativity and risk-taking.</li> <li>-Recognizes importance of thinking long-term as well as short-term</li> <li>-Interprets information; listens to what is being said as well as not being said</li> <li>-Demonstrates long-term thinking (3-5 yrs)</li> <li>-Maintains state-of-the-art awareness: Keeping abreast of what is technically, operationally and professionally possible</li> <li>-Integrates all direct reports' pieces into a viable strategy</li> <li>-Thinks about his/her function from multiple perspectives; not as an island</li> <li>-Communicates with a multi-layered group</li> <li>-Trusts and delegates downwards while managing horizontally and upwards.</li> <li>-Loves to learn what he/she does not know</li> </ul> | <p>one</p> <ul style="list-style-type: none"> <li>-Struggles to manage and value work that is unfamiliar or of relatively little interest</li> <li>-Feels need to control everything or delegates too much; does not trust subordinates</li> <li>-Communicate poorly with team</li> </ul>  |
| <p><b>From Functional Manager to Business Manager</b></p> <p>“Leadership shock”. Time to change the way leader thinks. Very closely watched by all, receive much less guidance and face enormous complexity.</p> | <ul style="list-style-type: none"> <li>- Focuses on things like how are we going to grow. Thinks about IF we should do it?</li> <li>- Thinks differently: Considers students, residents, patients, demographics, external constituencies (governments, communities) all of which have a place in strategic thinking.</li> <li>-Manages complexity: Learning is 3 dimensional and linear. Impossible to try and do it alone.</li> <li>-Learns to value all functions: takes time to learn all key functions and how they integrate</li> <li>-Remains highly visible: Power makes every move subject to scrutiny. Mistakes are magnified, every action is observed and every action judged at exactly the time should be taking risks and learning.</li> </ul>  | <ul style="list-style-type: none"> <li>-Communicates without inspiration: must be able to talk about program in new and exciting ways</li> <li>-Struggles to assemble a strong team: exhibiting favoritism or “one-person show” approach</li> <li>-Demonstrates difficulty with time management: Doesn’t spend enough time with key people, appears frantic and always running, tries to do too much instead of creating a strong team to rely on.</li> <li>-Neglects the soft issues: ignores cultural issues and their responsibility for them. Doesn’t see value of defining values, beliefs, culture, brand</li> </ul> |