

Leadership Skills for the Non-Leader Can Improve Job Satisfaction and Patient Care

Vu Kiet Tran, MD, MHSc, MBA, CHE



ACTIVITY DISCLAIMER

The material presented here is being made available by the American Academy of Family Physicians for educational purposes only. Please note that medical information is constantly changing; the information contained in this activity was accurate at the time of publication. This material is not intended to represent the only, nor necessarily best, methods or procedures appropriate for the medical situations discussed. Rather, it is intended to present an approach, view, statement, or opinion of the faculty, which may be helpful to others who face similar situations.

The AAFP disclaims any and all liability for injury or other damages resulting to any individual using this material and for all claims that might arise out of the use of the techniques demonstrated therein by such individuals, whether these claims shall be asserted by a physician or any other person. Physicians may care to check specific details such as drug doses and contraindications, etc., in standard sources prior to clinical application. This material might contain recommendations/guidelines developed by other organizations. Please note that although these guidelines might be included, this does not necessarily imply the endorsement by the AAFP.



DISCLOSURE

It is the policy of the AAFP that all individuals in a position to control content disclose any relationships with commercial interests upon nomination/invitation of participation. Disclosure documents are reviewed for potential conflict of interest (COI), and if identified, conflicts are resolved prior to confirmation of participation. Only those participants who had no conflict of interest or who agreed to an identified resolution process prior to their participation were involved in this CME activity.

All individuals in a position to control content for this session have indicated they have no relevant financial relationships to disclose.

The content of my material/presentation in this CME activity will not include discussion of unapproved or investigational uses of products or devices.

The logo for FMX, consisting of the letters 'FMX' in a bold, white, sans-serif font, positioned on the right side of an orange horizontal bar with diagonal white stripes.

Vu Kiet Tran, MD, MHSc, MBA, CHE

Medical Director, University Health Network/St. Hilda's Transitional Care Program, Toronto, Ontario, Canada; Assistant Professor, Department of Family and Community Medicine, University of Toronto, Ontario, Canada

Dr. Tran practices family medicine and emergency medicine in a group practice in suburban Toronto, Ontario, Canada. His practice encompasses the full spectrum of family medicine, from pediatric patients to the elderly. Dr. Tran has taught for 15 years in an academic emergency medicine center affiliated with the University of Toronto. His specialty topics include emergency medicine, cardiovascular medicine, dermatology, and procedures in the emergency department.

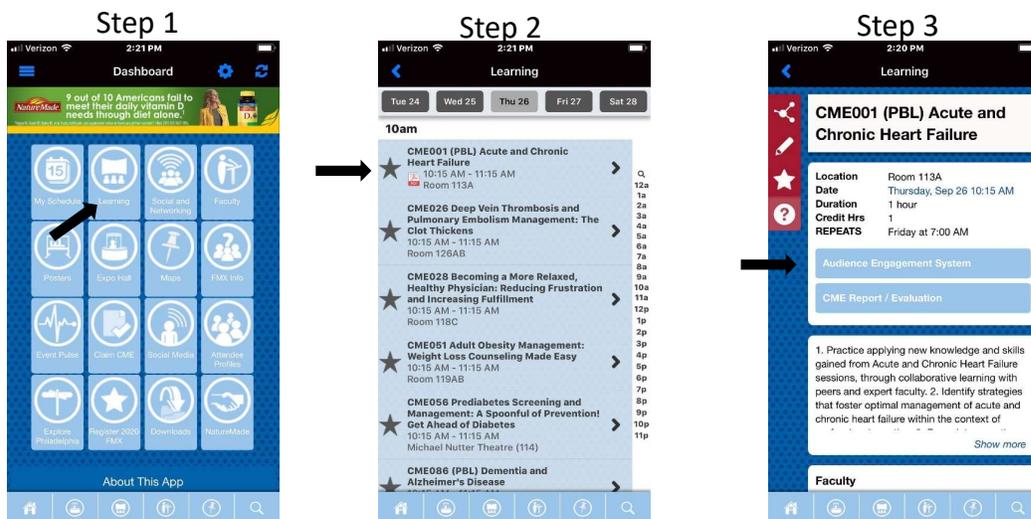
The logo for FMX, consisting of the letters 'FMX' in a bold, white, sans-serif font, positioned on the right side of an orange horizontal bar with diagonal white stripes.

Learning Objectives

1. Identify key skills of everyday leadership (for the non-leader clinician).
2. Describe how these characteristics can improve clinician job satisfaction within their practice.
3. Describe how these characteristics can improve patient care.
4. Describe benefits to the practice and organization.

FMX

Audience Engagement System



FMX

- I have been unhappy at work
- I have had my share of patient complaints
- I hate my job! (sometimes)
- I do not wish for a leadership position
- I am expected to be a leader

Take Home

- You need leadership skills regardless of your roles (even as a non-leader)
- Have a Growth mindset
- Learn about leadership
- Lead self and be self-aware

Take Home

- Be a role model and a mentor
- Encourage others
- Share your vision
- Communicate effectively
- WAIT

Take Home

- Embrace conflict!
- Embrace a learning culture
- Develop coalitions
- Deliver excellent Customer Service
- Think critically and systemically
- Find and maintain balance

Why do clinicians need leadership skills?



Why do clinicians need leadership skills?



Why do clinicians need leadership skills?

THINKING ABOUT
QUITTING
MEDICINE?



THIRTEEN DOCTORS THIRTEEN JOURNEYS ONE DESTINATION

I'M QUITTING
TO PURSUE MY
DREAM OF NOT
WORKING HERE

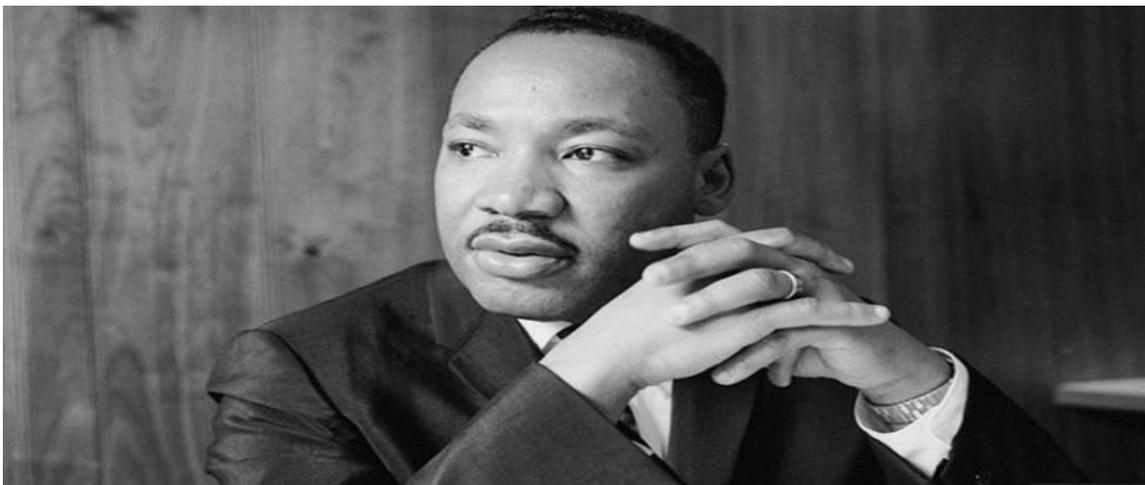
PictureQuotes.com

I HAVE THOUGHT ABOUT
QUITTING MEDICINE

Importance of leadership skills



Importance of leadership skills



Importance of leadership skills



Why do clinicians need leadership skills?

- Previous training focused on data and logical reasoning
- “soft” skills are crucial to manage people (teamwork) and patients

Why do clinicians need leadership skills?

- Showing empathy (emotional intelligence) and active listening are such skills
- Typically not part of our competency training
- These skills do not necessarily reflect our natural preferences

**“Medicine is easy if it was
not for patients”**

A patient of mine

Non-leaders have these skills too

- Behavioral skills that even the most effective leaders possess are very common in non-leaders
- These skills will help build or enhance their technical skills and produce clear tangible results in their professional life

Learn about leadership

- Don't need a title or an official role to be a leader
- You will be expected to be a leader

Learn about leadership

- It is rather being supportive of others than being “above” others
- Take the opportunity to
 - Teach
 - Challenge
 - Motive
 - Empower
 - Inspire
 - Mentor

Learn about leadership

- Improves every aspect of your life
- Improves every aspect of your professional life and practice
- Improves relationship with your patients

Learn about leadership

*“The true measure of leadership is influence,
nothing more and nothing less”*

John C Maxwell

Leadership framework

Actions	Capabilities
Lead Self (Emotional Intelligence)	Are Self aware Manage themselves Develop themselves Demonstrate character
Engage others	Foster development of others Communicate effectively Build teams
Achieve results	Set direction Strategically align decisions with Vision, Values and Evidence Take Action to Implement Decisions Assess and Evaluate
Develop Coalitions	Build partnerships Demonstrate commitment to Customers and services Mobilize knowledge Navigate Socio-Political Environments
System Transformation	System and critical thinking Encourage and support Innovation Champion and orchestrate change Orient strategically to the Future

LEADS CANADA – Canadian College of Health Leaders

Lead self

- Be aware of one's assumptions, values, principles, strengths and limitations
- Understand that individuals have biases, beliefs that are not necessarily conscious and shared by others

LEADS CANADA – Canadian College of Health Leaders



EQ

- **Emotional intelligence (EI)** is the capability of individuals to recognize their own and other people's emotions, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s)

Wikipedia



Responsibility for Emotions

- Monitor own emotional state and its impact on others
- Express vulnerability when appropriate
- Exhibit authentic emotional expression when needed to rouse and inspire others

LEADS CANADA – Canadian College of Health Leaders

Responsibility for Health

- Models a healthy life-style
- Aware of the need for work-life balance
- Strive for resilience
- Demonstrate a positive outlook in dealing with daily matters

LEADS CANADA – Canadian College of Health Leaders

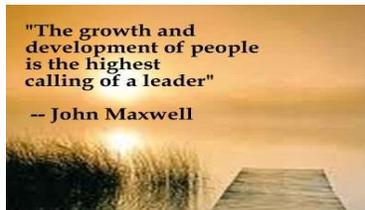
Demonstrate character

- Demonstrate compassion and caring for the health of patients
- Puts service to patients and clients before ego
- Shows initiative to address patient issues and concerns

LEADS CANADA – Canadian College of Health Leaders

Encourage others

- Show your belief in others
- Help them achieve something great
- Foster development of others
- Support and challenge others to achieve their goals



Ensure resources are available



Displaying a positive mental attitude

- Have a Growth mindset
- Create a mindset of enthusiasm and solutions
- A positive thinker is not confined to “what they cannot do”
 - The positive thinker is free to think of new ways to solve problems

Set the example

- Maintain clinical skills and knowledge
- Set the standards for
 - Professionalism
 - Quality
 - Empathy
 - Compassion
 - Ethics
 - Humility

Be the role model

- Look for positivity
- Be a positive person

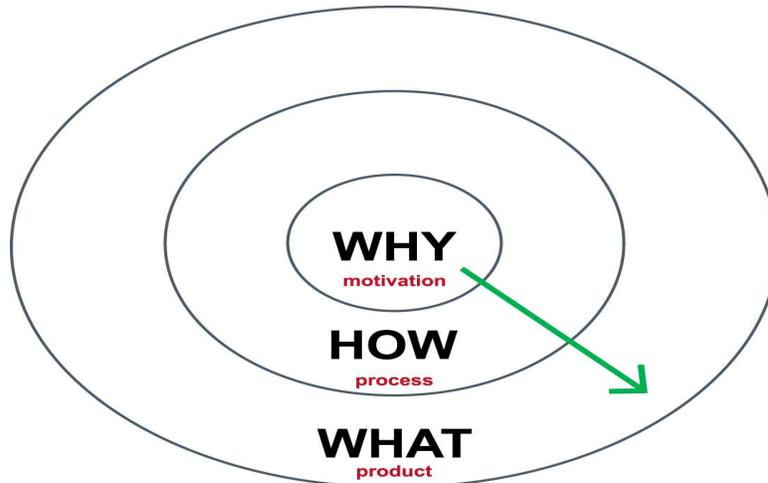
STAY AWAY FROM
NEGATIVE PEOPLE.
THEY HAVE A
PROBLEM FOR EVERY
SOLUTION.

Be the role model

- Don't just bring the problems, be the person who brings the solutions

Be a problem
SOLVER, not a
problem spotter.
Make things better
for others.

Share your vision

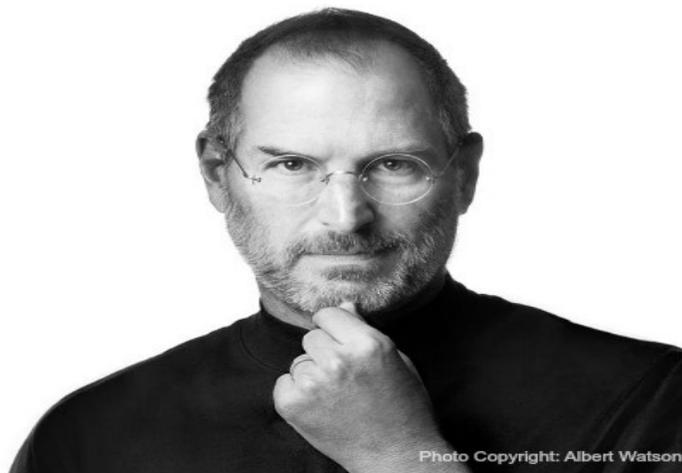


Share your vision

"If you are working on something exciting that you really care about, you don't have to be **pushed**.

The vision **pulls** you."

-Steve Jobs.



Create the vision and share it

Communicate effectively

- It requires a high level of self-awareness
- Understand your communication style
- Build and maintain integrity

Active listening

WAIT

LISTEN MORE, TALK LESS

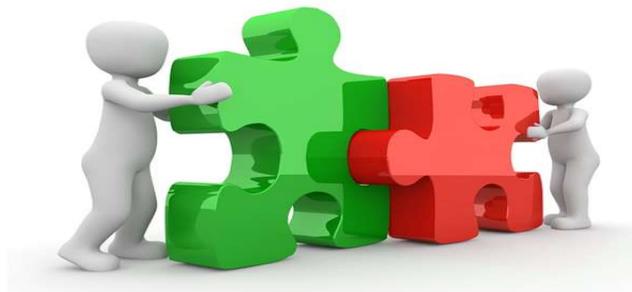
Embrace a learning culture

- Continually learn and develop ourselves
- Promote the importance of learning
- Become a role model for others

Embrace conflict

- Obstacles and challenges = opportunity
- Conflict should not defeat you
- Build you as a leader
- Vehicle to learning

Develop coalitions



LEADS CANADA – Canadian College of Health Leaders

Customer Service Excellence



FOUR SEASONS

Hotels and Resorts

System transformation

- Think analytically
- Solve problems
- Encourage and support innovation
- Champion and orchestrate change

LEADS CANADA – Canadian College of Health Leaders

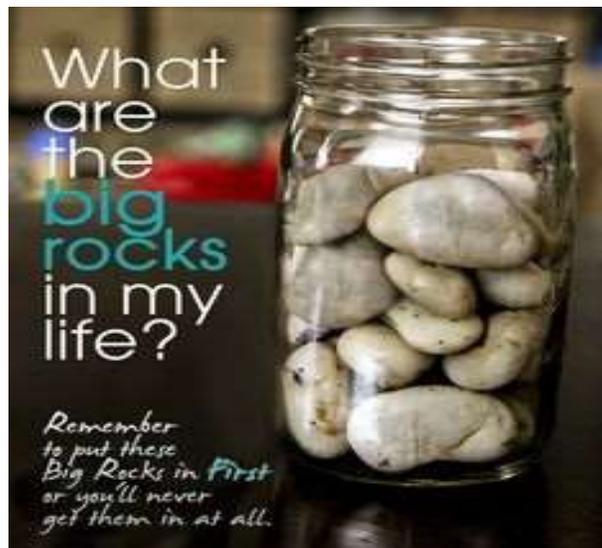
Balance in life

- Work-life balance means something different to each individual
- Find the balance that's right for you.

Balance in life

- When you say “yes” to one thing, you are in fact saying “no” to something else
 - Limit time-wasted activities and people
 - Set your priorities
 - Draw your boundaries
 - Devote quality time to these high-priority people and activities
- Delegate or outsource everything else

Balance in life



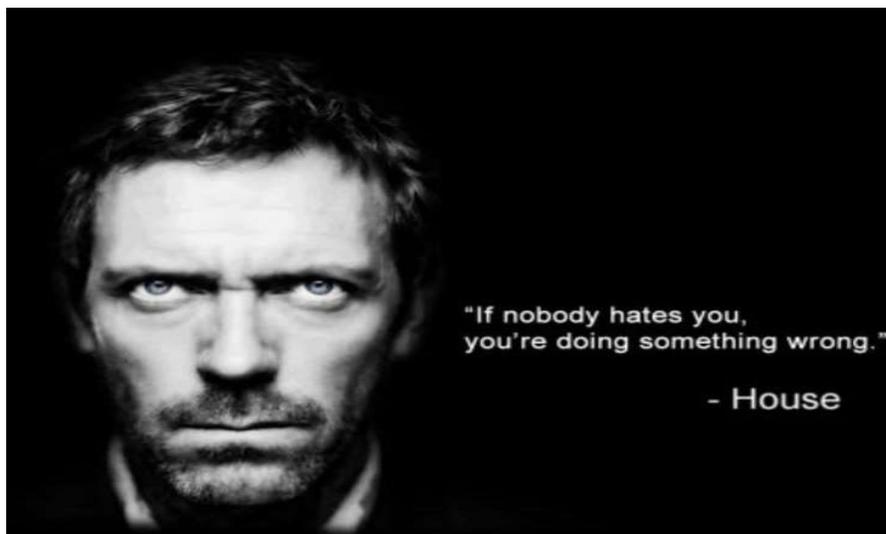
Outcomes of good leadership



Outcomes of good leadership



Outcomes of good leadership



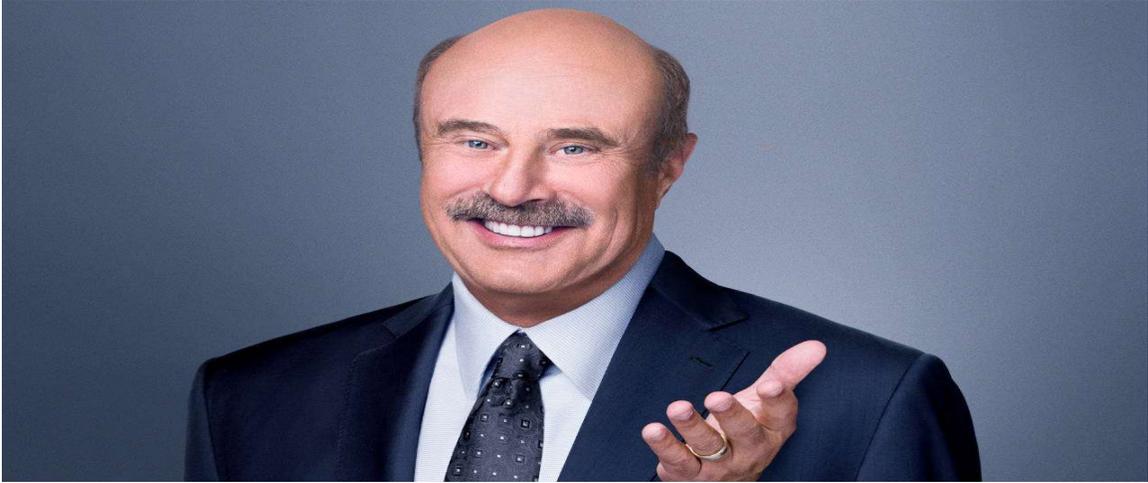
Outcomes of good leadership



Outcomes of good leadership



Outcomes of good leadership



Outcomes of good leadership



Practice Recommendations

- You need leadership skills regardless of your roles (even as a non-leader)
- Have a Growth mindset
- Learn about leadership
- Lead self and be self-aware

Practice Recommendations

- Be a role model and a mentor
- Encourage others
- Share your vision
- Communicate effectively
- WAIT

Practice Recommendations

- Embrace conflict!
- Embrace a learning culture
- Develop coalitions
- Think critically and systemically
- Find and maintain balance

Contact Information

- Vu Kiet Tran – vktran@rogers.com

Questions



FMX