# Pick Your Battles

MEAC Conference 2022

Lori Rodefeld Michelle Hartness



# Session Objectives



Discuss strategies to effectively advocate for program, trainees and self



Understand how to approach difficult conversations through perspective taking



Discuss concepts that impact your influence as a program leader



Address barriers to speaking up or advocating for self or others

### Speaking Up:

How comfortable do you feel speaking up to someone in authority?

- 1. It depends on the situation or who the person in authority may be; I pick my battles.
- 2. I am very comfortable speaking up as needed.
- 3. I would rather have someone else speak up or do so with others.



Range of Acceptable Behaviors

- We all have a range of acceptable behaviors.
- It isn't fixed, rather it's dynamic
- It can expand or narrow based on the context
- One thing that determines your range is your power (i.e., boss, subordinate, relationships, influence).

## THE LOW-POWER DOUBLE BIND

DON'T SPEAK UP, GO UNNOTICED DO SPEAK UP, GET REJECTED

Overcoming the Double Bind and Expanding Your Range

Two Ways to Expand Your Range:

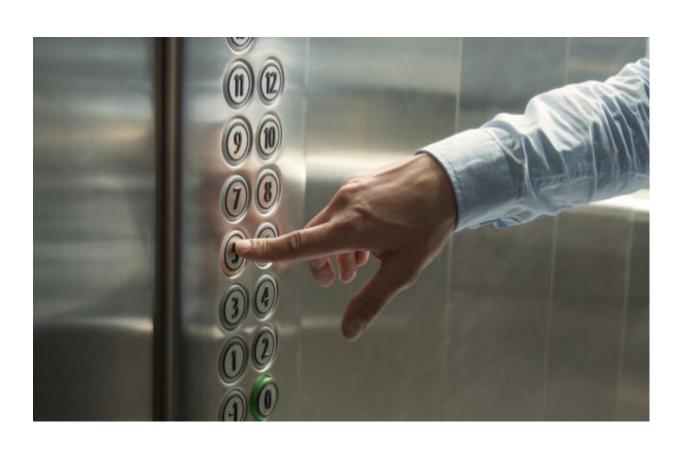
- See yourself as powerful
- Appear powerful in the eyes of others

#### Advocating for Your Program:

Have you created an elevator speech about your program?

- 1. Yes and I've shared it with other leaders or departments.
- 2. I'm thinking about it.
- 3. Not yet.
- 4. What's an elevator speech?

## Tips for Creating an Elevator Speech



- Write key points of why your program/role exists
- Explain the results of your program and impact on the local community/hospital/medical school
- Include a good conversation starter or interesting story
- Practice your speech
- Make sure you stay within 60 seconds without rushing

#### 5 Tips to Increase Your Influence

- 1. Advocate for Others (aka, the "Mama Bear Effect")
- 2. Perspective Taking
- 3. Signal Flexibility
- 4. Display Expertise
- 5. Show Passion

#### Perspective Taking

- Put yourself in the place of someone else while recognizing their point of view, experience, and beliefs.
- Establish understanding there is no way to completely take the perspective of someone else.
- New learning and improved interactions.
- Identify obstacles of an initiative or project in advance.
- Understand different angles of a problem so you can build a better case

Them You

What they What they
THINK about
Themselves. You.

What you What you
THINK about
THINK about
THINK about
Them.

Yourself.

#### Perspective Taking:

Your Program Director has planned a meeting with the chief residents to make changes the orientation schedule. You were not told about the meeting or invited; you discovered this the next day after an email was sent out and orientation starts next week. Schedules have been in place for a while and some significant changes were made.

How would you typically handle this after you find out about the meeting?

- 1. You don't feel comfortable approaching the program director. You avoid the conversation.
- 2. You try to understand reasons why you were not included in the conversation.
- 3. You take it personal and get upset for not being included.
- 4. Sometimes you don't need to understand why, you need to pick your battles.

#### My Approach to Being a Program Leader

#### What kind of program leader are you?

- I feel empowered to provide support for my program, learners, and faculty. My ideas are valued and appreciated by my team. I am someone others come to for insights and advice.
- I'm a behind the scenes leader someone who is reliable and responsible, someone everyone can count on. I like structure, following rules, and achieving the goals of the team.
- I allow others to direct the conversation and go with what the group prefers. My focus is putting others first. I like to help out after a decision is made but don't feel comfortable speaking up initially.

#### Program Leadership in Medical Education

- Authentic Leadership: Authenticity,
   Significance, Excitement and Community
- Building Trust & Relationships
- Assessment of the Environment:
  - Your experience, background, leadership ability
  - Your organization's maturity
  - Team you are working with and local culture
  - What are you expected to do? Where can you look for stretch opportunities?



#### Resources

- How to speak up for yourself Adam Galinsky. Retrieved May 23, 2022 from: <a href="https://www.youtube.com/watch?v=MEDgtjpycYg">https://www.youtube.com/watch?v=MEDgtjpycYg</a>
- Five Steps to Be More Confident and Assertive. <a href="https://www.prnewswire.com/news-releases/five-steps-to-become-more-confident-and-assertive-300377267.html">https://www.prnewswire.com/news-releases/five-steps-to-become-more-confident-and-assertive-300377267.html</a>
- Decision Tree for Choosing Battles. Retrieved May 23, 2022, from https://forge.medium.com/a-decision-tree-for-choosing-your-battles-f999f3e45717
- Goffee R, Jones G. Why Should Anyone be Led by you? What it Takes to be an Authentic Leader. Boston, MA: Harvard Business School Press; 2006