

Pick Your Battles

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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.

ACCEPTABLE BEHAVIOR



TOO WEAK

OK

DOING GREAT

OK

TOO STRONG

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
Them	What they THINK about <u>themselves</u> .	What they THINK about <u>You</u> .
You	What you THINK about <u>them</u> .	What you THINK about <u>Yourself</u> .

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: <https://www.youtube.com/watch?v=MEDgtjpycYg>
- Five Steps to Be More Confident and Assertive. <https://www.prnewswire.com/news-releases/five-steps-to-become-more-confident-and-assertive-300377267.html>
- 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