

# Crossing the Threshold- Transitioning to Attending

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# Some resources I found useful over the years include:

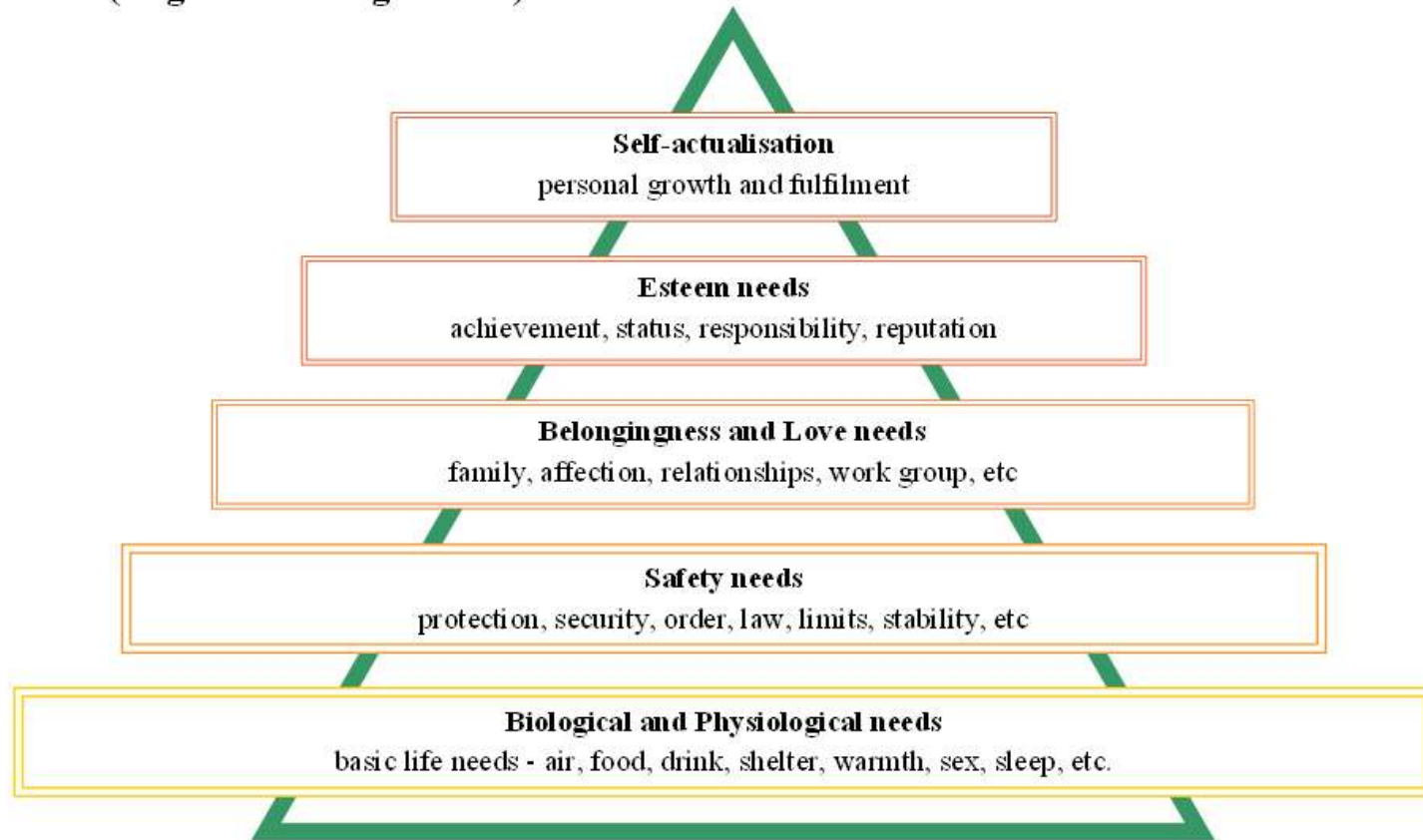
- **Getting to YES:** Ury and Fisher, negotiating with integrity
- **Primal Leadership:** The book elaborates on Emotional Intelligence
- **How to Deal with People You Can't Stand:** techniques for dealing with fallback behaviors
- **HBR Articles:**
  - Managing Oneself: Drucker
  - Primal Leadership: the article that started it all
  - Why should Anyone be Led by you?
  - How to handle Star Performers

# time

## Time Matrix - Activities

	Urgent	Not Urgent
Important	<div>1</div> <ul style="list-style-type: none"><li>◆ Pressing Matters</li><li>◆ Crises/Panics</li><li>◆ Fire-Fighting</li><li>◆ Deadline-Driven Projects</li></ul>	<div>2</div> <ul style="list-style-type: none"><li>◆ Prevention</li><li>◆ Relationship Building</li><li>◆ Planning / Preparation</li><li>◆ Implementing Systems</li><li>◆ Professional Knowledge</li></ul>
Not Important	<div>3</div> <ul style="list-style-type: none"><li>◆ Interruptions</li><li>◆ Some Calls/mail</li><li>◆ Some Reports/Meetings</li><li>◆ Unprepared Meetings</li><li>◆ Popular Activities</li></ul>	<div>4</div> <ul style="list-style-type: none"><li>◆ Trivia</li><li>◆ Busy Work</li><li>◆ Time Wasters</li><li>◆ Unproductive Activity</li><li>◆ Everything Else</li></ul>

## Maslow's Hierarchy of Needs (original five-stage model)



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# Find your voice

## ■ EM OPPORTUNITY

- **Clinical:** Raison d'être (15000 cases, three years for heuristical thinking)
- **EMS:** Great stepping stone to education and administration; community medicine
- **Research:** Simple/complex, local partner/multi-site. Mentor, practice setting are strong determinants, as is building the knowledge base
- **Administrative:** leadership is a process, not a position. The work is endless, requires ownership
- **Educational:** From mentee to mentor

# Plan, do, study, act



“Planning is bringing the future into the present so that you can do something about it” - Alan Lakein



# Front Burner stuff

- **Manage yourself**
  - Your mission statement, your career plan, sharpening the saw
- **Manage your finances:** House 25-33% gross take home (house poor?), car (rapid depreciator,), retirement (rule or 70's, pay self first,)
- **Manage your relationships:** maturity/Emotional intelligence, trust, getting to yes, dress, appreciate your team
- **Manage your time:** 7 habits of successful...quadrants
- **Manage your knowledge:** What to learn cold, what to be able to access, finding a niche
- **Manage your career:** Goal, mentor, niche, expert,
- **Manage your environment:** EQ, volunteer, donate, cost of doing business, giving budget

# LVHN ED's 4 C's

C

■ Civility

C

■ Collegiality

C

■ Collaboration

C

■ Community

I'd rather have a teachable resident with an A+ personality: recent communication



# Conversations

- Crucial: Facts in question, emotions run high, outcome is important
- Stressful: use clarity, neutrality, temperance: fight tactics not people
- Persuasive: Discovery, preparation, dialogue, framing, finding common ground and compromise
- RSBAR tool: Recommendation, situation, background, assessment, recommendation

# EI competencies are all about how we *RELATE*

## Relate to ourselves

1. Awareness
2. Self-management
3. Motivation



**Learning**



## Relate to Others

4. Empathy
5. Effective relationships
6. Social awareness

# EI Fosters Civility

***We judge ourselves  
on our intentions.***

***Others judge us  
based on our behavior.***

**Disney Leadership Institute**

# Self-Control

*Keeping Disruptive Emotions and Impulses in Check*



- Manage your impulsive feelings and distressing emotions well
- Stay composed, positive, and unflappable even in trying moments
- Think clearly and stay focused under pressure

Forgo your anger for a moment and save yourself  
100 days of trouble... Chinese proverb

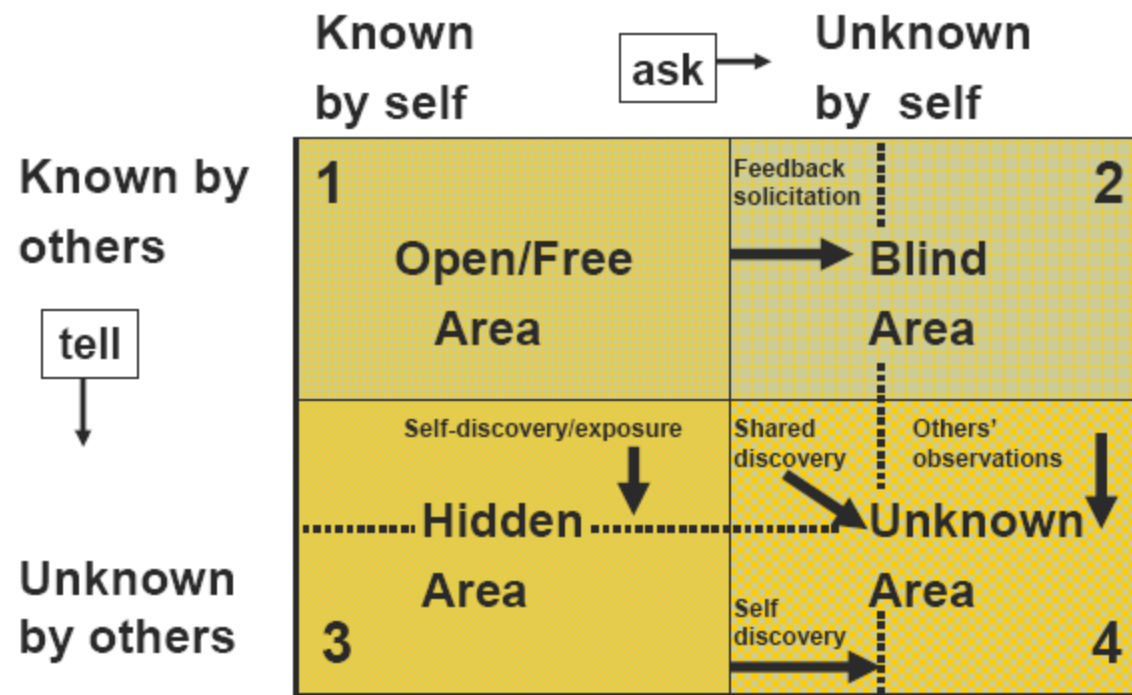
# Johari Window



*A model for self-awareness,  
personal development, group  
development and understanding  
relationship*

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# The complete Johari Window Model





# Personality types

- PRACTICAL
- ANALYTICAL
- SOCIAL
- CONCEPTUAL

Perfectly competent people can ignite intense reactions when they have different types. Awareness of that allows for managing relationships in a positive manner

## FUN PRAYERS FOR MYERS - BRIGGS PERSONALITY TYPES

ISTJ	ISFJ	INFJ	INTJ
Lord, help me to begin relaxing about little details tomorrow at 11:41:32 AM	Lord, help me to be more laid back and help me to do it exactly right!	Lord, help me not to be a perfectionist. (Did I spell that correctly?)	Lord, keep me open to other's ideas <b>WRONG</b> though they may be!
ISTP	ISFP	INFP	INTP
God, help me to consider people's feelings even if most of them are hypersensitive.	Lord, help me to stand up for me <b>RIGHTS!</b> (If you don't mind my asking.)	Lord, help me to finish everything I sta....	Lord, help me be less independent but let me do it my way.
ESTP	ESFP	ENFP	ENTP
God, help me to take <b>RESPONSIBILITY</b> for my own actions even though they're usually not my fault!	GOD, <b>HELP ME TO TAKE THINGS MORE SERIOUSLY ESPECIALLY PARTIES AND DANCING.</b>	God, help me keep my mind on one th.... <b>LOOK, A BIRD!</b> ...ing at a time.	God, help me follow established procedures today. On second thought, I'll settle for a few minutes
ESTJ	ESFJ	ENFJ	ENTJ
God, help me to try not to <b>RUN</b> everything.	LORD, <b>GIVE ME PATIENCE, AND I MEAN RIGHT NOW!!</b>	God, help me to do only what I can, and trust you for the rest. Do you mind putting that in writing?	God, help me to slow down and not rush through everything I do Amen!

Leadership Style	How it builds resonance	Impact on climate	When appropriate
<i>Visionary</i>	Moves people towards shared dreams	Most strongly positive	When change requires a new vision, or when a clear direction is needed
<i>Coaching</i>	Connects what a person wants with the team's goals	Highly positive	To help a person contribute more effectively to the team
<i>Affiliative</i>	Creates harmony by connecting people to each other	Positive	To heal rifts in a team, motivate during stressful times, or strengthen connections
<i>Democratic</i>	Values people's input and gets commitment through participation	Positive	To build buy-in or consensus, or to get valuable input from team members
<i>Pacesetting</i>	Sets challenging and exciting goals	Frequently highly negative because poorly executed	To get high-quality results from a motivated and competent team
<i>Commanding</i>	Soothes fears by giving clear direction in an emergency	Often highly negative because misused	In a crisis, to kick-start a turnaround

# Service Orientation

*Anticipating, Recognizing, and Meeting  
Customers' Needs*

*(SUBSTITUTE Patient for Customer...make sense now)*

- Understand customers' needs and match them to services or products
- Seek ways to increase customers' satisfaction and loyalty
- Gladly offer appropriate assistance
- Grasp a customer's perspective, acting as a trusted advisor

# Trajectory

- Residency Trajectory:
  - **EMRA, Research, Education**
- How do I create a career trajectory that tells the story of my brand name?
  - **ACEP, StateCEP, ACPE, MBA, EMBRS, Teaching Fellowship, Navigating the waters at CORD**
- Is your certification a terminal degree?



# Final

- Applied Emotional intelligence is an essential skill of every leader
- Self development creates understanding, enables opportunity and readies one for leadership
- Leadership Development is a journey of self discovery and self directed learning augmented by mentors
- EI and leadership behaviors enhance patient care, career development and interpersonal relationships



# Core Competencies addressed today

- Professionalism
- Interpersonal and Communication Skills
- Practice Based Learning

