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 c 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 Matrix - Activities**

<table>
<thead>
<tr>
<th>Urgent</th>
<th>Not Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important</td>
<td>Not Important</td>
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1. **Urgent**
   - Pressing Matters
   - Crises/Panics
   - Fire-Fighting
   - Deadline-Driven Projects

2. **Not Urgent**
   - Prevention
   - Relationship Building
   - Planning / Preparation
   - Implementing Systems
   - Professional Knowledge

3. **Important**
   - Interruptions
   - Sore Calls/Email
   - Sore Reports/Meetings
   - Unprepared Meetings
   - Popular Activities

4. **Not Important**
   - Trivia
   - Busy Work
   - Time Wasters
   - Unproductive Activity
   - Everything Else

**time**
Maslow’s Hierarchy of Needs
(original five-stage model)

- **Self-actualisation**
  - personal growth and fulfilment

- **Esteem needs**
  - achievement, status, responsibility, reputation

- **Belongingness and Love needs**
  - family, affection, relationships, work group, etc.

- **Safety needs**
  - protection, security, order, law, limits, stability, etc.

- **Biological and Physiological needs**
  - basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.

© alan chapman 2001-4, based on Maslow’s Hierarchy of Needs

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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

- Civility
- Collegiality
- Collaboration
- 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

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

<table>
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<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
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<tbody>
<tr>
<td>Lord, help me to begin relaxing about little details tomorrow at 11:41:32 AM</td>
<td>Lord, help me to be more laid back and help me to do it exactly right!</td>
<td>Lord, help me not to be a perfectionist. (Did I spell that correctly?)</td>
<td>Lord, keep me open to other's ideas WRONG though they may be!</td>
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<td>God, help me to consider people's feelings even if most of them are hypersensitive.</td>
<td>Lord, help me to stand up for me RIGHTS! (If you don't mind my asking.)</td>
<td>Lord, help me to finish everything I sta....</td>
<td>Lord, help me be less independent but let me do it my way.</td>
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<tr>
<td>God, help me to take RESPONSIBILITY for my own actions even though they're usually not my fault!</td>
<td>GOD, HELP ME TO TAKE THINGS MORE SERIOUSLY ESPECIALLY PARTIES AND DANCING.</td>
<td>God, help me keep my mind on one th.... LOOK, A BIRD! ...ing at a time.</td>
<td>God, help me follow established procedures today. On second thought, I'll settle for a few minutes</td>
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<td>God, help me to try not to RUN everything.</td>
<td>LORD, GIVE ME PATIENCE, AND I MEAN RIGHT NOW!!</td>
<td>God, help me to do only what I can, and trust you for the rest. Do you mind putting that in writing?</td>
<td>God, help me to slow down and not rush through everything. DoAmen!</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>How it builds resonance</td>
<td>Impact on climate</td>
<td>When appropriate</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------------</td>
<td>----------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Visionary</td>
<td>Moves people towards shared dreams</td>
<td>Most strongly positive</td>
<td>When change requires a new vision, or when a clear direction is needed</td>
</tr>
<tr>
<td>Coaching</td>
<td>Connects what a person wants with the team’s goals</td>
<td>Highly positive</td>
<td>To help a person contribute more effectively to the team</td>
</tr>
<tr>
<td>Affiliative</td>
<td>Creates harmony by connecting people to each other</td>
<td>Positive</td>
<td>To heal rifts in a team, motivate during stressful times, or strengthen connections</td>
</tr>
<tr>
<td>Democratic</td>
<td>Values people’s input and gets commitment through participation</td>
<td>Positive</td>
<td>To build buy-in or consensus, or to get valuable input from team members</td>
</tr>
<tr>
<td>Pacesetting</td>
<td>Sets challenging and exciting goals</td>
<td>Frequently highly negative because poorly executed</td>
<td>To get high-quality results from a motivated and competent team</td>
</tr>
<tr>
<td>Commanding</td>
<td>Soothes fears by giving clear direction in an emergency</td>
<td>Often highly negative because misused</td>
<td>In a crisis, to kick-start a turnaround</td>
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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