

The Leadership Forum

a publication from the Association of Chiefs and Leaders of General Internal Medicine (ACLGIM)

“To be the voice of ACLGIM and communicate about leadership challenges and solutions in academic medicine to members, the SGIM community, and other stakeholders.”

Editorial Corner From the Editors

David Margolius, MD; Maureen Lyons, MD; Elisha L. Brownfield, MD



David Margolius



Maureen Lyons



Elisha Brownfield

The theme at the 2019 ACLGIM Winter Summit was transitions. The speakers sparked discussion on how to transition to a new job within an old institution or a new job in a new institution. In a tender moment, a member of the audience posed the question: “How do I know if I’m happy in my current role?” The discussion was profound because pon-

dering such a big change can be complicated and soul searching.

In 2020, the *Leadership Forum* has undergone a big change—we have gone green. New issues will come only to your inbox, not your mailbox. While the medium has changed, the high-quality content has not. In this issue, we continue our interview focused on career development with

Margaret Lo and Chris Masi. Maura Mills and April Benetollo offer sneak peeks at their Hess Institute sessions on motivation and finding your power. In addition, Associate Editor Maureen Lyons outlines our new social media strategy.

We look forward to retweeting your tweets #ACLGIM!

Leaders In Action Career Development with Margaret C. Lo and Chris Masi, Part 2

Dr. Lo (Margaret.Lo@medicine.ufl.edu) is professor of medicine at the University of Florida College of Medicine and serves as the associate program director of the UF Internal Medicine Residency program. She practices general medicine at both the UF Health Shands Hospital and the Malcolm Randall VA Medical Center in Gainesville, FL. Dr. Masi (christopher.masi@emory.edu) is professor of medicine at the Emory University School of Medicine. He serves as medical director of primary care and practices in the Emory Healthcare Network in Atlanta, GA.



Margaret C. Lo



Chris Masi

What are the common or even lethal pitfalls to avoid in faculty development or career development?

ML: Some of the most common pitfalls I see in career development are the lack of direction and the lack of professional identity formation. This requires deep self-reflection on what truly brings you

joy in medicine and propels you in your career. I have learned that forcing faculty to do something they are not vested in or not giving them the time or resources leads to faculty burnout and career stagnancy. Another common pitfall, perhaps even lethal, is the notorious “tiara syndrome.” So many faculty are under the impression that if they work hard enough

and continue to do a great job, they will eventually be recognized and be promoted for all their hard work. I totally empathize as I was that tiara princess. As uneasy as it may feel, faculty members really must self promote. Never give up on finding the perfect mentor, the perfect sponsor who can guide you with your

continued on page 2

Leaders in Action

continued from page 1

own career goals and align these goals to your career passions. Senior faculty members and Division Chiefs need to assume the role of sponsor and stake their reputation on the line to say “I have this junior faculty superstar; please consider her for this committee or board.” I am grateful for all the sponsors who have catapulted my own career.

CM: I completely agree with Margaret and have advised many faculty that it is both acceptable and necessary to toot their own horn. Now that I’m on my department’s promotion and tenure committee, I appreciate even more the importance of planning. If someone is hoping to be promoted in 3 to 5 years, it is important to create a timeline of the goals that fulfill the promotion criteria. As far as pitfalls, junior faculty must stay focused on their goals and avoid getting spread too thinly. It is critical to have a mentor who is well-versed in promotion criteria. Mentors can help with prioritiza-

tion because they know first-hand what it’s like to get pulled in many directions.

What resources or support have you found particularly helpful in this process of career development either through SGIM or other organizations?

ML: SGIM has an abundance of great resources for career development; the most valuable for me are the collaborative work of the committees and all the networking and faculty development offerings at the annual and regional meetings. For junior faculty, SGIM is a great venue to disseminate their curricula, their research projects, and their clinical vignettes. It’s this variety of scholarship that helps with career development and faculty visibility, in addition to peer-reviewed publications. SGIM has helped me in my own career: starting as a junior faculty when I presented my first poster to serving on the Education Committee where I was able to participate in multi-institutional workshops and then later co-chair other key committees, including the annual meeting program committee. Every SGIM member has the same opportunity for such valuable involvement in SGIM to elevate his/her career as a medical educator.

CM: In the promotion process, most universities consider three areas of dis-

tinction: professional service, education, and scholarship. To become an associate professor, you have to demonstrate regional reputation or leadership in at least one of these areas and involvement or achievement in the other areas. As a result, faculty members should take advantage of leadership opportunities within their own institutions. But how do you establish a regional reputation or demonstrate regional leadership? A great way is through regional SGIM meetings, which each have numerous leadership opportunities including chairing committees, leading workshops, and presenting research. If a junior faculty member does one or two of these activities every year at their regional meeting, they will easily be able to demonstrate regional reputation or leadership. The same is true regarding a national reputation in service, education, and/or scholarship. Successful applicants for promotion demonstrate leadership at the national level by serving as chair of national committees or serving on SGIM Council or leading workshops at our annual national meeting. It’s hard to imagine how anyone can get promoted in general internal medicine without being active in SGIM at the regional and national levels.

continued on page 3

Officers

Valerie Stone, MD, MPH

Boston, MA
President

Dan Hunt, MD

Atlanta, GA
President-Elect

Carlos Estrada, MD, MS

Birmingham, AL
Immediate Past President

Anuradha Paranjape, MD, MPH

Philadelphia, PA
Secretary-Treasurer

Shin-Ping Tu, MD, MPH

Sacramento, CA
Secretary-Treasurer Elect

Ex-officio Council

Karen B. DeSalvo, MD, MPH, MSc

Austin, TX
SGIM President

Mohan Nadkarni, MD

Charlottesville, VA
ASP Liaison

Suzanne Brandenburg, MD

Denver, CO
Winter Summit Chair

Kirsten Feiereisel, MD

Winston-Salem, NC
Hess Institute Chair

Eric Bass, MD, MPH

Baltimore, MD
Chief Executive Officer

David Margolius, MD

Editor, Leadership Forum

Maureen Lyons, MD

Associate Editor, Leadership Forum

Elisha Brownfield, MD

Associate Editor, Leadership Forum

Frank Darmstadt

Copy Editor

ACLGIM Updates The Leadership Forum’s New Social Media Strategy

Maureen Lyons, MD

Dr. Lyons (lyonsm@email.wustl.edu; Twitter: @maureendlyons) is an assistant professor at Washington University School of Medicine in St. Louis, MO, and associate editor of the ACLGIM Leadership Forum.

Now that SGIM publications are fully digital, the *Leadership Forum* has an updated strategy to keep our readers informed and engaged. We are excited about the opportunity to not only increase our social media presence but also expand our readership and engagement.

The following are the highlights:

What we will do:

- All of our social media content will be identified using the #ACLGIM;
- Authors of the *Leadership Forum* articles may now list their twitter handles in their bylines to promote social media presence;

- Authors are encouraged to tweet about their content using the #ACLGIM hashtag—the SGIM twitter account may retweet, which will increase exposure

What you can do:

- Ensure that you follow @SGIM and look for the hashtag #ACLGIM—this is how all of our content will be tagged;
- Tweet articles you find interesting (please tag with #ACLGIM);
- Please send any thoughts or suggestions our way by contacting any member of the editorial board

Thank you!

Leaders in Action

continued from page 2

ML: We discussed a lot of valuable faculty development resources within SGIM. This should include the medical education certificate programs of TEACH, LEAD, LEAHP, and involvement in its various committees. There are also other academic organizations with great resources for the career development of academic GIM faculty; these include AAIM, AAMC, and ACP. Each has its own faculty development offerings to promote different aspects of an academic career including women in medicine, early career faculty, health advocacy, physician wellness, and diver-

sity and inclusion. Career development offerings in these societies range from in-person learning at annual meetings or intensive courses to asynchronous learning through webinar series, online modules, learning communities, etc.

Any other facts or take home points that might be helpful for the readers?

ML: This may sound cliché but my word of advice is to step out of your comfort zone. Many of us go into academic GIM because we love patient care. But is that enough? The reasons we're in academic medicine are our love of teaching and our wish to be scholarly. This requires taking that bold

step to lead a workshop, present a plenary, chair a committee, and collaborate across institutions. So as a senior faculty, I say step out of your comfort zone, step out of your daily routine, and take a chance to advance yourself as a leader and an educator.

CM: One of the senior faculty at the 2019 annual meeting mentioned the importance of serendipity. Leadership opportunities arise all of the time and it is important to seize them. The more leadership you demonstrate, the more opportunities will come your way. Career development is all about rising to the occasion and growing as a person and a leader.

View from the Hess Institute Find Your Power as a Leader, Mentor, and Sponsor

April Benetollo, CEO, Momentum Leaders



April Benetollo

Ms. Benetollo (abenetollo@momentumleaders.org; Twitter: @apbenetollo) is CEO at Momentum Leaders, a leadership organization advancing women into leadership positions in Alabama.

Not everyone will attain a position of power. We cannot all become managers, supervisors, top administrators, or CEOs. What we can all do is to cultivate a powerful sphere of influence by developing our skills as a leader, mentor, and sponsor.

The healthcare industry is replete with opportunities to practice leadership skills, establish mentoring relationships, and sponsor promising individuals each and every day. In a healthcare setting, one might demonstrate leadership with direct reports, co-workers, supervisors, and even patients. Owing to the high degree of specialization in health care, mentoring relationships may be multi-di-

mensional, mixing and matching skills regardless of age, title, or experience. Due to the project-based work in many healthcare environments, numerous opportunities exist to sponsor a promising individual for a high-profile initiative.

The four main areas of focus to increase one's power as a leader, mentor, or sponsor are as follows:

1. Emotional intelligence;
2. Visualization;
3. Action; and
4. Connection.

By actively working in each of these areas, every one of us has the potential

to create a lasting impact as a leader, mentor, or sponsor in our field. Through emotional intelligence, we gain a deeper understanding and ability to manage ourselves and our relationships with others. With visualization, we are able to construct a future goal that unites strengths, passions, and organizational goals into a satisfying sweet-spot.

With an effective action plan, we chart the course, identify resources, set timelines, and define the metric(s) of success. Finally, through connection, we match potential to people, projects, and ideas. In combination, these skills make for very powerful leaders, mentors, and sponsors.

ACLGIM Book Club What Leadership Books Are We Reading?

Chris Masi

High Output Management
by Andrew S. Grove

"High managerial productivity, I argue, depends largely on choosing to perform tasks that possess high leverage. A team will perform well only if peak performance is elicited from the individuals in it."



Dave Margolius

Radical Candor
by Kim Scott

"Feedback is personal for the person receiving it. Most of us pour more time and energy into our work than anything in our lives. Work is a part of who we are, and so it is personal."



The Leadership Forum

a publication from the Association of Chiefs and Leaders of General Internal Medicine (ACLGIM)

1500 King St., Suite 303, Alexandria, VA 22314



Maura Mills

View from the Hess Institute Unpacking the “Why”: Facilitating Improved Experiences of Work through a Focus on Motivation and Well-being

Maura J. Mills, PhD

Dr. Mills (mjmill@cba.ua.edu; Twitter: @MillsMaura) is an assistant professor of management at the Culverhouse College of Business, University of Alabama, where she teaches a variety of courses, including “Leadership & Ethics.” Her research focuses on positive organizational behavior, including employee motivation and attitudes, and how organizational leadership may optimize the likelihood of those experiences. Prior to working in academia, Dr. Mills worked as an organizational engagement and employee surveying consultant.

4

Leaders’ willingness to value, invest in, and facilitate positive employee attitudes and experiences has a number of well-established benefits, including improved motivation and well-being. While many work motivation theories and approaches are in use today—including, goal-setting, equity, reinforcement, and needs-based approaches—all are not of equal value. Each approach functions differently in driving outcomes of value to leaders and organizations,

such as improved performance and commitment and decreased counter-productive and withdrawal behaviors. Further, each approach functions differently in impacting subordinate attitudes and well-being. Of related relevance is the critical—yet often overlooked—distinction between intrinsic and extrinsic motivations. This distinction is particularly important as jobs necessarily have a central extrinsic motivator (pay) that has the potential to thwart otherwise solid

motivational approaches, if not well managed.

However, leaders can capitalize on subordinates’ inherent intrinsic motivation without unintentionally compromising it through misguided motivation techniques or an overreliance on external motivators. To do this, leaders must help employees find the meaning in their work—and consistently attend to and revisit that meaning so as to protect against negative outcomes, such as burnout.

2020 ACLGIM MANAGEMENT
TRAINING & LEADERSHIP INSTITUTE

WEDNESDAY, MAY 6, 2020
BIRMINGHAM, AL

**Building a Culture
of Personal and
Organizational
Development in GIM**



REGISTER TODAY

ACLGIM
Association of Chiefs & Leaders
of General Internal Medicine

sgim.org/aclgim-meetings