Your Next Leadership Role: Choosing the Right Time and the Right Strategy for Transitions

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ACLGIM Winter Summit 2019
My leadership arc

Health System
- Associate CMO-CLE
- 2019-present

GME
- Director CLE Innovation
- 2013-2018

Department
- Associate PD
- 2005-2013
S Curve of Career Growth

<table>
<thead>
<tr>
<th>ASPIRING</th>
<th>DRIVING</th>
<th>ARRIVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where are you?</td>
<td>Navigating the path</td>
<td>What does arriving look / feel like?</td>
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TIME & EFFORT

Ikigai
A JAPANESE CONCEPT MEANING “A REASON FOR BEING”

- What you LOVE
- Delight and fullness, but no wealth
- What you are GOOD AT
- Comfortable, but feeling of emptiness
- What the world NEEDS
- Excitement and complacency, but sense of uncertainty
- What you can be PAID FOR
- Satisfaction, but feeling of uselessness

PASSION
MISSION
PROFESSION
VOCATION

Ikigai

Ikigai
S Curve of Career Learning

Continuous Learning Curves

Start developing new skills way in advance of plateauing on your existing ones

Find hacks to accelerate your early learning

Don't be afraid. It takes courage to jump from one curve to the next. Staying in the comfort zone is easy, but greatness happens when you escape from it
Tips Before You Change

• **WHEN TO THINK ABOUT A CHANGE**
  • “Don’t wait for tragedy to strike…”
  • Proactively reassess yearly (birthday, start of academic year etc.)

• **WHAT TO THINK ABOUT**
  • What do you value?
  • *What are the things that you are doing when you feel TERRIBLE? What do they have in common?*

• **REFRAME YOUR IDENTITY**
  • Think of your career as a VERB not a noun
  • Let the actions define you, not the title. That way you can assess making the switch without “leaving behind your identity”
Crafting a Legacy or Impact Statement

- Declaration of what your mission is
- Authentic
- Bigger than the concerns for yourself
- Creates a compelling FUTURE
- Inspiring to you in PRESENT
Gates “discovered”

Organized intern day off → chief resident nomination

Missed gates

When asked if I wanted a supervisors job, I said no I was happy in my role

Create you own gate

What “demand” can you fill?
Finding Gates: Mentors, Coaches, Sponsors

<table>
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<tr>
<th>Archetype</th>
<th>Description</th>
<th>Example Behaviors</th>
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<tbody>
<tr>
<td>Mentor</td>
<td>Usually 1:1 and Focused on overall career development</td>
<td>Guidance in overall professional career</td>
</tr>
<tr>
<td>Coach</td>
<td>Short-term interaction focus on targeted feedback &amp; problem-solving</td>
<td>Helping navigate job negotiations or career decisions</td>
</tr>
<tr>
<td>Sponsor</td>
<td>Uses influence in their field to support mentees to gain visibility</td>
<td>Nominating a colleague for membership to an honorific society</td>
</tr>
</tbody>
</table>

Don’t Be Afraid to Look!

• **Stay fresh in your vision/strategy**
  • What is my vision for the future of medical education?

• **Practice difficult questions**
  • If I get this role, how many people below me will replace?

• **Enables understanding of the transition process**
  • Recruitment, 2nd visit, contract negotiation
Why You Might Leap

Top reasons why people left their old job:

<table>
<thead>
<tr>
<th>Reason</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was concerned about the lack of opportunities for advancement</td>
<td>45%</td>
</tr>
<tr>
<td>I was unsatisfied with the leadership of senior management</td>
<td>41%</td>
</tr>
<tr>
<td>I was unsatisfied with the work environment / culture</td>
<td>36%</td>
</tr>
<tr>
<td>I wanted more challenging work</td>
<td>36%</td>
</tr>
<tr>
<td>I was unsatisfied with the compensation / benefits</td>
<td>34%</td>
</tr>
<tr>
<td>I was unsatisfied with the rewards/ recognition for my contributions</td>
<td>32%</td>
</tr>
</tbody>
</table>

III. Early Goals and Priorities

After stepping into her new role as a Vice Dean for Research, Morgan's calendar was filled with back to back meetings and the ‘to do’ list contained several major challenges.

They fell into 3 buckets:

• **projects Morgan wanted to accomplish** (streamline the grant submission process; initiate a research strategic planning process)

• **projects the Dean wanted accomplished** (increase NIH research grant applications by 25%)

• **things others wanted accomplished** (transitioning a dysfunctional staff member, reorganizing the research affairs office).

• The schedule is full, and Morgan is beginning to experience burnout.

*How will Morgan prioritize goals to be accomplished early in the transition period?*

Thorndyke, Grayson, Gusic. AAMC MedEd Portal

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**What must an executive do in the first 100 days in order to succeed?**

- Assemble and solidify a team
- Articulate vision and goals
- Identify and address what’s most important
- Understand the new culture
- Identify metrics for success
- Achieve several quick successes
- Fix obvious problems quickly

Kornferry.com

Thorndyke, Grayson, Gusic. AAMC MedEd Portal
Diagnose the situation accurately; clarify challenges & opportunities

**STaRS** system for assessing a business situation

- **S**: Start up
- **T**: Turnaround
- **[a]**: Accelerate your Learning
- **R**: Realignment
- **S**: Sustaining Success


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The STaRS framework helps you determine how to focus your energies

<table>
<thead>
<tr>
<th></th>
<th>Challenges</th>
<th>Opportunities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start up</strong></td>
<td>No framework/no boundaries</td>
<td>Everything is new-no status quo</td>
<td>Leader needs to move fast, take chances, realign as learn more</td>
</tr>
<tr>
<td><strong>Turnaround</strong></td>
<td>Quick and decisive action is needed</td>
<td>Everyone ready for change</td>
<td></td>
</tr>
<tr>
<td><strong>Realignment</strong></td>
<td>Status quo is deeply engrained</td>
<td>Pockets of strength exist</td>
<td>Leader needs to understand culture, convince others of need for change</td>
</tr>
<tr>
<td><strong>Sustaining Success</strong></td>
<td>Getting others to take it to “the next level”</td>
<td>People motivated to succeed</td>
<td></td>
</tr>
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Thorndyke, Grayson, Gusic. AAMC MedEd Portal
You don’t need to do it all by yourself;  
You don’t want to do it all by yourself!

• People bring strengths, abilities, experience and expertise, and make unique contributions
• People bring passion to the process
  • Maintain focus on the “greatness” of the work
  • Commit to the continual need to improve


Build legacy by investing in people
Multipliers are leaders who:
  ▪ Nurture & attract talent
  ▪ Amplify capabilities of those around them
  ▪ Invest in people
  ▪ Get twice as much from people

Thorndyke, Grayson, Gusic. AAMC MedEd Portal
Cultural Stewards & Institutional Memory

- Recognizes and helps shape/preserve company culture
- Multiple cultures exist within an organization
  - Cultural stewards provide a more positive environment for all, e.g. young-old, male-female, risk taking-risk averse, etc
- Ensure institutional memory is preserved
  - decisions respect culture & take into account history

Human Resources: Culture Stewards in High-Performing Companies. Chief Learning Officer. 2007.
Avoid groupthink

- Innovation is hampered by:
  - Expertthink
  - Grouptthink
- Surrounding yourself with like-minded individuals

Key to Innovation: Zero Gravity Thinkers

- **Psychological distance**: maintain an open mind.
- **Diverse interests**: a wide range of interests, experiences, and influences
- **Expertise in intersectoral areas**: strength in a relevant area may lead to "intersection points" at which solutions are often found
Get to Know Your Knowledge Brokers

- Brokers
  - Member in multiple groups—powerful transmitter of information

People connected to groups beyond their own can expect to find themselves delivering valuable ideas, seeming to be gifted with creativity. This is not creativity born of genius, but as an import-export business. An idea mundane in one group can be valuable insight in another.

Ron Burt, PhD

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WHAT'S THE DIFF?
Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It’s similar, but slightly different from, trust.

**TRUST**
Will **YOU** give others the benefit of the doubt when you take a risk?

**PSYCHOLOGICAL SAFETY**
Will **OTHERS** give you the benefit of the doubt when you take a risk?

Can your team be honest with you?

"Bob is probably going to freak out if I disagree with him."  
"My team expects me to speak up. It's how we do things."

Can you be honest with your team?

- Comfort Zone
- Learning Zone
- Apathy Zone
- Anxiety Zone

RADICAL CANDOR

CARE PERSONALLY

RUINOUS EMPATHY

CHALLENGE DIRECTLY

MANIPULATIVE INSINCERITY

OBNOXIOUS AGGRESSION

NEW YORK TIMES BESTSELLER

BE A KICK-ASS BOSS

WITHOUT LOSING YOUR HUMANITY

"RADICAL CANDOR will help you become the best version of your skills." — CHERYL SANDBERG

KIM SCOTT
Advice to Manage the Transition

Watch out for common pitfalls

• Failure to make the leap to leadership
  • Don’t remain mentally stuck in your previous position!
• Failure to learn the new organization and its culture
• Arriving at the new job with “the answer”
• Overreliance on strategies that worked previously
  • Commit to continuous learning
• Failure to manage your time and your schedule
  • Attending to daily urgencies while postponing work on larger issues and strategies
Navigating the Emotional Side of a Career Transition

- Let go of the guilt
- Adjusting your personal identity and sense of self
- Letting go of old patterns and habits

- Do not forget to take care of yourself during this transition!
- “honeymoon period”

Most common mistakes of senior executives during the first 100 days

- Failing to establish strategic priorities
- Getting sidetracked by ‘fire drills’ with a short-term focus
- Cultural gaffes and/or political suicide
- Waiting too long to implement change
- Hesitating on tough personnel decisions
- Not enough face time w/subordinates

Kornferry.com
Plan for the new demands of your job & on your time

**Changes**

- Time is no longer your own
- You will need to:
  - Attend to more ‘little’ things
  - Manage increased VOLUME
  - Spend less time talking
  - Spend more time thinking about the big picture

**Strategies**

- Delegate
- Keep track of all responsibilities
- Set your “open” door policy
- Preserve ‘talk’ time & time for your own work
- Set priorities

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Time Management for Leaders. Susan R. Johnson, MD, MS.
http://selaminternational.org/index.php?option=com

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Atilla-isms

- If it were easy to be a chieftain, everyone would be one (Assess your personal skills)
- Huns make enemies only on purpose (cultural steward, institutional memory)
- For Huns, conflict is a natural state (psychological safety)
- Do not let your chosen enemy have the advantage in any situation (continue learning)
- Do not insult unless you mean it (radical candor)
Acknowledgements

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