

Surgery Resident Leadership Elective Syllabus

LEAD in Surgery

Lead

Engage

Accelerate

Drive

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Goal:

Create an elective that allows general surgery residents to develop leadership skills in addition to the clinical knowledge. This is aligned with the Department of Surgery's goal to train academic leaders in Surgery.

Objectives:

1. Residents will consider leadership from a variety of perspectives
2. Residents will create a definition of leadership consonant with their level of experience
3. Residents will appraise their leadership styles, strengths, and challenges
4. Residents will design methods for setting and attaining goals as an individual and within a group
5. Residents will construct plans for developing and maintaining effective teams
6. Obtain skills that develop and differentiate leaders in surgery by learning core competencies throughout the course

Who: Course is directed to PGY 2-5 (including lab residents)

Time Commitment: One Sunday per month for one-year long course

Core Competencies

1. Managing Self
 - a. Integrity/Honesty
 - b. Interpersonal Skills
 - c. Continual Learning
 - d. Resilience
 - e. Communication
 - f. Flexibility
 - g. Problem Solving
 - h. Political Savvy
 - i. Wellness/Time Management
2. Managing Projects
 - a. Team Building
 - b. Accountability
 - c. Decisiveness

- d. Negotiating
- 3. Managing Others
 - a. Conflict Management
 - b. Diversity
 - c. Developing Others

A needs assessment will be given to assess the needs of the particular group and the competencies and classes adjusted accordingly for the group. (See attached)

Expectations:

- Residents will apply for the program and be invited to participate; maximum group size is 15. Applications will be required with a short response to "Why are you interested in taking a leadership elective?" Applications will be reviewed by leadership team and class selected.
- Residents are expected to attend and participate in each session; they *will be excused from clinical duties* during the meeting time. Meetings will occur on one Sunday evening 4-6 pm at an attending's home, unless an exception is made for guest faculty.
- Residents are expected to provide a reflective assignment in response to the content of each session that will be done at the end of each session prior to leaving for the evening. Residents will also be expected to provide one critique that would improve the session.
- If a resident fails to attend two sessions without prior arrangement, they will be removed from the elective and will not be eligible to reapply in subsequent years.
- Facilitator will provide all materials in ample time for the residents to read and prepare for each session.
- Visiting faculty will be utilized for the elective as appropriate. This may result in adaptation of the schedule as proposed.
- Residents who complete the elective will have a letter documenting their participation placed into their residency records by the facilitator.

Sessions:

Note: Each session will have a reading and reflective requirement; guests and experts will be incorporated as appropriate. This schedule will be modified based on needs assessment of students.

1. Introduction to course and overview

Pre-work: Collins "Level 5 Leadership" (HBR, January 2001); Goleman, "What Makes a Leader" (HBR, 1998)

Definitions of leadership

Reading: Pre-meeting Assignment: Come to our meeting with a concise definition of leadership- either your definition or one that resonates with you

Session:

00:00-00:15 Introductions

00:15-00:30 Overview from course directors, course expectations, assignments, etc.

00:30-00:60 Discussion of leadership and required readings.

Break for dinner

2nd hour

Reflective assignment: Identify an individual who epitomizes your view of leadership. Write a one-page summary of that person's qualities that make them an ideal leader.

Competencies Addressed:

Communication, Interpersonal Skills

2. Leadership Styles

Pre-work: Review the six leadership styles posters. Identify the style that you identify with the most. Identify the style that you would most like to develop.

Reading: Goleman, D. "Leadership That Gets Results" (HBR, March-April 2005).

Session:

00:00-00:05--Stand next to the poster of the leadership style you identify with the most

00:05-00:15--Introduce yourself to another person who chose the same style as you.

Each person should answer the following 2 questions:

1. When has this style served you well?
2. When has this style NOT served you well?

00:15-00:30--Summary of the styles and overview of resonance/dissonance

00:30-00:40--Move to the leadership style poster that you most want to develop

Introduce yourself to a person at your poster and each person answer the following 2 questions:

1. What would be the benefit if you developed this style
2. What would be the benefit to your team

00:40-00:50--Feed forward activity.

Ask each individual which leadership style describes them the best. Ask, "How can I be more of a _____ style leader?". One-two sentence answer.

00:50-00:60--Share results of each style's effect on climate

BREAK for dinner

2nd hour:

Please provide at least one critique that could have improved this session
Please write a letter to yourself (we will send it to you at the conclusion of the course) reminding yourself of how you would like to see yourself develop as a leader

Competencies Addressed:

Integrity/honesty, interpersonal skills, continual learning, resilience, communication

3. High-functioning Teams

Pre-work: Write down the top 3 reasons why you think teams fail to perform at a high level?

Take the teamwork quiz

Reading: Lencioni, Patrick. *The Five Dysfunctions of a Team*. Pages 185-190 and 195-207.

Session:

00:00-00:10--In groups of 3, compare your answers from the teamwork quiz.

Come up with your top 3 reasons why teams fail

00:10-00:25--Share results with group. Build the 5 dysfunctions pyramid

00:25-00:35--Discuss outcomes when unsuccessful at each level of the pyramid

00:35-00:50--Strategies to achieve success at building the base of the pyramid

00:50-00:60--Discuss quiz answers

BREAK for Dinner

2nd hour:

Reflective assignment: Please provide at least one critique that could have improved this session

Please write down 1-2 specifics things that you could do this week to improve your service teams function.

Competencies Addressed: Team building, accountability, decisiveness, negotiating

4. Negotiation

GUEST SPEAKER: Robert Lount, PhD.

Pre work: *TBD*

00:00-00:05- Introduction of guest

00:05-00:30- Negotiation exercise

00:30-00:40-Data analysis

00:40-00:60-Negotiation strategies

BREAK for dinner

2nd hour:

Please provide at least one critique that could have improved this session

Reflective assignment: Describe a situation that you have been involved in or that you have observed first-hand where both parties wanted the same thing but the outcome was sub-optimal . What skills/tools did you learn tonight that could have resulted in a better resolution?

Remainder of classes developed to the class need with the following topics addressed:

1. Performance Improvement
2. Conflict Management
3. Giving and Receiving Feedback
4. How to Give a Presentation that is memorable
5. Crucial Conversations-reading “Crucial Conversations” Patterson, Grenny, McMillan, Switzler
6. Communication-reading “No cape needed”
7. Resiliency/Mistakes
8. Running a meeting
9. How adults learn/becoming an effective teacher