



Being a Good Citizen and Leader in your Institution

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M | MICHIGAN MEDICINE

Disclosures

- No disclosures



Citizenship

What is Citizenship?



Citizenship implies duty and obligation
in return for inclusion in the greater group.

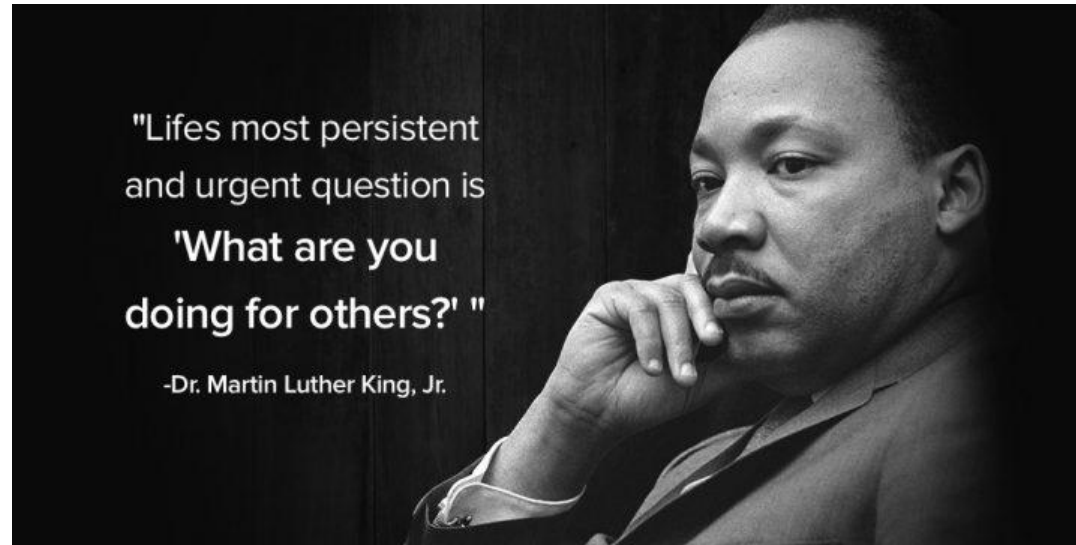
Citizenship 101: The basics

AKA... how to stay off your chairperson's radar

- Sign notes and bill on time
- Complete resident and student evaluations
- Attend department meetings, M&M regularly
- Treat those who support your work – administrative assistants, advanced practice providers, nursing staff, clerical staff, maintenance staff – impeccably
- "I'm too busy" is not an excuse



Citizenship 201: Service



Service commitments are necessary for the good of the group, but may offer little direct benefit to the participant. In the best teams and cultures, these commitments are shared equally.

How do you decide which service commitments to take on?

Ground rules:

1. Enjoy the honeymoon period.
2. Never more than 1-2 at a time.
3. Accept these opportunities gratefully, but with a term limit.
4. Service commitments to prioritize:
 - a) Service aligns with career goals
 - b) Service aligns with goals of a key mentor or your team



Citizenship: Who do you represent?

Remember that from this day forward you not only represent yourself, you represent:

- Your partners
- Your mentors
- Your subspecialty
- Your department
- Surgery

Remember who you represent



Don't play hospital games

- Speak with people directly
- Do not resolve conflicts in the chart or loudly in the hallway
- If you are asked to be involved, follow through
- Don't rely on previous systems

Leadership

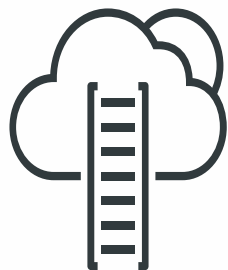
Leadership is intentional



Consider this...

- Training in academic surgery may not prepare you to effectively lead multidisciplinary teams outside of the operating room.
- In fact... Training in academic surgery may prevent you from effectively leading multidisciplinary teams outside of the operating room.

Traditional leadership in surgery



CAREER
LADDER

Titles valued
more than
opportunities

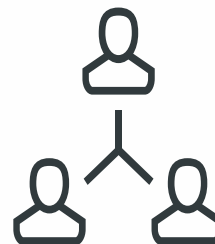
Means to an
end...



RESUME

Leaders
chosen
because:

- busiest clinician
- most ROIs



COMPANY
STRUCTURE

Traditional
hierarchy

“Boardroom
” decision-
making



PROFILE

Cult of
personality

Accountable
to individual

Passion

Follow your passion

People
with great
passion can
make the
impossible
happen.

SURGERY *DECEMBER 1963* *Gynecology & Obstetrics* **VOLUME 117** **NUMBER 6**

HOMOTRANSPLANTATION OF THE LIVER IN HUMANS

T. E. STARZL, M.D., F.A.C.S., T. L. MARCHIORO, M.D., K. N. VON KAULLA, M.D.,
G. HERMANN, M.D., R. S. BRITAIN, M.D., and W. R. WADDELL, M.D., F.A.C.S.,
Denver, Colorado

AN IDEAL TREATMENT for liver disease would be an organ and orthotopic hepatic homotransplantation of the liver, carcinoma of the liver, and the bile ducts, and



first attempt resulted in a fatal outcome. The course of the disease in the recipient establishes the need for liver transplantation in humans, which occurred 22 and 12 months after transplantation from donor

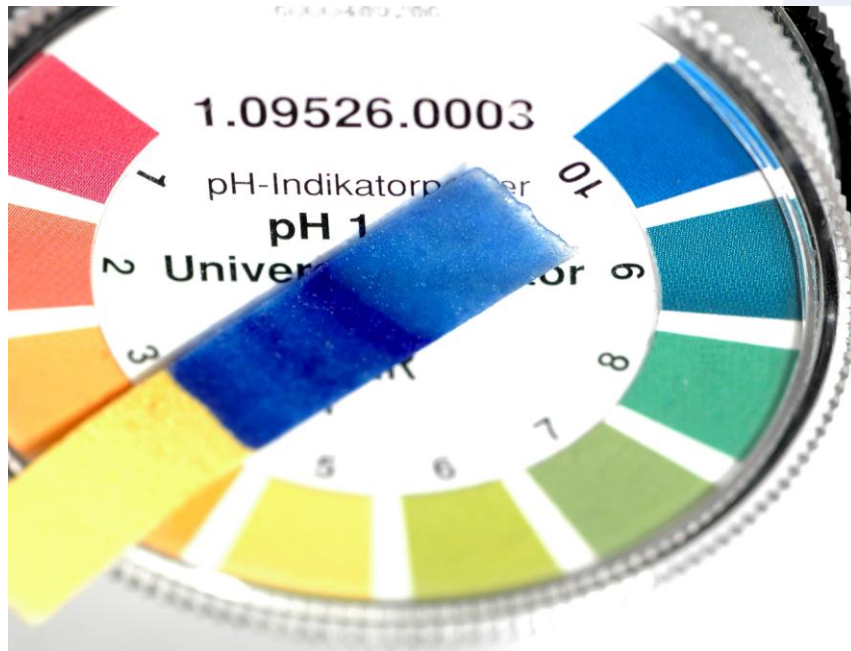
Passion is the antidote

- Clinical medicine is hard.
- Patients and team members will judge you by your passion for your work.
- Inspiration and innovation don't appear when you are coasting.

Authenticity

Test your authenticity

Does my team recognize me as the most passionate and committed member?



“Surgeons should inspire others. They must keep the spirit and mission of the team at the forefront”

***Shon Dwyer, MBA, RN
Executive Director University Hospital/CVC
Michigan Medicine***

Authenticity and trust



Competency-based trust

Clinical skill
New knowledge
Teaching ability
Citizenship

} Entry-level
Criteria



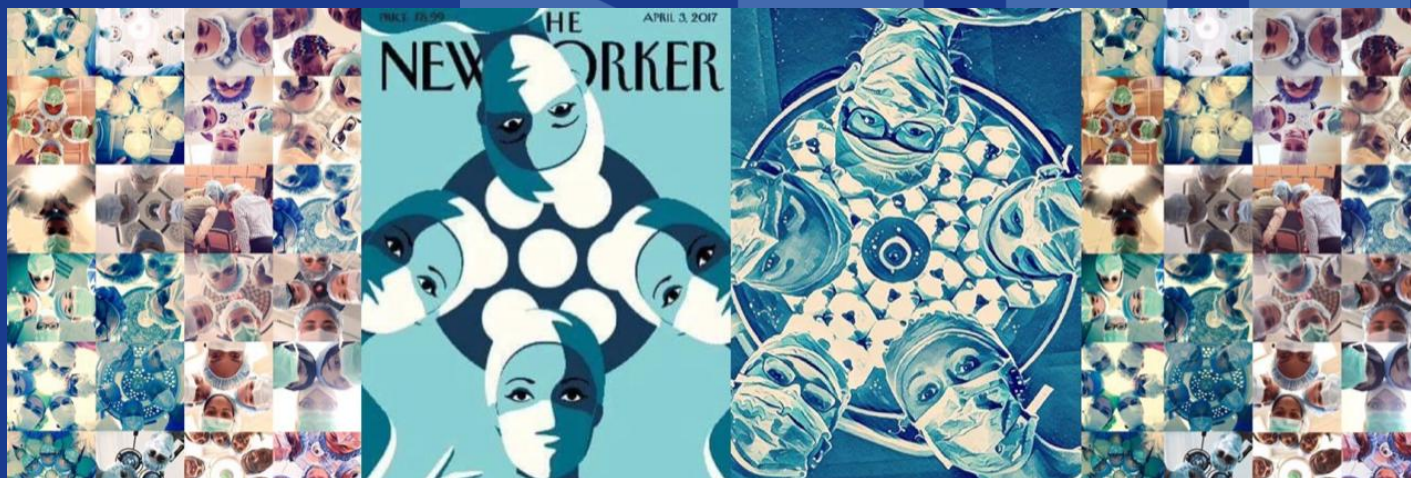
Character-based trust

**Trust is earned every day with
patients and team members.**

Common threats to authenticity

- You move heaven and earth to make a meeting with your boss, but cancel meetings with team members at the slightest conflict and at late notice.
- You treat patients, medical students, nurses, team members differently when your attending is present.
- Imposing your ideas without feedback, but dismissing team member suggestions without a trial.
- Appearing too busy to be approachable.
- Allowing a senior or expert team member to violate team rules or abuse other members.

Leadership in the era of inclusion



Credit: Susan Pitt @susieQP8

Inclusive leadership

- All voices deserve to be heard
- Contribution to your team should not be a competition
- LISTEN
- SPEAK UP



Ari Kanters @arikanTERS, Eva
Sarah Shubeck @spshubeck, Jane

The importance of speaking up



“The standard you walk past is the standard you accept.
That goes for all of us, but especially for those who have
a leadership role.”

Pay attention to how leadership is granted

- Leadership need to reflect the teams they lead
- Selection processes need to be transparent and reproducible
- Sometimes the best thing to do may be to get out of the way



Erika Newman & Jennifer Waljee

3 Essential Leadership Lessons

Three essential leadership lessons

1. Learn the difference between success and fulfillment.



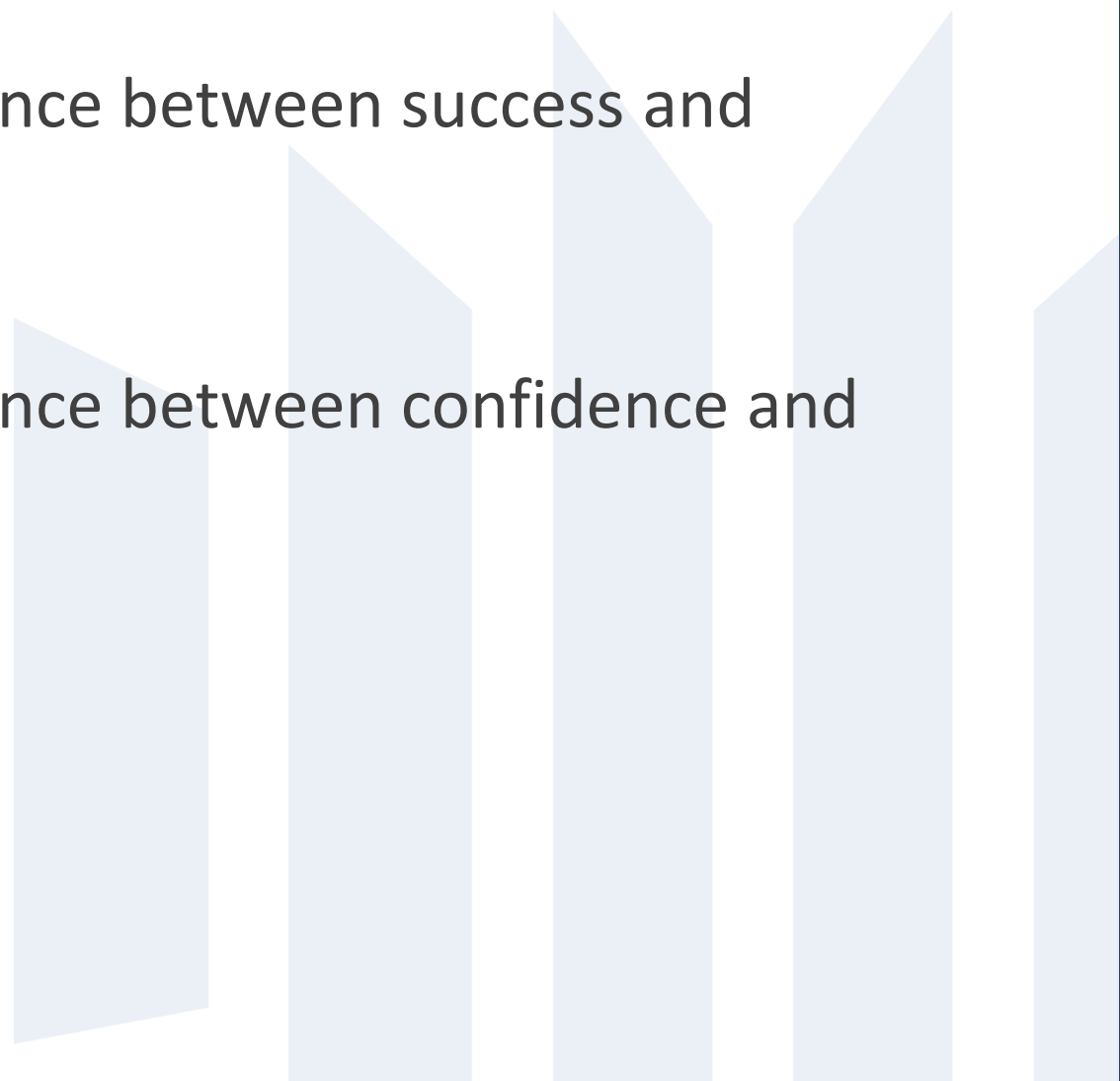
Success and Fulfillment



**Never forget
that success is
defined by
others and is
often an
illusion.**

**Seek
fulfillment.**

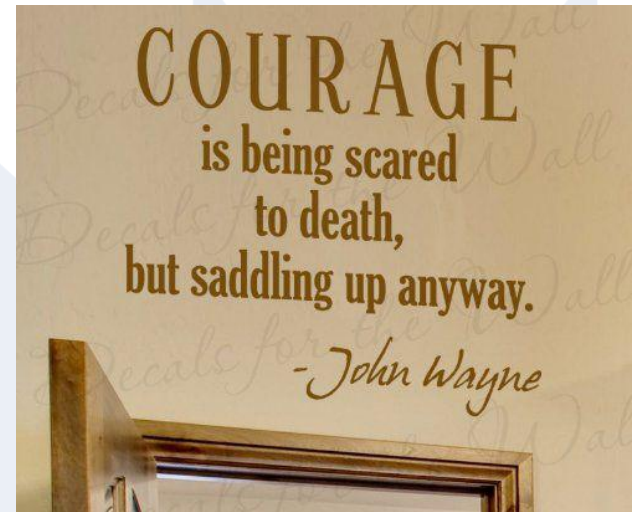
Three essential leadership lessons

1. Learn the difference between success and fulfillment.
 2. Learn the difference between confidence and courage.
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Confidence and Courage

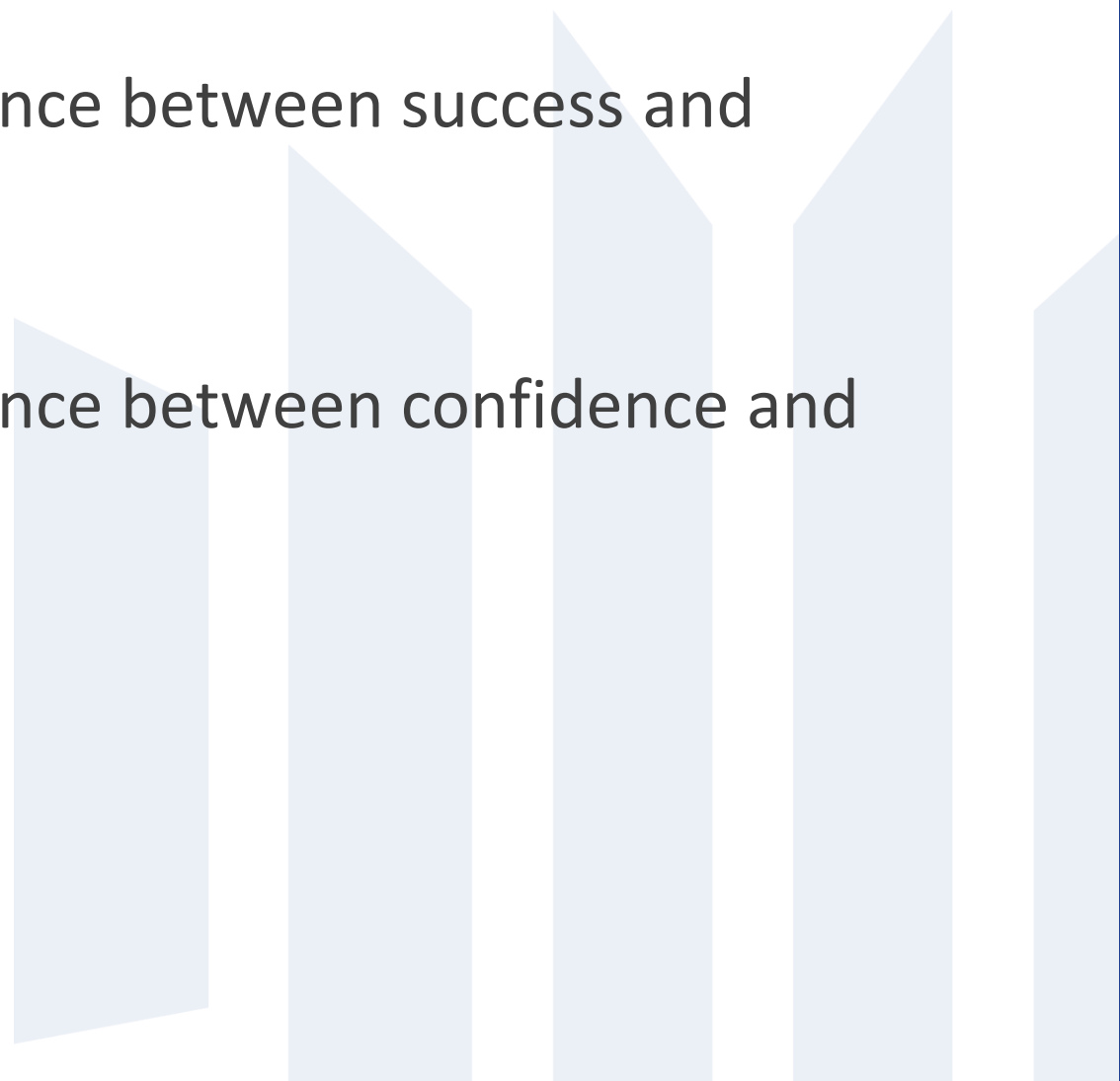


*Confidence is the sense
of calm you gain
through practice and
repetition.*



*Courage is doing the
right thing despite fear
and unfamiliarity.*

Three essential leadership lessons

1. Learn the difference between success and fulfillment.
 2. Learn the difference between confidence and courage.
 3. Protect yourself.
- 

Protect yourself

- Family is similar to clinical medicine:
 - Daily work
 - Authenticity
- Put important family commitments on your calendar – and protect them unapologetically
- Escape when you can – work will find you





Thank you

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