



AAS

Association for  
Academic Surgery

# Being a Good Citizen and Leader in Your Institution

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**M** | MICHIGAN MEDICINE

# Disclosures

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- No disclosures
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# Citizenship

# What is Citizenship?



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

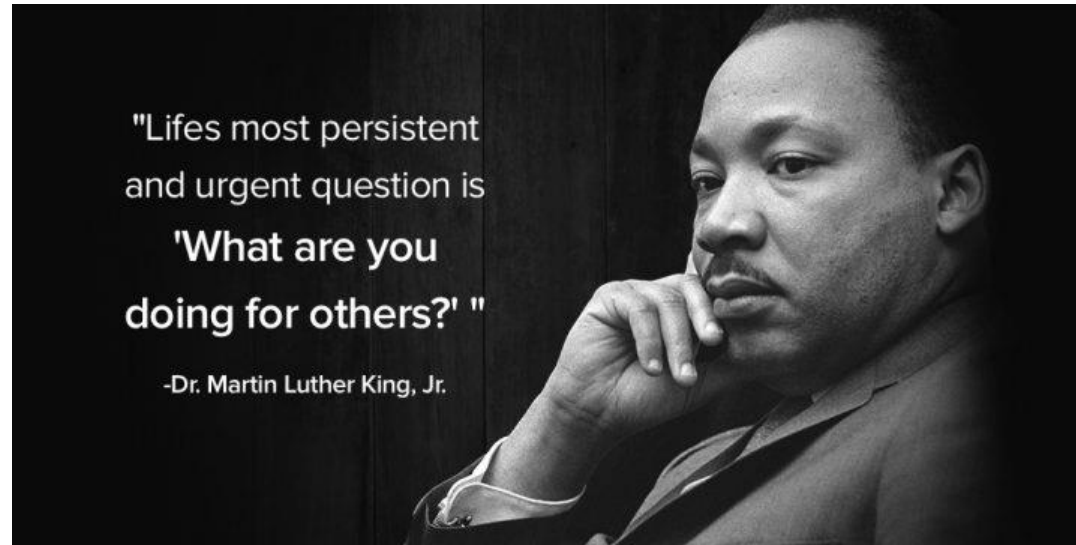
# Citizenship 101: The basics

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

- Treat those who support your work – administrative assistants, advanced practice providers, nursing staff, clerical staff, maintenance staff – impeccably
- Sign notes and bill on time
- Complete resident and student evaluations
- Attend department meetings, M&M regularly
- "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. Limit to 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

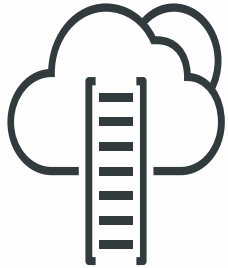
# Leadership is intentional



# 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

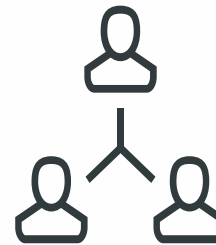
Means to an  
end...



RESUME

Leaders  
chosen  
because:

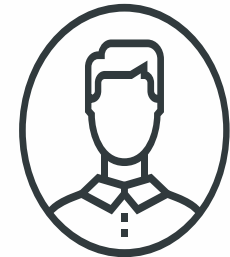
-busiest clinician  
-most RO1s



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 a  
organ and orthotopic  
hepatic homograft.  
carcinoma of the  
the bile ducts, and



st attempt resulted  
g table. The course  
ts establishes the  
eration in humans,  
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# Passion is the antidote

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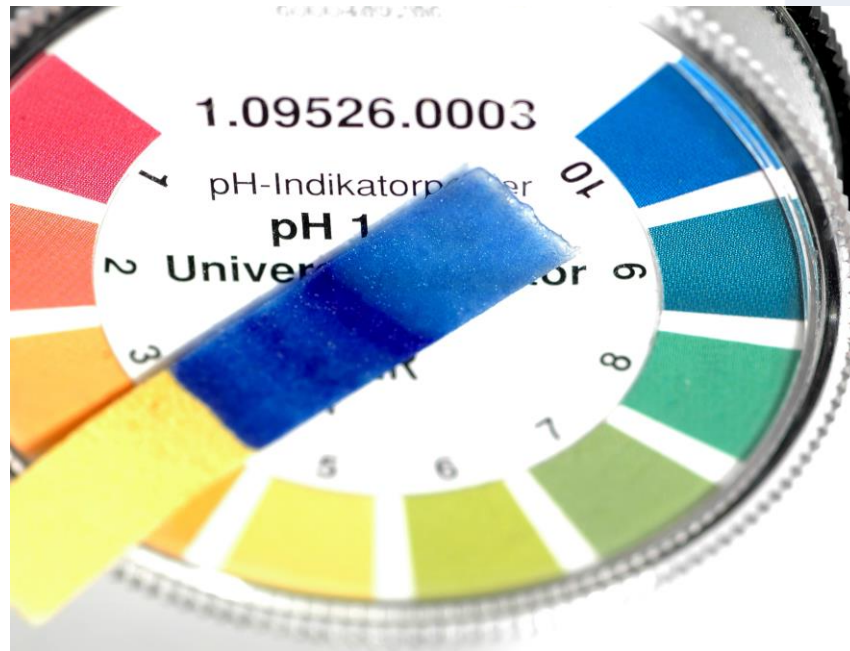
- Clinical medicine is hard.
- Patients and team members will judge you by your passion for your work.
- Inspiration and innovation don't appear when you are coasting.



# 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**



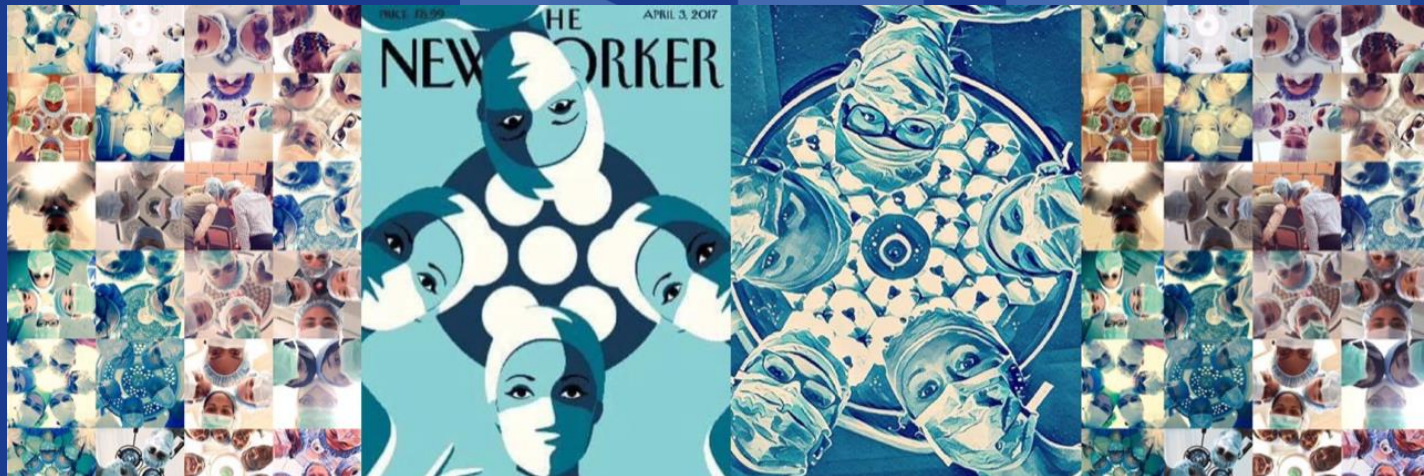
## Character-based trust

**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/boss is present.
- Acting as if certain tasks are below you.
- Appearing too busy to be approachable.
- Allowing a senior or expert team member to violate team rules or abuse other members.

# Leadership for 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, Lesly Dossett, Jennifer Waljee



# 3 Essential Leadership Lessons

# Three essential leadership lessons

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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.**

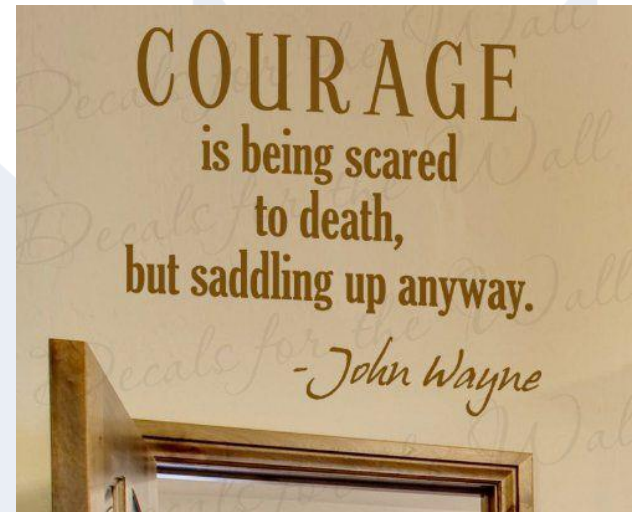
# Three essential leadership lessons

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

# 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. Seek fulfillment.
2. Learn the difference between confidence and courage. You need both.
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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UNIVERSITY OF MICHIGAN