

Leadership Growth and Navigating New Opportunities

Eugene S. Kim, MD
Professor of Surgery and Pediatrics
Children's Hospital Los Angeles, USC Keck School of Medicine



What kind of leader do you want to be?





Leadership - how do we grow?



- Acquire leadership skills
 - Negotiations, communication
 - Influencing people
 - Innovative thinking
 - Basics on the business of medicine
 - Understanding financial reports
 - Understanding the changing healthcare environment



Leadership - how do we grow?



- Leadership Courses
- Coaching
- Experience



Leadership Courses



- What are my goals?
- What specifically do I want to learn?
- Will this course and this group help me achieve my goals?





Local Programs



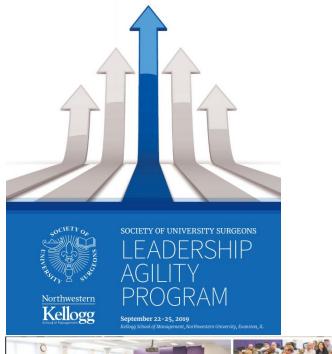
- Hospital / Medica School Leadershi programs
- University Programs



USC Keck / Children's Hospital Los Angeles Healthcare Leadership Academy

SUS Leadership Agility Program







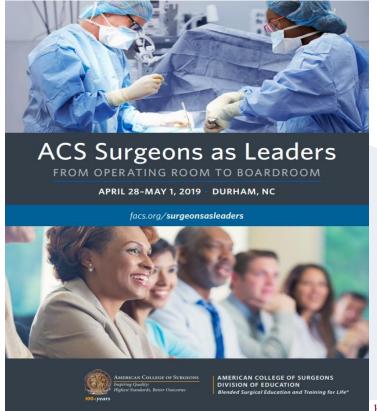




- Business basics
- Negotiation
- 3D Feedback
- Understanding financial statements
- Influence without authority
- Healthcare landscape

American College of Surgeons





- Leadership challenges
- Negotiation
- Leading/sustaining change
- Team effectiveness
- Leading oneself
- Art of leadership

American College of Surgeons

Thoracic Surgery Foundation

American Association of Neurological Surgeons (AANS)

American Academy of Otolaryngology - Head and Neck Surgery Foundation (AAO-HNS)

American Association for the Surgery of Trauma (AAST)

American Pediatric Surgical Association (APSA)

American Surgical Association (ASA)

American Society of Breast Surgeons (ASBrS)

American Society of Colon and Rectal Surgeons (ASCRS)

American Society of Plastic Surgeons (ASPS)

American Urogynecologic Society (AUGS)

American Urological Association (AUA)

Eastern Association for the Surgery of Trauma (EAST)

New England Surgical Society

Society of American Gastrointestinal and Endoscopic Surgeons (SAGES)

Society of Thoracic Surgeons

Society for Vascular Surgery (SVS)

Leadership Program for Health Policy and Management (BHLP)

- U.S. Health Policy: Economics and Financing
- Individual and Group Decision Making
- Managing Clinics and the Care Process
- Effective Leadership Styles
- Managing Change in Complex Systems
- Conflict Negotiation
- Financial Literacy for Physician Leaders

https://heller.brandeis.edu/executive-education/programs/leadership-hpm.html

Surgical Leadership Program HARVARD MEDICAL SCHOOL









- Strategies and best practices for leadership in and out of OR
- Identify your personal brand, leadership style
- Write business plans and grants
- Quality, safety, informatics
- Legal and commercial aspects of innovation in surgery
- Managing highly productive teams
- Effective negotiations
- Managing change across an organization

Advice for Leadership Courses



- Talk to previous course participants
- Engage leadership for support / sponsorship
- Seek out grants and funding opportunities

Engage with participants

Coaching - what is it?



- Someone to vet ideas
- Help think through issues
- Organize your thinking
- Visualize problems from a different vantage point



Coaching



- Usually someone from outside your organization or your department (offsite)
- Usually not a clinician
- Focus on asking questions to help you find the solutions
- Unbiased viewpoint
 - Keeps you honest
- Helpful for work and life issues

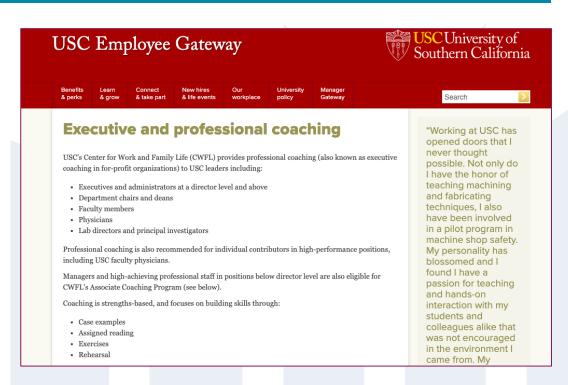
- Not a consultant
- Not a mentor
- Not a trainer



Coaching - how to get it



- Check availability at your institution
- Negotiation package



Experience



- Takes time
- Adjusting of attitudes and appreciation of differing viewpoints
- Exposure to different groups





Navigating New Opportunities

Be ready!



- You never know when an opportunity will occur
- Sponsorship comes from anywhere
 - Keep working and give it your all
- Make the most of the opportunities that you have
- Be the go-to person while your clinical practice and research evolve



Local - Hospital, Medical School



- Seek out Committee opportunities
 - Multi-disciplinary groups
- Small opportunities usually lead to bigger opportunities
 - More prestigious committees
 - Chair of committee
- Alignment of your interests with committee work



Regional



- Regional ACS Chapters
 - Committee work
 - Program Development
 - Moderating / Chairing

National



- Surgical Societies
 - Starter committees
 - Elected committees
 - Committee Chairs / Councilors
 - Appointments
 - Officers



Tips and advice for navigating new opportunities



- Show up
- Speak up
- Do what is asked of you in a timely manner
- Exceed expectations
- Empower and value all members

Twitter advice for navigating new opportunities





Replying to @dreskim @AcademicSurgery and 10 others

I would advise them to come to the ECDC!!!! #AASFC19 #ECDC19



Jennifer F. Tseng, MD MPH

@TsengJennifer

Replying to @dreskim @AcademicSurgery and 9 others

Work hard, think outside the box, listen to others, volunteer for more, concentrate on building worthwhile things and building up others rather than focusing on titles or credit ... those will come if you do the above!



Shimul A. Shah @shimulshah73 · 1h

Replying to @dreskim @AcademicSurgery and 10 others

Do it for all the right reasons (impact change, mentor others, innovate)...not just to become famous.



Justin B. Dimick @jdimick1

John Cameron gave me this advice on becoming chair:

"You'll be fine as long as you remember that you work for your faculty, not vice versa"

Thank you!





