

PREPARE FOR OPPORTUNITY

A SURGICAL LEADER'S PERSPECTIVE ON A CAREER IN ACADEMIC SURGERY

AAS FALL COURSES
LECTURE

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IF YOU WANT TO GO FAST GO ALONE
Excellence

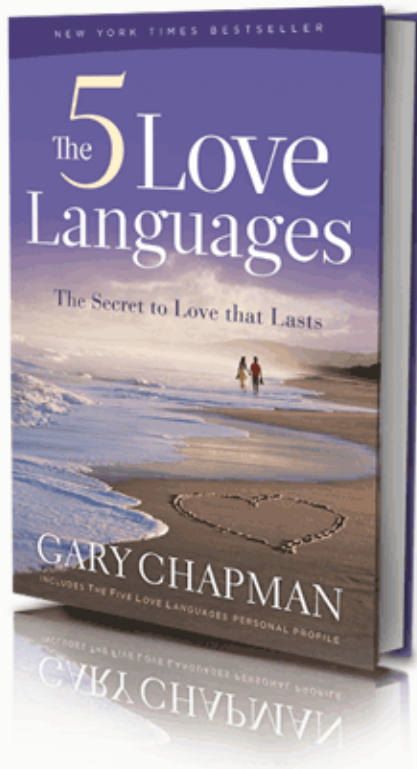
My Journey

IF YOU WANT TO FAR GO WITH OTHERS
Sustained Excellence

My Traveling Companions



A GOOD READ



With more than 30 years of experience as a marriage counselor, Dr. Gary Chapman has heard it all. He has helped couples at every stage of marriage and at pivotal points in their relationships—from those just discovering the joys and trial of marriage to those who are ready to call it quits.

After many years of counseling, Dr. Chapman noticed a pattern: everyone he had ever counseled had a “love language,” a primary way of expressing and interpreting love. He also discovered that, for whatever reason, people are usually drawn to those who speak a different love language than their own.

Of the countless ways we can show love to one another, five key categories, or five love languages, proved to be universal and comprehensive—everyone has a love language, and we all identify primarily with one of the five love languages: Words of Affirmation, Quality Time, Receiving Gifts, Acts of Service, and Physical Touch.

Since *The 5 Love Languages*® debuted in 1992, over five million copies have been sold, making *The 5 Love Languages*® a perennial New York Times bestseller. But numbers don’t measure the influence the book has had on couples and their marriages.

The 5 Love Languages® has helped countless couples identify practical and powerful ways to express love, simply by using the appropriate love language. Many husbands and wives who had spent years struggling through marriages they thought were loveless discovered one or both spouses had long been showing love through messages that weren’t getting through. By recognizing their different love languages, they witnessed the rebirth of the love they thought had been gone for good.

The book has been translated into more than 40 languages and is healing marriages around the world!

FROM DEMOPOLIS TO DEAN

- ❑ Traveled from the deep south to the east coast back to deep south to upper Midwest back to the deep south
- ❑ Took roles— the path can be winding
- ❑ Learned many lessons— in many ways.
- ❑ Experienced (still experiencing) “Imposter Syndrome”



FROM DEMOPOLIS TO DEAN



1978-1994
UG/MS/
RESIDENCY/Instructor

1999-2003
Associate Professor

2001-2006
John H. Blue Chair of General
Surgery

1994-1999
Assistant Professor

2000-2006
Chief, Division of
Surgery

2003-2006
Professor



UNIVERSITY OF MINNESOTA

RESIDENCY: “ CULTURE: NO GREATER CAREER THAN BEING AN ACADEMIC SURGEON”

MS-4
Threat

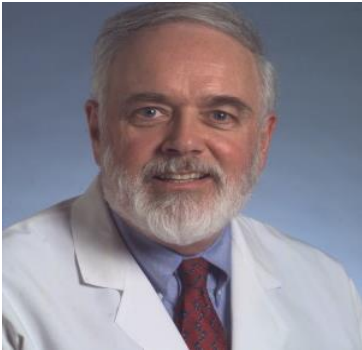


PGY8
Therapeutic

- Year 1-3 BE GREAT at PATIENTCARE- assimilation of data, decision making, early detection patient demise, limited operative growth but do little things well.
- Principle- 1st become a good doctor to become outstanding surgeon (great decision making)

RESIDENCY: RESEARCH YEARS

PGY2
NOVICE



Person: Choose a good mentor
Program: Choose 1 to 3 projects
Purpose: Fellowship/Academic Career
Productive: Ask a Credible Questions
vs “hot” topic: Explosion of radical
biology
Reperfusion injury
Develop resilience and grit to limit
burnout
Hone your craft (laparoscopy and
endoscopy)
LIVE YOUR BEST LIFE: Travel Married

PGY4
*INFORMED
AUTHORITY*



RESIDENCY

PGY 5
Threat

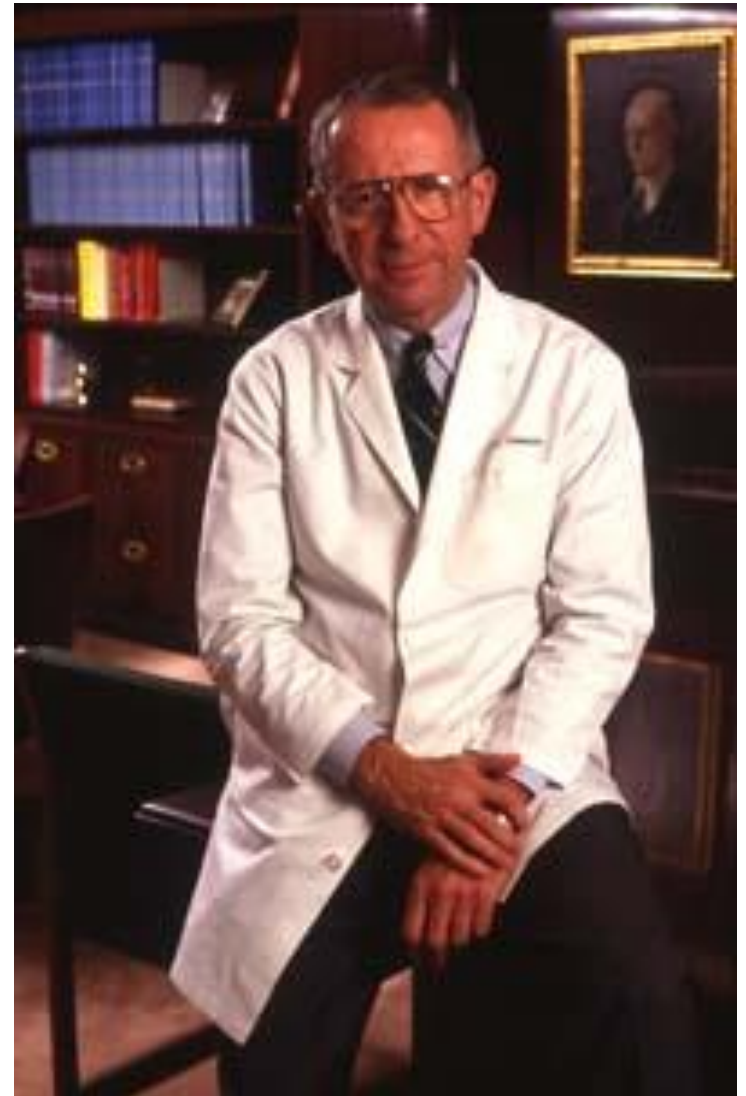


PGY 7
Therapeutic

- Year 1-3 BE GREAT at PATIENTCARE- assimilation of data, decision making, early detection patient demise, limited operative growth but do little things well.
- Principle- 1st become a good doctor to become outstanding surgeon (great decision making)

FELLOWSHIP

- Develop operative skillset and become an asset for patient care- a competitive advantage for your career
 - Pancreatic Cancer- Whipple Procedure
 - Daily challenged to be a complete and competent surgeon
 - Mentored to believe your responsibility is to be a Surgical leader.
 - Finally a culture that you reached your full potential you should be a surgical chair.



YOUR CAREER MAY LOOK MORE LIKE A JUNGLE GYM THAN A LADDER



YOUR FIRST ACADEMIC JOB: NETWORKING AND RECCOMENDATIONS

- Ask your chair, mentor, or faculty for a reference ie a call!
- Look at advertisements/social media
- Attend and network specialty meetings: Connect with people
- Sweat the small Stuff, CV, Responsiveness, Flexible but defined plan, Boards
- *My opportunities: relationships which defined opportunities*
- Medical College of Georgia: Med School Mentor,
- Stanford Academic mentor,
- Vanderbilt Career Residency mentor,
- Johns Hopkins University Second Home
- UAB First Home

FACULTY DEVELOPMENT (ASSISTANT PROFESSOR) UAB DEPT OF SURGERY

- Get good offer AAMC Bench marked:
- Get a Focused clinical opportunity with clinical Mentor
- Get a Research/mentor support and protected time:
- Publish 4-8 publications per year: 1ST 2nd and corressponding
- Be flexible, Write often, Operate frequently
- Do your primary job well by being an outstanding clinician
- Add value to leaders and colleagues by doing your second job well-grow your research
- Deliver on the small things when given the opportunity
- Collaborate and build and lead teams
- Join and present at Local and Early Career Societies ASC
- **VALUE YOUR SIGNIFICANT OTHER AND YOUR FAMILY**
- **Seek K-awards, Foundations, Surgical Societies**

KEY FACTORS IN 1ST JOB

“Doing your 1st job well is the best way to get your 2nd one.”

- ❑ Good People
- ❑ Good Plan
- ❑ Good Opportunity
- ❑ Clear Mentor
- ❑ Clear Coach
- ❑ Clear Sponsor



FACULTY DEVELOPMENT (ASSOCIATE PROFESSOR) UAB DEPT OF SURGERY

- Grow your practice gain a strong local clinical reputation
- Publish: 20-40 publications authorship ; 1st 2nd corresponding Senior
- Present and Join national senior societies: ASA SSA
- Present at Specialty Societies: AATS SSAT SSO ATS ASTS
- Serve and seek positons of leadership and opportunities to serve
- **Be flexible, Write often, Operate frequently COLLABORATE**
- **Do your primary job well by being an outstanding clinician**
- **Add value by doing your second job well- grow your research**
- **Deliver on the small things when given the opportunity**
- **Collaborate and teamwork**
- **VALUE YOUR SIGNIFICANT OTHER AND YOUR FAMILY**
- **K-awards, R01s Travel awards: James the IV fellowship**

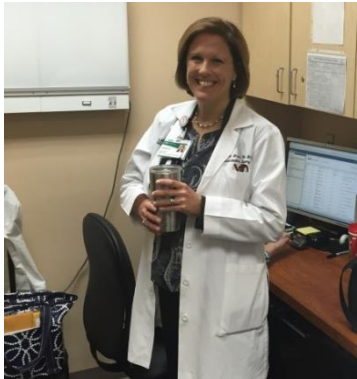


FACULTY DEVELOPMENT (PROFESSOR) UAB DEPT OF SURGERY

- AAMC Bench marked production Compensation:
- Publish 50-70 publications
- Develop a national Academic reputation
- Write and present Nationally and internationally
- Maturation Research lab and collaborations
- Mentor Coach and Sponsor Students residents and junior faculty
- Lead and Serve your department vice chair, division or section director institutions; service line leader.
- VALUE YOUR SIGNIFICANT OTHER AND FAMILY
- K-awards, U54, SPORES, P60, U24, and R01s

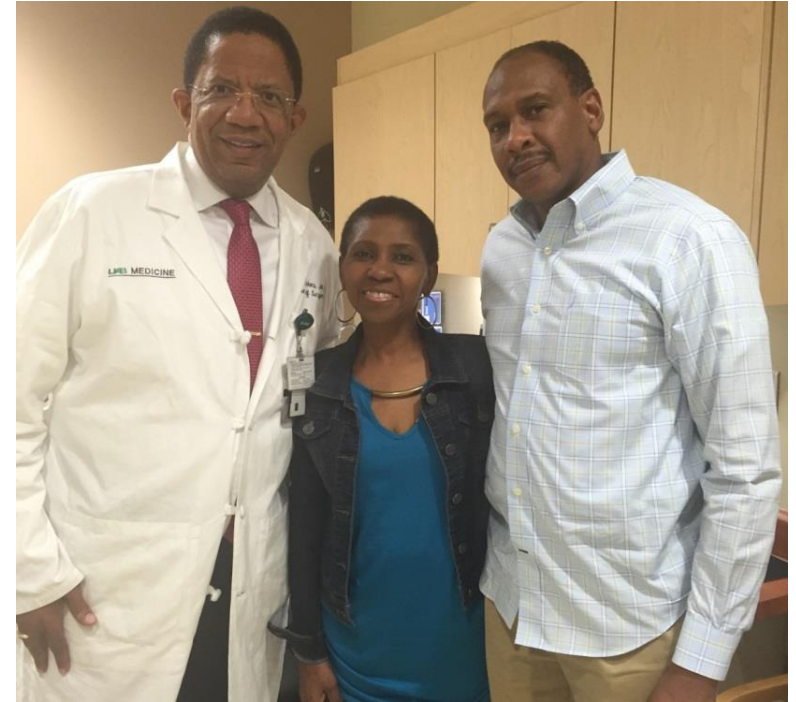


JOURNEY CLINICAL PARTNERSHIPS



Billy Williams CPA
Martin Freeman MD

CLINICAL PARTNERSHIPS



FACULTY DEVELOPMENT DEPT CHAIR

- AAMC Bench marked production Compensation:
- Publish 50-70 publications:
- Career commitment to developing others and building teams.
- **Townsend Rules:**
 - **Develop and promote your people**
 - **Don't lose Money: grow programs**
 - **Remember everyone has boss**
 - **Remember it wasn't Cesar's enemies who killed him.**
- **Vickers Rule: Everyone in your family needs to get a promotion!**
- **Getting a chair job is about luck = when the fully prepared meet God given opportunity**
- **VALUE YOUR SIGNIFICANT OTHER AND FAMILY**
- **K-awards, U54, SPORES, P60, U24, and R01s**



UNIVERSITY OF MINNESOTA



Journey Partners in pursuit of academic excellence

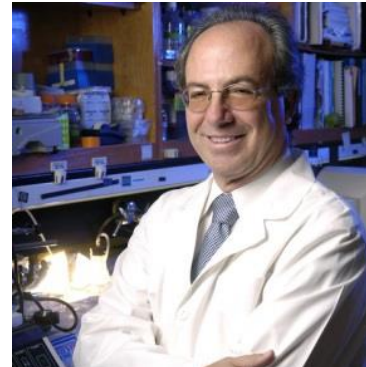
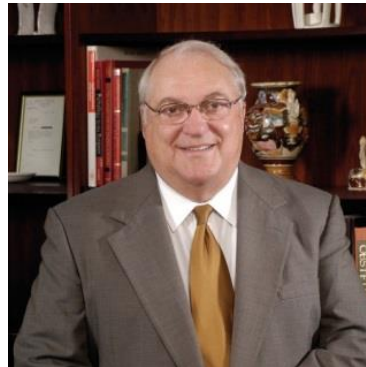
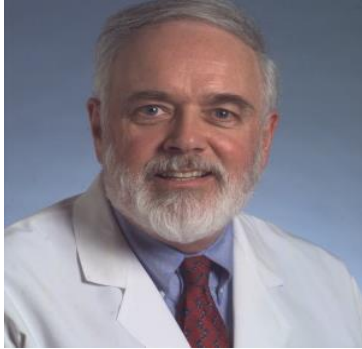


UAB

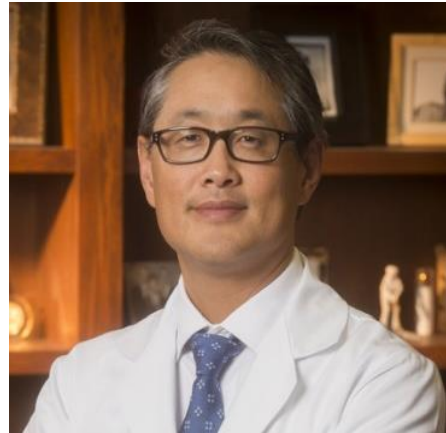
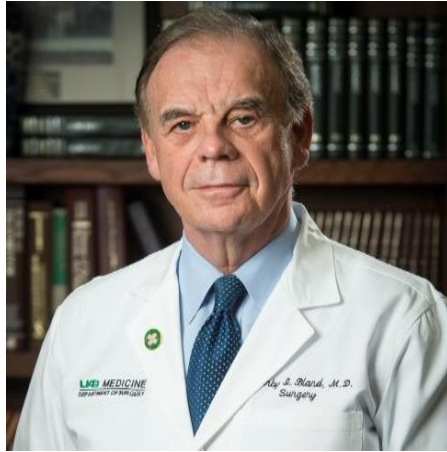


Minnesota

JOURNEY RESEARCH PARTNERSHIPS



PARTNERS IN LEADERSHIP



THE ROLE OF THE ACADEMIC FACULTY MEMBER



Being Dean is not what
many people expect.

REALITY OF THE ROLE OF THE SOM DEAN

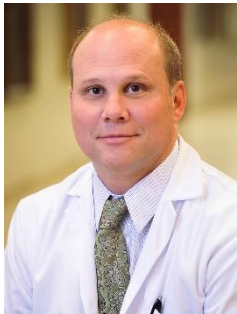
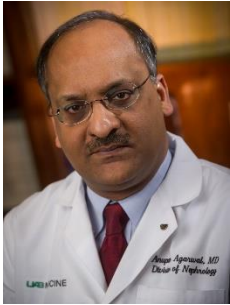
- It is a lot of meetings.
- You are balancing many competing, urgent, and important issues.
- It is lonely.
- A lot of problems to solve.

As a result, the average tenure of SOM Deans has declined from 6.7 years in the 1940s to 3.5 years today.

KEY TAKEAWAYS

- Understand your style, what you value in your work and where you want to go.
- Start leading from where you are; you may not need a title to achieve your goals.
- Ask for help along the way.
- Your career path may be nonlinear.
- YOU NEED A TEAM FOR SUSTAINED SUCCESS!

PARTNERS IN LEADERSHIP



Not Pictured: PAIGE DORMAN!

WHAT ARE SOME OF THE FACTORS TO ENSURE EXECUTION AND SUSTAINED SUCCESS

WHAT'S THE SOLUTION?

The flipside of burnout is:

Resilience

a learned character trait

WHAT IS RESILIENCE?

Physical $U_r = \frac{\sigma_y^2}{2E}$

Psychological

individual's ability to properly adapt to stress and adversity

Organizational

“the empowerment of being aware of your situation, your risks, vulnerabilities and current capabilities to deal with them, and being able to make informed tactical and strategic decision”

WHAT IS RESILIENCE?

Resilience draws from **strength of character**, from a **core set of values** that motivate efforts to overcome the setback and resume walking the path to success.

Resilience also thrives on a **sense of community**—the desire to pick oneself up because of an **obligation to others** and because of support from others who want the same thing.

Rosabeth M. Kanter
Professor
Harvard Business School

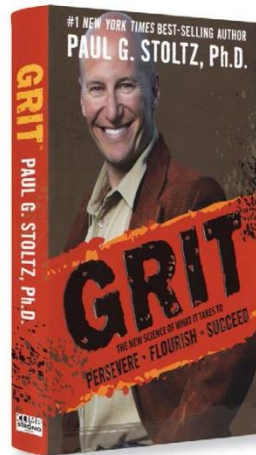
WHY RESILIENCE?

Of all the virtues we can learn, no trait is more useful, more essential for survival, and more likely to improve the quality of life than the ability to transform adversity into an enjoyable challenge.

Mihaly Csikszentmihalyi,
from “Resilience” by Eric
Greitens

GRITS VS GRIT

- Delicacy in Minnesota vs staple in Alabama
- *Guys/Girls Raised In The South*



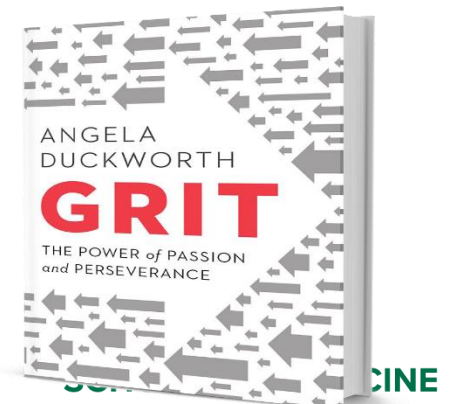
**Growth
Resilience
Intensity
Tenacity**

GRIT TRUMPS TALENT AND I.Q.

- **Grit (grittiness)** important determinant of success when faced with a challenging situation
- **Grit is passion and perseverance for very long-term goals** coupled with working really hard to make that future a reality. Grit is living life like it's a marathon, not a sprint
- **Grit is not just having resilience in the face of failure**, but also having deep commitments that you remain loyal to for years
- Related to “growth” mindset



Angela Duckworth, Ph.D.
Professor of Psychology
University of Pennsylvania



WHAT SETS RESILIENT LEADERS APART? GRIT

- **Accept reality**, with all its warts and horse manure, rather than complaining, making excuses, and blaming
- **Improvise** when tackling problems, finding solutions with limited resources
- **Find meaning** by remaining grounded in their most enduring values, which helps them surmount difficult situations



Diane Coutu
Senior Editor, HBR

GRIT=Halsted Resident

WHAT ARE SOME OF THE FACTORS TO ENSURE EXECUTION AND SUSTAINED SUCCESS

HELP ALONG THE WAY

SCHOOL OF MEDICINE

COACH

- Provides guidance for your professional development.
- Provides development feedback outside the formal performance evaluation process.

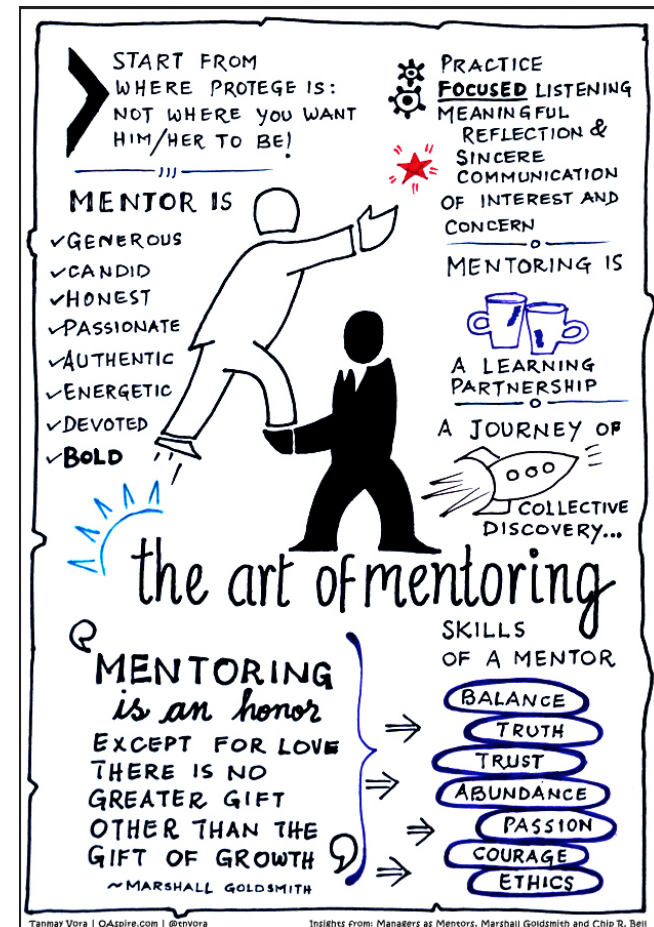
EXECUTIVE COACH

Provides specific help

- ☐ personnel management
- ☐ communication skills
- ☐ conflict resolution strategies

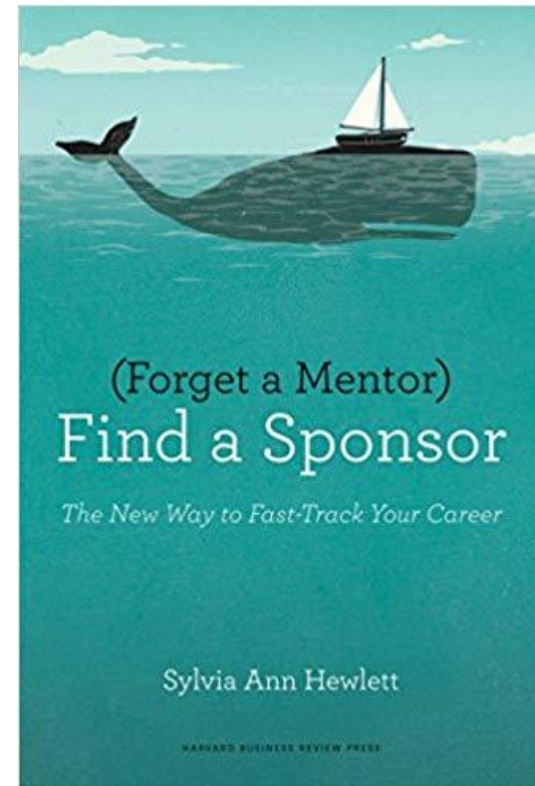
MENTOR

- Assists in navigating your career, providing guidance for decisions.
- You drive the process.
- Mentor is reactive and responsive to your needs
- Have your mentor review your CV



SPONSOR

- A senior leader who uses influence to advance your career
- Advocates for your advancement and champions for your work potential
- Someone who will help you move into that new position because they're in the right spot to put in a good word for you or make sure you get a legitimate shot




NETWORKING ESSENTIALS

- ❑ **Build a Network.**
- ❑ **Informational Interviews and Leadership Advice:**
Don't Hesitate to Ask.
- ❑ **Prepare yourself for meetings:** Bring an agenda, ideas, enthusiasm, curiosity into encounters with people in leadership.
- ❑ **Create the connections** that allow you to learn and grow in areas that you wouldn't normally.
- ❑ **Make your interests known:** Ask if this is the opportunity that I want, what should I work on?

GROW THROUGH GROWING OTHERS

- ❑ Mentor, coach, sponsor others – you are never too junior to start mentoring.
- ❑ Support people in the way you want to be supported.
- ❑ Mentorship is a two-way journey.
- ❑ Being seen as a mentor reflects on you as a leader.



My Thoughts on Leadership

A FEW THOUGHTS PN LEADERSHIP

“To lead people, walk beside them.

As for the best leaders, the people do not
notice their existence ...

When the best leader's work is done,
the people say, “We did it ourselves!”

*Lao Tzu
Philosopher*

**Leadership is like respect & oxygen,
you'll only notice it when someone takes it away**

RECOGNIZE YOUR STRENGTHS & WEAKNESSES

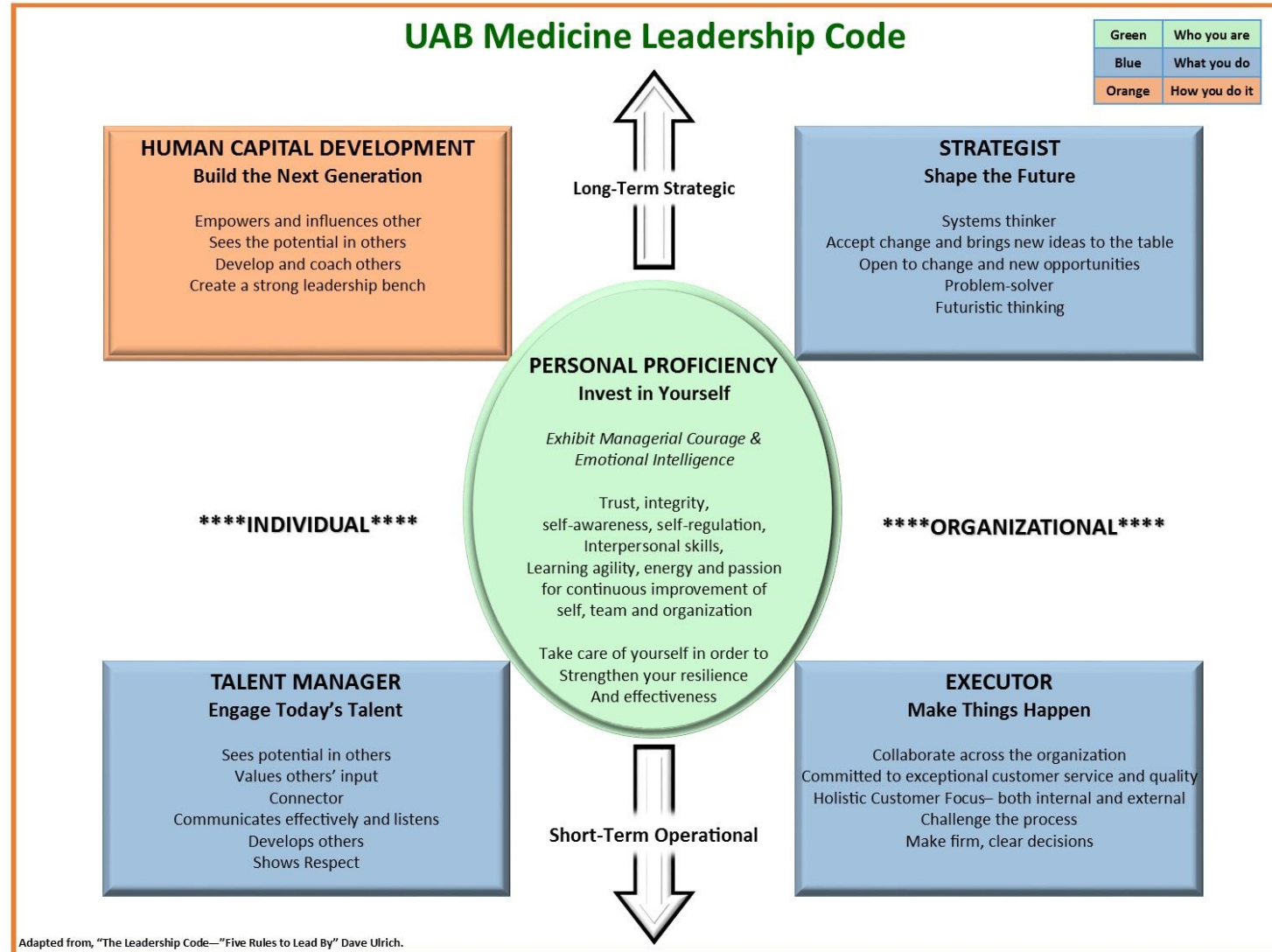
- 360 reviews
- Many personality tests available:
 - Myers Briggs – most comprehensive
 - True Colors – simple and intuitive
 - DISC – focused on personality in professional settings
- Understanding bias:
 - Harvard Project Implicit: Tests available gauging implicit associations vis-à-vis a variety of populations

LEADERSHIP IS BIFOCAL

- Two people can see exactly the same object (or situation) yet perceive something completely different.
- You have to be willing to hear someone else's perspective, because they are telling you the truth as they see it.



UAB LEADERSHIP COMPETENCIES



CLASSIC TURTLE ON A FENCE POST

Whenever you see a turtle on a fence post or see someone rise to a new level of achievement, you realize he or she didn't get there by themselves

FAITH – FAMILY – FRIENDS



QUESTIONS

