Self-Awareness and Self-Management: The Zen of Leadership and Career

Physician Success Circle - Training Teleseminar

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About Us

Francine R. Gaillour, MD, MBA, FACPE is an executive and career coach for physicians who are transitioning into new territory as transformational leaders, healthcare entrepreneurs, and career adventurers. She provides the tools and strategies physicians never learned in training that are essential to create a fulfilling and rewarding professional life.

Physician Success Circle is an executive coaching and success training program for physicians.
Agenda

- The Inner Practice: Why it Matters
- Being and Relevance to Fulfillment
- Being and Emotional Intelligence
- Three Areas to Practice and Focus on the “Being”
- Action Plan
- Additional Reading

Being and What bugs you at work?
The Zen of Being (here now)

Most daily irritations are secondary to:
- Fear of future events
- Remorse/regret over past

How we inflame situations:
- Acting defensive (being fearful)
- Acting a victim (being smaller)
- Acting mean (being angry)

Don’t Give Away Your Power

Be “even keel”, avoid:
- Acting defensive (being fearful)
- Acting a victim (being smaller)
- Acting mean (being angry)

Do not attach to Outcomes
- Do your best
- Be sincere and honest
- Assume abundance
Emotional Intelligence

- My definition of EI: Respectful communication and empowering language; it often boils down to managing what comes out of your mouth (face)
  - Words, spoken and written
  - Facial expressions also – non-verbal communication

In what situations is EI important for physicians?

- Dealing with conflict
- Managing your staff (providing guidance, feedback, critique, support)
- Managing teams toward project goals
- Leading change & transformation
- Managing or dealing with disruptive physicians
- Negotiations
- Other
Research on EI

Daniel Goleman, et al. – Research on EI and effective performance

- Technical capabilities are “threshold capabilities” – entry level requirements for executive positions.
- His research on competency models:
  i. “pure technical” skills (e.g. accounting, business planning)
  ii. Cognitive abilities (analytic reasoning)
  iii. Emotional intelligence (ability to work with others, effectiveness in leading change)

Research from McClelland:

- senior managers with critical mass of EI, their divisions outperformed earnings goals by 20%.
- Managers without critical mass of EI under-performed by 20%.

How can you tell if someone has high EI?
How can you recognize high EI in yourself?

Some thoughts:

- Respectful communication – even when being direct
- Open communication, comfortable not “confessional”
- Persuasive
- Friendly
- Approachable, Not intimidating
- Honest, not brutal
- Invites others to participate
- Fun to work with; fun to work toward goals under this person!
- Good listeners; will reflect back what they hear
- Ask questions
The Three Little Things

- Pause before you speak
  - Respond, don’t react
- Watch your “little speak” – mind-less ramblings and side remarks (see next slide)
  - Loose lips sink organizations
- Avoid commiserating
  - Biggest signal that you are not to be trusted

Much of EI & “Being” in practice is managing your communication

- Start with the low-hanging fruit of respectful communication:
  - i. Avoid obvious “ugly” language (swear words: suck, piss, damn, hell, shit, f___)
  - ii. Avoid gossip, sexist or racist remarks (even “among the boys” or “among the girls”)
  - iii. Avoid judgmental “put-downs” and cynical comments (duh, yea-right, stupid, ignorant)
Much of EI & “Being” in practice is managing your communication

- Avoid using the word “but” and “however” with people – use “and” or “in addition, I would add” as a more respectful introduction to your opinion.
- Start using a set of “open-ended” questions with your peers and staff (See attached handout)

Much of EI & “Being” in practice is managing your communication

- Avoid expressing anger in any form (shaming or with disdain, contempt, disgust). This is controversial, I know!!
  - Ok to verbalize disappointment in results achieved—relative to expectations or standards previously communicated and/or established.
  - NOT OK to verbally slap someone upside the head with a personal attack. (See attached handout on open-ended questions to use in monitoring progress of your staff).
Action Plan

- Observe and recognize your tendency:
  - Be fearful?
  - Be smaller?
  - Be angry?
- What is the ONE Zen-being Commitment you can make?
- Observe your power (return!)

Recommended Reading

- “Primal Leadership” by Goleman, Boyatzis, McKee; Harvard Business School Press
- Leaders Create Dialogue for Problem Solving (on the Success Circle downloads/checklists)
- The Four Agreements – Miguel Ruiz
- Power of Now – Eckhart Tolle (I recommend the Audio CD’s)
Goleman’s 4 components of Emotional Intelligence:

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\text{Self-awareness} & \quad \text{Knowing yourself, your strengths, weakness, and MOODS! Gauging your moods accurately AND knowing how your moods affect others. Speaking with candor, open-ness (and yet not overly emotive or effusive)} \\
\text{Self-management} & \quad \text{Don’t let bad moods seize the day or control you. Leave the bad mood at home, or explain in an honest way why? Just because you have a “mood” or become “angry” is not reason or excuse to behave or communicate badly. Self-management is a choice, everyday, in every situation. It becomes habit when you consciously weave EI language and tactics into your speech and behavior; becomes much easier and “second nature” with practice} \\
\text{Social awareness} & \quad \text{Sensing other people’s emotions: showing that you care. Doesn’t necessary mean “emotive” and certainly not false, insincere. Awareness of how your words and actions impact others.} \\
\text{Relationship management} & \quad \text{Communicating convincingly, clearly; disarm conflicts, build strong personal bonds.}
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Addendum – 2008 Workshops

“Leverage Your Knowledge Through Information Products” –

- For healthcare consultants, coaches, speakers, and clinicians - How to Create Information Products such as audios, CD’s, electronic newsletters, e-books, Podcasts, e-courses, teleseminars to Reach More People, Free Up Your Time, Promote Your Expertise, Market Your Business, or or Add Passive Revenue
- 3-month Teleseminar Series (March)

“Speaking in Business and Leadership”

- 2.5 day workshop in May
- Strategic communication training For healthcare leaders, consultants, coaches who want to be more professional, authentic, confident and effective in 4 critical business situations where “professional presence” matters as much or more than your smarts