Embracing Your Alpha Self:

The Art of Making Hard Decisions and Saying NO

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SIU OGME New Program Directors Mini Session

December 3-4, 2019

SIU MEDICINE
FORWARD. FOR YOU.

MY OBJECTIVES

1. Gain self-awareness of personal barriers to making hard decisions and/or saying no

2. Define 2-3 personal strategies to reduce those barriers.

3. Develop a personalized action plan to implement the strategies you identified
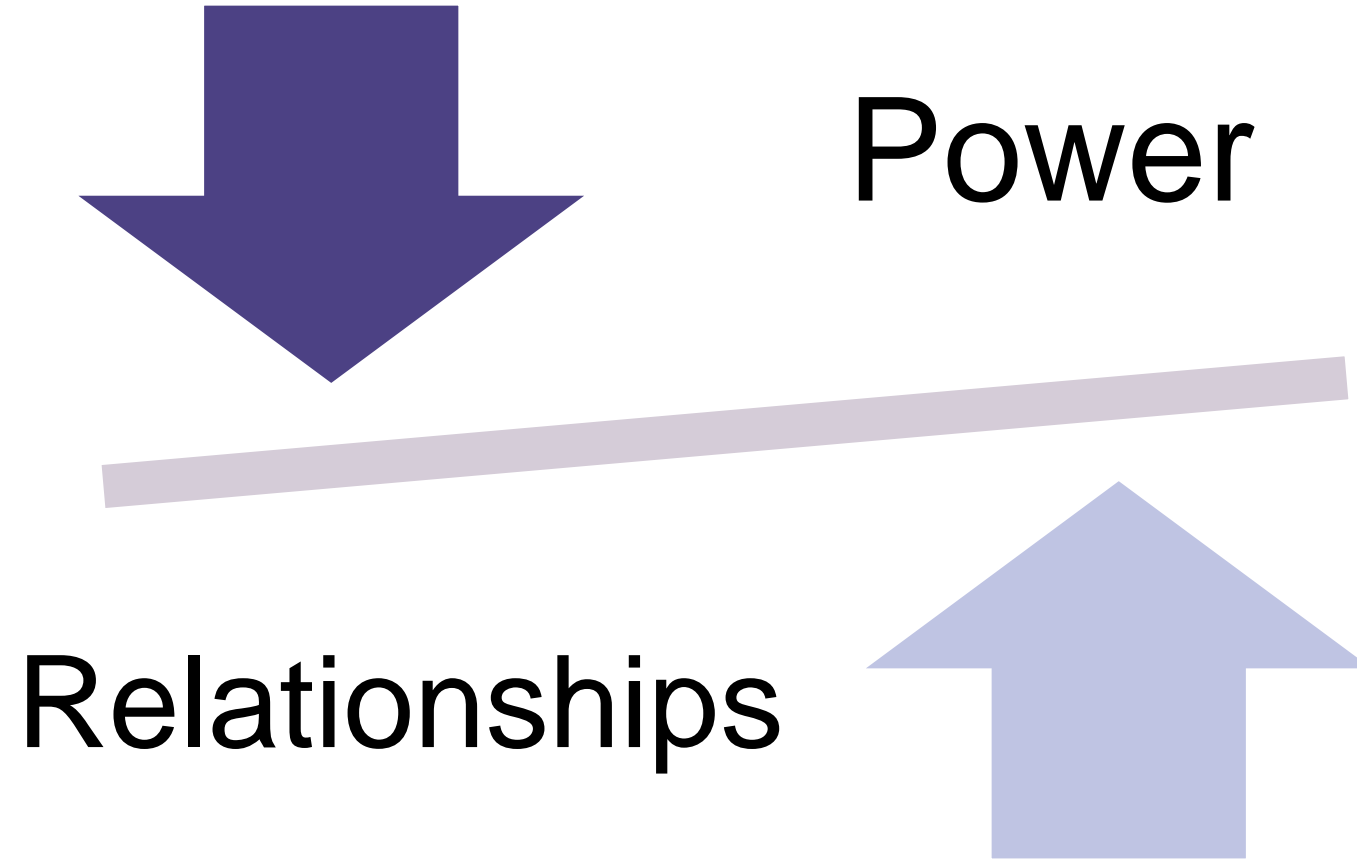
Other Objectives?

WHY IS IT SO HARD?!?

Power

Relationships

I'D SET BOUNDARIES, BUT PEOPLE
WOULD GET ANGRY WITH ME.

Afraid of Being "Witchy With a 'B'": A Qualitative Study of How Gender Influences Residents' Experiences Leading Cardiopulmonary Resuscitation

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Abstract

Purpose

Ineffective leadership during cardio-pulmonary resuscitation ("code") can negatively affect a patient's likelihood of survival. In most teaching hospitals, internal medicine residents lead codes. In this study, the authors explored internal medicine residents' experiences leading codes, with a particular focus on how gender influences the code leadership experience.

Method

The authors conducted individual, semistructured telephone or in-person interviews with 25 residents (May 2012 to February 2013) from 9 U.S. internal medicine residency programs. They audio

recorded and transcribed the interviews and then thematically analyzed the transcribed text.

Results

Participants viewed a successful code as one with effective leadership. They agreed that the ideal code leader was an authoritative presence; spoke with a deep, loud voice; used clear, direct communication; and appeared calm. Although equally able to lead codes as their male colleagues, female participants described feeling stress from having to violate gender behavioral norms in the role of code leader. In response, some female participants adopted rituals to signal the suspension of gender norms

while leading a code. Others apologized afterwards for their counternormative behavior.

Conclusions

Ideal code leadership embodies highly agentic, stereotypical male behaviors. Female residents employed strategies to better integrate the competing identities of code leader and female gender. In the future, residency training should acknowledge how female gender stereotypes may conflict with the behaviors required to enact code leadership and offer some strategies, such as those used by the female residents in this study, to help women integrate these dual identities.

VIGNETTE 1

THE POWER OF A

Positive

No

HOW TO SAY NO AND
STILL GET TO YES

WILLIAM URY

Coauthor of the *New York Times* bestseller
Getting to Yes

COMMON PITFALLS IN SAYING NO

ACCOMODATE	Sacrifice your key interests to preserve the Relationship **Driven by Fear**
ATTACK	Use of Power without concern for the Relationship **Driven by Anger**
AVOID	**May be driven by Fear or Anger**

3 STEPS TO A POSITIVE NO

- **YES!**
  - Say Yes to yourself: Determine the right thing to do
  - Express your interests

- **NO**
  - Say it CLEARLY
  - Assert your power

- **YES?**
  - Invite the other person to reach an agreement that responds to your needs
  - Further the Relationship

YES! PART 1
DETERMINE THE RIGHT THING TO DO

- Core Values
- Integrity
- Competing needs/interests
- The right thing is not always clear
- Anger/Fear/Guilt/Indecision?
  - **TIME OUT**
- Don't get distracted by HOW you will say NO

YES! PART 2
BACK-UP PLAN (BATNA)

- Consider all the possible outcomes

- Worst Case Scenario?

- Reassess your decision to Say NO

THE SAYING NO PART

- RESPECT
- Provide context/framework for your NO
- Use clear and unambiguous language
- Targeted use of 'The", "I" and "We" language
- Express emotion – if appropriate

YES?
STRIVE FOR MUTUAL AGREEMENT

- Consider all constructive or feasible requests
- Propose alternative solutions
- If…then

MANAGING OTHERS' REACTION TO NO

MANAGING OTHERS' REACTION TO NO

- Weather the affective storm

- Breathe

- Don't Yield/Don't Attack

- TIME OUT

- Listen respectfully; Acknowledge Other's POV; Clarify when needed

- Repeat your NO – as often as necessary

- Activate Plan B if necessary

QUICK REVIEW!

Steps to a Positive NO	The Saying NO Part
- YES! - Determine the right thing to do - Express your interests - NO - Say it CLEARLY - Assert your power - YES? - Invite agreement - Further the Relationship	- RESPECT - Provide context/framework for your NO - Use clear and unambiguous language 'The", "I" and "We" language - Express emotion – if appropriate - Weather any affective storm - Time Out if needed - Repeat NO as necessary

OBJECTIVES – HAVE WE DONE IT?

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