

Leading From Where You Stand: Insights from PGY-3 Chief Residents

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All text and terms are from Dr. Goleman's book, The Emotionally Intelligent Leader

Key Themes:

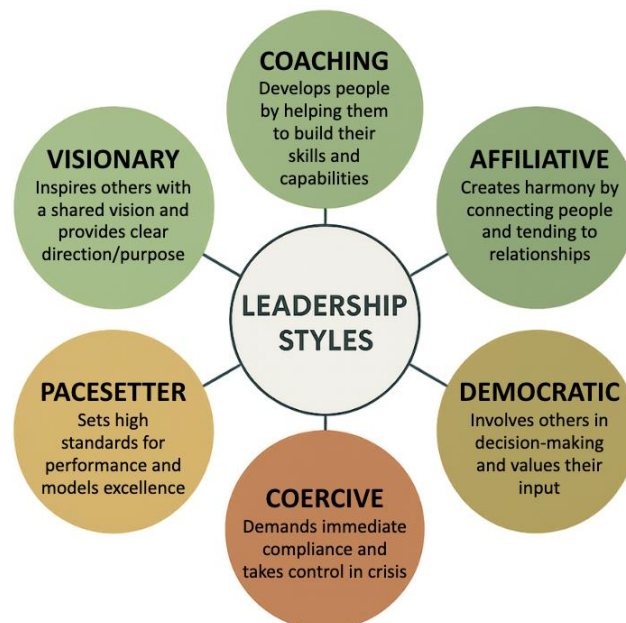
Article 1: What Makes a Leader

- Self-awareness: ability to recognize & understand your emotions & how they affect others
- Self-regulation: ability to control impulses & moods; thinking before you judge
- Motivation: passion to work beyond money or status; a desire to achieve
- Empathy: ability to understand the emotional makeup of others
- Social skill: proficiency in managing relationships & networks

Article 2: The Focused Leader

- Focusing on self: self-awareness & self-control
- Focusing on others:
 - Cognitive empathy: ability to understand another person's perspective
 - Emotional empathy: ability to feel what someone else feels
 - Empathetic concern: ability to discern what someone else needs from you
- Focusing on the wider world: system awareness, strategy, and innovation

Article 3: Leadership that Gets Results



Case 1:

On Monday morning, your program coordinator informs you that one of your residents called out sick from their elective on Thursday and Friday of the previous week. You are surprised, as you saw photos of them socializing with colleagues on Friday evening. Later that day, you encounter the resident in the physicians' lounge.

Case 2:

It is Sunday night before the start of a new rotation block, and you receive a call from your PD that one of your co-residents needs to take an unexpected extended leave of absence from Wards. Because you are a focused leader who practices emotional intelligence, you know that morale among the residents is at an all-time low and burn out is high. It is flu season, and the inpatient teams have been faced with a high patient census all month. In addition, many residents have been out sick with the flu themselves. The backup jeopardy coverage system has already been utilized multiple times this month.