

*Making Your
Residents Happy*



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MAKING YOUR RESIDENTS HAPPY

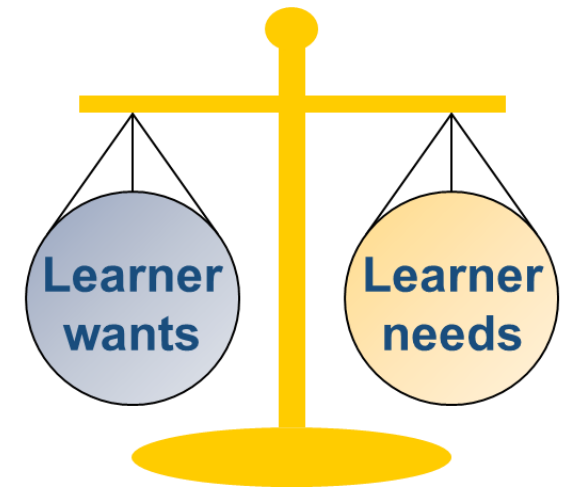
Leadership Minute Podcast Episode Description

- While not a primary goal of education, learner happiness facilitates learner achievement (unhappy learners don't learn)
- Making residents happy in the workplace requires that leaders:
 - Balance learners' wants and needs
 - Adopt a collaborative leadership style and habits
 - Explain and facilitate learners' achievement of "flow"
 - Do not tolerate "bad apples"

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Balance Learners Wants & Needs

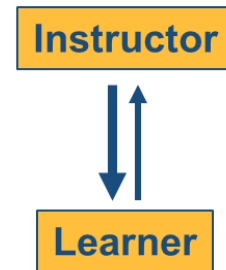
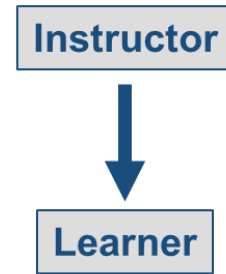
- *Learners don't always know what's in their best interests—in terms of both curriculum content & delivery—regardless of generation*
- *Gen Y/Z distrust of older generations particularly affects their perspective, potentially to their own detriment*
- Yet, (1) learner feedback is essential to curriculum quality improvement & (2) learner satisfaction scores are the primary means of curriculum assessment by external monitoring agencies
- *Thus, educators must balance learners' wants vs. needs*
 - **Respond to learners' feedback AND**
 - **Provide what's best for learners regardless of learner feedback:**
 - Essential content
 - Effective educational strategies
- And educators now must continuously ***explain rationale for curriculum content & delivery strategies to learners***



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Use Collaborative Leadership Style

- Traditional, male-dominated leadership is **authoritative** (transactional)
 - Like coaching high-school athletes
 - **Directions without others' input or explanations**
 - Transparency & modeling less important
 - “Do as I say (not as I do)”
- Gen Y & Z, female-influenced leadership is **collaborative** (transformational)
 - Like coaching professional athletes
 - **Directions with others' input and with explanations**
 - Transparency & modeling essential
 - “That’s an excellent idea. Considering all the factors, I feel this is what we should do, because...”



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Practice Collaborative Leadership Habits

- Stephen Covey's highly effective habits when working with others (“public victories”) are consistent with collaborative leadership
 - *Think win win*
 - *Seek first to understand (then to be understood)*
 - *Synergize*

OU neurology residents & I (the chair) read & discuss Covey's book every year, making clear that we value the principles of collaborative leadership

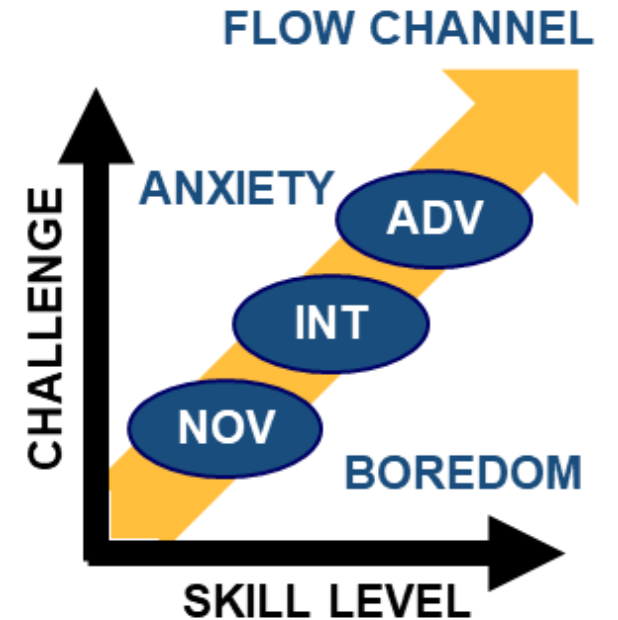
Covey SR. *The 7 Habits of Highly Effective People*. 1989, 2004

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Facilitate Flow—& Explain Normal Anxiety

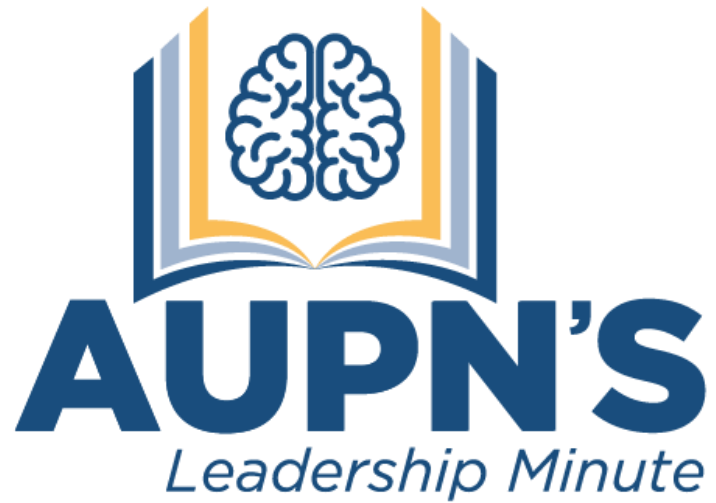
***Flow = the state of optimal experience
(enjoyment and maximal concentration)***

- Perception that skills match challenge difficulty
- Occurs only in a structured system with feedback
 - Facilitated by didactic curriculum & educational principles of priming, curriculum alignment, & deliberate practice
 - Cannot be achieved by independent experiences
- Provides a sense of accomplishment
- Facilitates continued growth
 - If challenge difficulty & skill level gradually increase together
 - If anxiety motivates & does not disable



NOV = Novice
INT = Intermediate
ADV = Advanced

Csikszentmihalyi M. *Flow: The Psychology of Optimal Experience*. 1990



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Do Not Tolerate Bad Apples

- *One bad apple spoils the whole barrel*
 - Proverb dating to at least the 16th century
 - Bad apple = member of a group whose behavior negatively affects rest of group
- *The No Asshole Rule: Building a Civilized Workplace & Surviving One That Isn't*
 - 2007 book by Robert I. Sutton, Stanford professor of management science
 - Bullying behavior in the workplace worsens morale & productivity
- *What you permit, you promote*
 - Quote of unknown origin
 - *Tolerating lack of collegiality, unprofessional behavior, or incompetence from even one resident, staff, or faculty member can lead to group unhappiness*