

dear residents

Effective Leadership

February 26, 2023

Dear Residents,

We are approaching the last few months of the academic year – interns will soon be residents and will be leading teams. As an intern, nothing frightened me more. I truly fretted that I would be unable to make decisions or garner the respect of others. Surely, the attendings would discover that I was unprepared and incompetent. The opposite turned out to be true. It turned out that I had absorbed much from residents who developed me – residents like Siobhan O'Connor, Ellen Peckham, Paul Garcia, and many others – they coached and helped develop in me much-needed leadership skills. At the time, I didn't realize that this was happening all along.

In 1995, [Daniel Goleman](#) published a now iconic book, 'Emotional Intelligence' which became a revolutionary exemplar and found a firm spot in leadership lore, establishing that leadership cannot be measured by IQ alone – emotional intelligence was recognized as a critical component of how leaders become effective. His article [What Makes a Leader](#), is the one of the '10-must-read' articles on leadership published in the Harvard Business Review. Goleman identified five components of emotional intelligence at work:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skill

What has also emerged is the idea that effective leaders have a range of leadership styles, employed based on the situation at hand. Some, like a coercive or pacesetter style, should be restricted to managing a crisis, while other styles have their place in our everyday work. As resident leaders you are expected to recognize and respond to emergencies, select a working diagnosis, employ evidence-based and high value approaches to therapy, communicate effectively with patients, know when you need assistance, recognize when others need your help, teach others your craft and lead by example. Feels daunting!

	The Six Leadership Styles at a Glance					
	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think?"	"Do as I do, now"	"Try this"
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, awareness
When the style works best	When leading a code blue	When your patient has a significant change requiring a clear new direction	When you need to heal rifts in the team or motivate people in stressful circumstances	When you need to make complex medical decisions with the help of consultants and other members of the healthcare team	When you need to get quick results from a highly motivated team - you just got slammed with back-to-back admissions	When you need to help someone improve performance or develop long-term strengths
Overall impact on climate	Negative	Positive	Positive	Positive	Negative	Positive

Adapted from *Leadership that Gets Results* – Daniel Goleman

When I look around me, and witness your work, I see excellence everywhere. I know that you care for others on the team, that you take teaching and coaching seriously, that you are conscientious and reliable. I can always count on you to “do the right thing when no one is looking” – Dr. David Johnson’s definition of professionalism.

Thank you for being effective leaders,

Dino Kazi