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412.648.8714

Women in Medicine Leadership Book Club

2019-2020

Course Dates 2019-2020: October 2, November 6, December 4, January 8, February 5, March 4, April 1
Wednesdays, 12:00-1:00 PM

Maximum Students: no maximum

Class Year: MS1 and MS2

Course Director: Melissa McNeil, MD, MPH
Department of General Internal Medicine
mcneilma@upmc.edu

Sarah Merriam, MD, MS
Department of General Internal Medicine
sullivanb@upmc.edu (412-576-7800)

Description:

Physicians regularly occupy leadership roles in research, educational, and clinical arenas, both in academic institutions and community settings. Yet physician-leaders have been described as "accidental administrators," lacking training in skills necessary to be an effective leader. Given the current challenges facing healthcare, increasing reliance on interdisciplinary teams to provide care, and greater emphasis on cost control and quality improvement, the need for physicians to develop effective leadership skills is paramount. Women leaders find themselves in a double bind, having to contend with gender bias which manifests in multiple ways: widely shared conscious and unconscious association about normed behavior traits, disparities in pay, discrimination related to promotion, and issues of "second-shift" wherein women have a greater difficulty balancing perceived expectation of family obligations to name a few. These challenges are heightened for women of color and members of other underrepresented groups. Given that women hold a small percentage of leadership positions despite making up approximately half of medical students and assistant professors, it is critically important for leadership curricula to promote specific strategies for female trainees.

This elective will expose female medical students to a variety of leadership domains and skills, including but not limited to the following: Communication (public speaking, providing feedback), Collaboration (working with diverse teams, motivating others to high performance), Conflict Management (making unpopular decisions, resolving interpersonal disagreements), Self-awareness (identifying personal leadership strengths and areas for improvement, balancing personal and professional goals), Time Management, Running Meetings, and Negotiation.

The elective will have two components. First, students will meet monthly to discuss reading assignments (e.g., selected readings from the Harvard Business Review, *Crucial Conversations*, *The Confidence Code*) in a "book club" format. Discussion will be student-driven. Students will be encouraged to bring forward "cases" of leadership or communications challenges they have faced as a springboard for discussion, facilitated by the Course Directors. The second component will involve exposure to successful female leaders from a variety of disciplines (primary care, medical, surgical, global health, behavioral health) and backgrounds (quality/safety improvement, technology, operations and systems management, innovation) who will discuss their roles, responsibilities, and current challenges in the context of the session reading.

Course Objectives:

- To expose female medical students to an array of fundamental leadership skills and domains

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- To equip students with basic leadership skills in communication, collaboration, negotiation, and time-management within the context of gender-based challenges
- To prepare students to work effectively within complex organizations and multidisciplinary healthcare teams
- To provide the opportunity for students to apply these leadership skills to their personal leadership challenges in a work-based fashion.
- To learn about a variety of approaches to leading, motivating, and managing through interactions with local female healthcare leaders.

Texts/Required Reading

1. Kay, Katty and Claire Shipman. *The Confidence Code: The Science and Art of Self-Assurance – What Women Should Know*. Harper Collins. 2014.
2. Patterson, Kerry, eds. *Crucial Conversations: Tools For Talking When Stakes Are High*: McGraw-Hill, 2012.
3. Selections from the *Harvard Business Review*, TBD

Course Mechanics:

Sessions will be held monthly from October-April on a Wednesday during the 12-1pm lunch hour (please see dates below). In addition to students, female faculty across spectrum of rank and leadership experience will be invited to attend these sessions.

Location: Montefiore Hospital, 9th Floor Conference Room, 9West 933

Session 1: Wednesday, October 2: Crucial Conversations, Chapters 1-6

Session 2: Wednesday, November 6: Crucial Conversations, Chapters 7-11

Session 3: Wednesday, December 4: PANEL DISCUSSION with female leaders from a variety of medical and surgical subspecialties

Session 4: Wednesday, January 8: TBD

Session 5: Wednesday, February 5: TBD

Session 6: Wednesday, March 4: The Confidence Code: Part 1

Session 7: Wednesday, April 1: The Confidence Code: Part 2

Requirements and Evaluation:

Completion of required reading assignments, active contribution to discussion, and attendance of 5 of 7 offered sessions will be required for successful completion. In addition, students will be asked at the end of the rotation to reflect upon their personal leadership style and how they will self-monitor, adapt, and react with resiliency when encountering future obstacles and setbacks resulting from gender dynamics.