

Calm in the Storm: managing chaos in your professional life

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“Recognize that change is imperative, otherwise development will not be possible . It is sensible to accept this fact. What we call life is a series of changes. You cannot possibly hope to be alive if you are averse to change.”

“For us to remain relevant, we need to accept and adapt to change , to improve or acquire new skills in coping with changing horizons while at the same time maintaining vision and direction”.

Except from pg 33: “Only be afraid of Standing Still – practical lessons from the lives of children”
– Henry Ukpeh. 2007.

I propose that ...

... the storm of our professional lives is not only due to the changes in our profession but also to our response to those changes

... there will need to be fundamental changes in attitude if we are to find calm in the storm!

Excellent resources

The Resilient Physician. Sotile W. Sotile M, AMA, Chicago, 2001

Vaillant G, Sobowale NC, McArthur C. Some psychological vulnerability of physicians. N engl. J Med 1972; 287:372-375

Gabbarb G. The role of compulsiveness in the normal physician JAMA 1985; 254:2926 – 2929

Women In Medicine (Notman MT, Physician temperament, psychology and stress. In Goldman LS, Myers M, Dickstein LJ The handbook of physician health. AMA, Chicago,2000

Attributes in MDs that serve them well professionally but are liabilities in marriage (Ellis and Inbody, 1988)

Excellent resources

Brewster & Robertson. CMA guide to physician health and well being.
Oct. 2002

CMA guide to physician health and well being 2003, facts, advice and
resources for Canadian doctors

Maslach C, Leither MP. The Truth about Burnout. San Fransico: Josey-
Bass Publishers. 1997

CMA Physician Resource Questionnaire. Ottawa. 2003

Gautam M. IRONDOC - practical stress management tools for
physicians. Book Coach Press. Ottawa. Ontario. 2004.

Learning Objectives

Participants will:

- Learn practical techniques for coping with changes in medicine
- Learn the self audit system of the four self model™
- Learn how to go from where you are to where you want to be

Some house keeping ... before I forget ...

Time allotment

- Practical tips: 30 - 40 minutes
- Exercises : 30 - 40minutes
- Evaluations: 10 – 20 minutes
- Limited presentation of the four self model™
- Suggestions vary depending on stage of your career

Question ... why don't stockbrokers
die each time there is a market
crash?

Question ... why are you not afraid of accidents each time you get in your car to drive?

Life also has natural laws ...

“All things being equal”

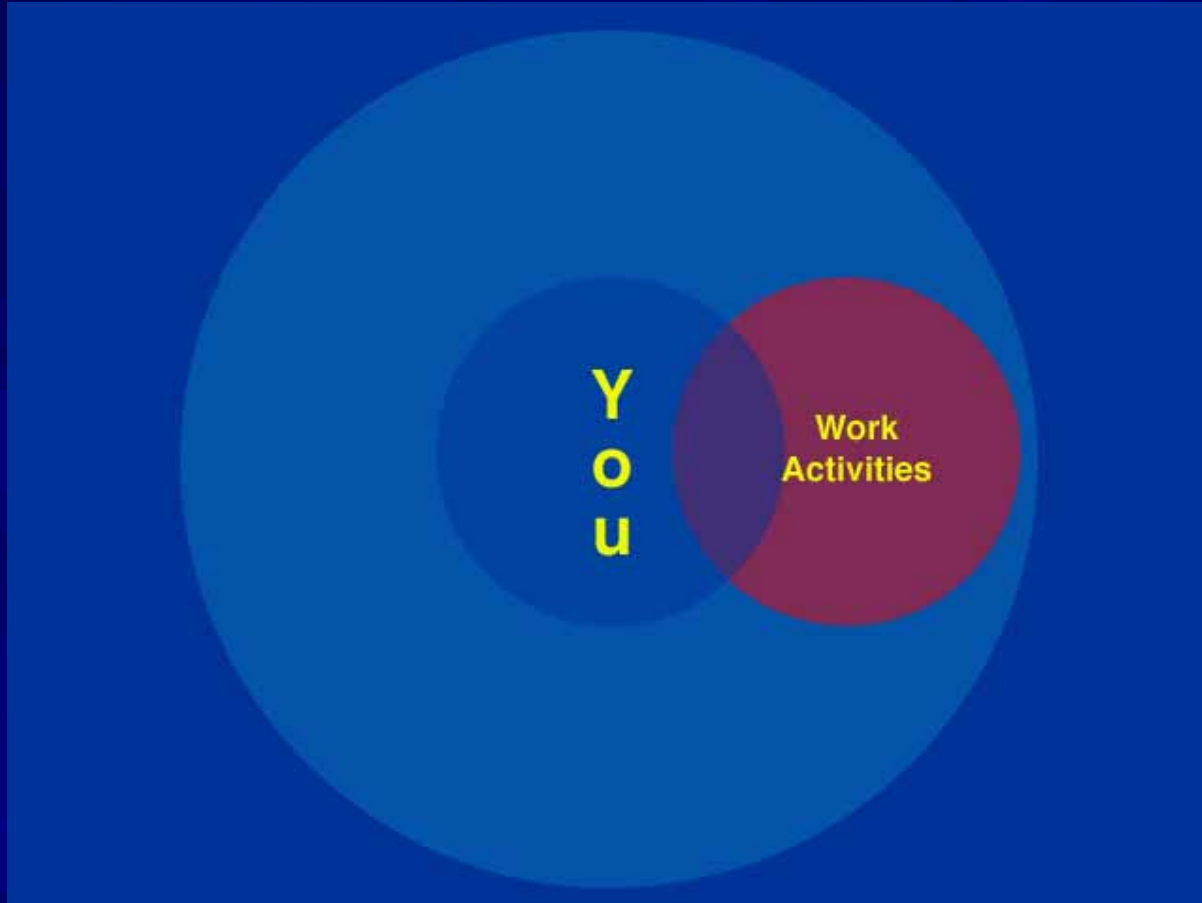
- Gravity effect: “your current situation is an accurate reflection of your innate values”
- Reciprocity: “effort/return equation – as you call into the woods so does it echo”
- Cycle : “everything has a life cycle”
- Homogeneity : “show me your friends ...”
- Balance: “opposites coexist”

Work life

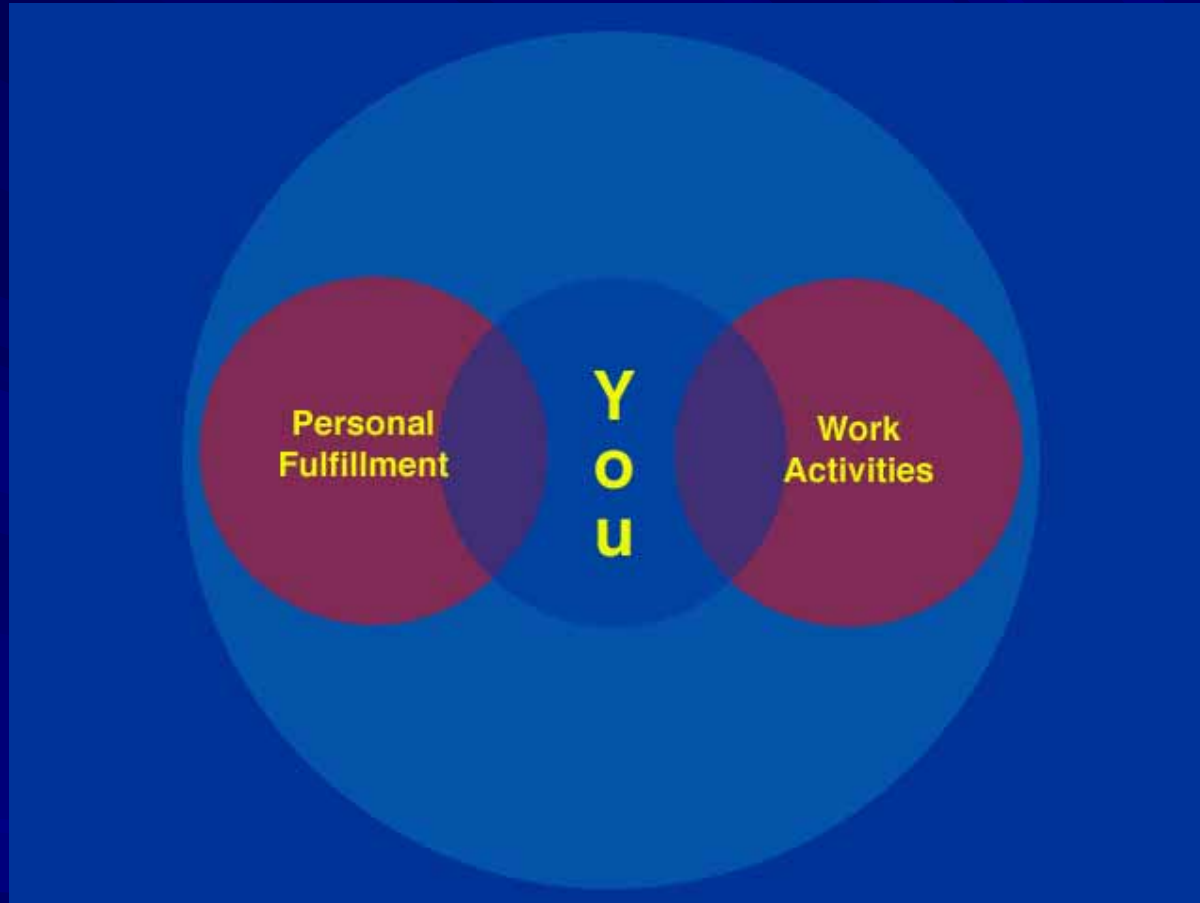


YOU

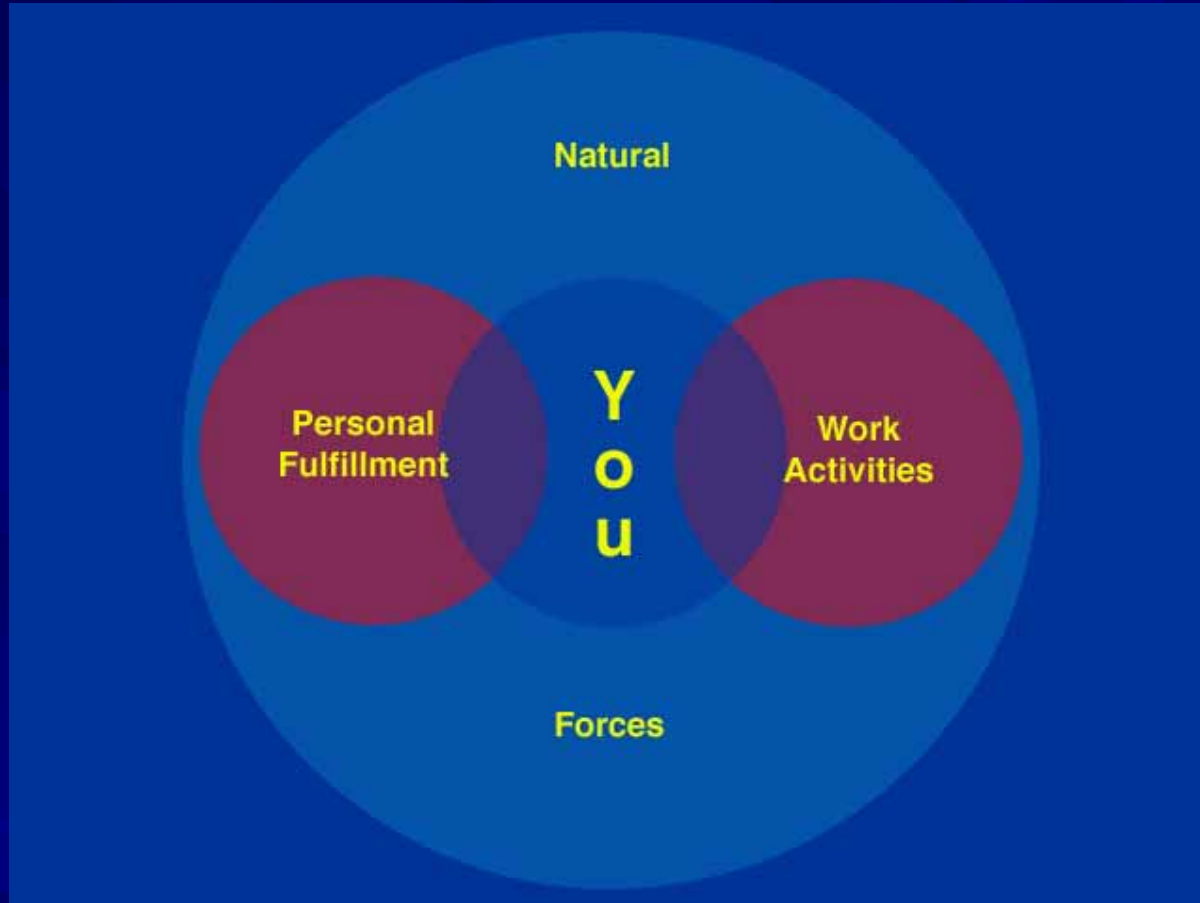
Work life



Work life



Work life



Lead to change ... and need to manage.

External factors impact physician

Physician trait

Medical culture

Financial constraints

Organizational limitations



Wrong practice focus

Changing work environment

Expanding technology

Generational attitudes

Increasing knowledge demand

Inept at managing change

Internal factors also impact physician ...

Control

Perfectionism

Withholding of anger

Competitiveness

Chronic self doubt

Perpetual caretaker

Compulsiveness

Dedication

Emotional remoteness

Delayed gratification

Burnout : Extent of Problem in Canadian Doctors.

- 50% consider leaving medicine
- 46% burned out
- 18% depressed
- 2% think of suicide
- 45% significant marital difficulties
- 25% consider help
- 2% get help

It is about response ...

“Most of the time, you may not be able to control the events in your life. But all of the time, you will be able to control your responses to those events. This is important because the course of your life is determined, not only by the events in them but also by your responses to those events.”

Except from pg 455: “Only be afraid of Standing Still ... ” – Henry Ukpeh. 2007.

For your response to be effective ...

You must manage each of your
four selves™

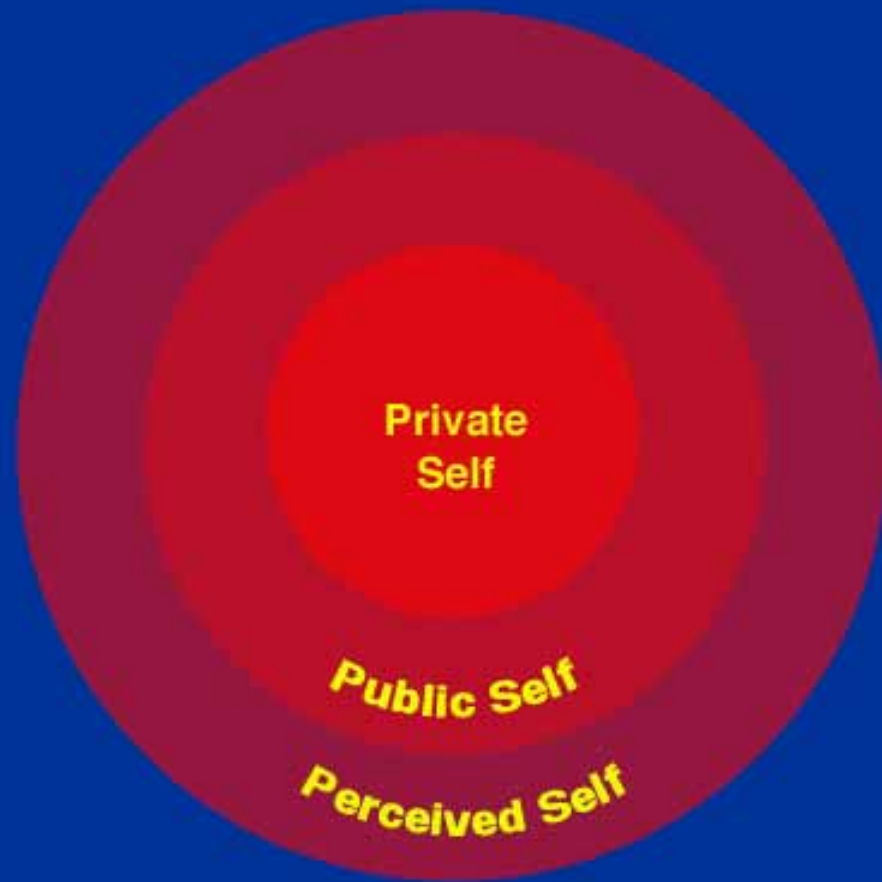


**Private
Self**



**Private
Self**

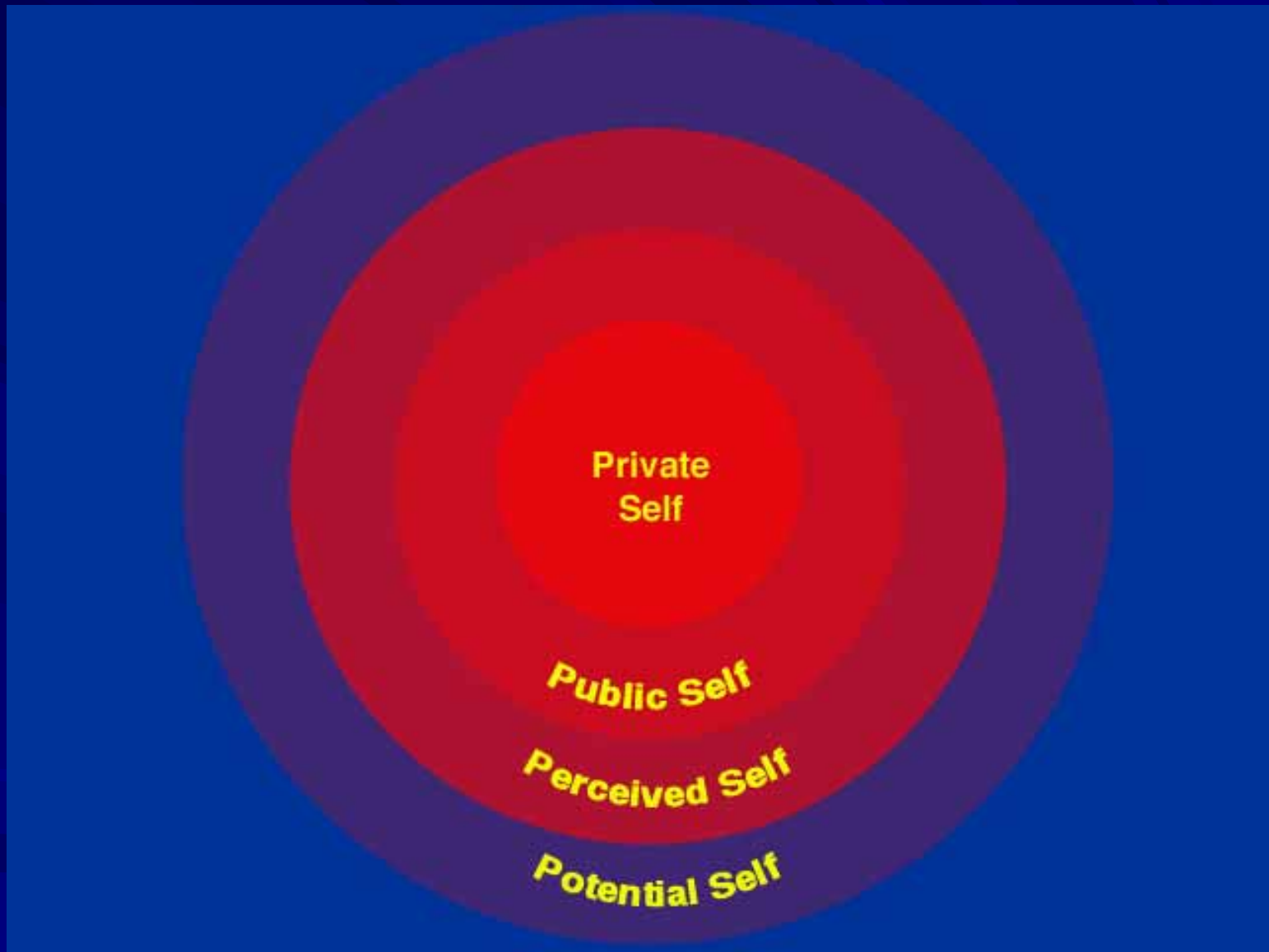
Public Self



**Private
Self**

Public Self

Perceived Self



Private
Self

Public Self

Perceived Self

Potential Self

Managing Change - UKPEH FOUR SELF MODEL™

<p>PRIVATE SELF</p> <ul style="list-style-type: none">■ Purpose■ Support system■ Health resources (physical, emotional, financial)■ Self defense	<p>POTENTIAL SELF</p> <ul style="list-style-type: none">■ Present■ Future■ Getting there■ The Path™
<p>PUBLIC SELF</p> <ul style="list-style-type: none">■ Appearance■ Competence■ Communication■ Disposition	<p>PERCEIVED SELF</p> <ul style="list-style-type: none">■ Tame your Reptiles■ Respectful Interaction■ Persuasion■ Maintain a balance

Purpose... or you'd be traveling without a map

Find yours ...

- Understand your own tendencies
- List what is valuable at work/home
- Write your own eulogy
- Start by pursuing your two most important values

Impact ...

- Allows you find best fit
- Streamlines what is important
- Gives a sense of direction
- Allows you measure progress

Support ... is based on individual relationships

3 concentric types:

- Primary: family/close friends – most reliable
- Secondary: colleagues, good reference but competitive
- Tertiary – old school mates, distant acquaintances – excellent facilitators
- All as important as your patients

Building support:

- Don't take for granted, show interest in what is important to them
- Cater to their interest, let them take credit
- Attend social organizations, keep a rolodex
- All relationships built on self interest

Physical health ... without health nothing matters

Maintain a healthy body:

- Be aware of your family history
- Grow health bank
- Obey your rhythms
- Manage calories: eat when hungry, stop eating when no longer hungry

Impact

- You plan based on history
- Makes for resiliency
- Rhythm allows durability
- Managed calories slows aging/prolongs life

Emotional health...your mind is your most priced asset

Maintain your mind:

- Think new activity and progress
- Appreciate what you have accomplished
- Preferentially remember the good
- Minimize bad outcome-forgiveness
- Act without expectations

Impact

- Exercises your mind
- Success begets more success
- Allows for pleasant memories
- Preserves your chemistry – good self preservation technique
- You will never be disappointed

Emotional health ...your life reflects your mind

Maintain your mind:

- Build **self confidence**
(disrupt routine, take significant risk, succeed!)
- Learn optimism
- Keep the power within
(you are more than your job)
- Recognize early Stress –
vague anxiety
- See a psychologist

Impact

- You react better to
difficult change
- Improves perspective and
attitude
- Makes you feel less
vulnerable
- Convert to & deal with
specific fears
- Helps put things in
perspective

Financial health ... money expresses your will

Create wealth:

- Avoid debt
- Aim for early financial independence
- Don't save for retirement
- Don't retire, just modify job
- See a financial advisor

Wealth allows:

- Free time & flexibility
- Confidence & adventure
- Financial independence makes RF unnecessary
- Negotiation from strength
- Time for development
- Allows risk taking

Defense ... don't live like a sheep among wolves

Building defense:

- Clarify your interests
- Provide for others' interest (share credits)
- Ensure benefit to organization (not just patients)
- Show up at important meetings
- Stay current & relevant

Defense makes you:

- Pick your fights
- Build alliances
- Know that cost effective projects survive
- Influence decisions
- Maintain your options

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At work ... successful days ... successful life

Deliberately plan to control

- Plan & visualize each day the night before
- Be deliberately calm
- Control access to you
- Show on time
- Mentally review events at the end of the day

Planned days allow:

- Minimum surprises
- Effective responses
- Stay organized
- Minimize aggravation
- Accumulate experiences

At work ... act, rather than react

- Separate home phones for socials & work
- Beepers only at work (except ..)
- Delete non essential emails before opening
- Don't reply to "FYI" emails
- Only attend relevant meetings
- Prioritize (use urgent/important quadrant)
- Mentally disconnect when you are living hospital
- NEVER TAKE YOUR WORK HOME

You can't manage time but you can manage your work

(+)

urgent

(-)

(+)

important

<p>Q1</p> <p>Acute care Some family matters</p>	<p>Q2</p> <p>Anticipating change/planning ahead</p>
<p>Q3</p> <p>Returning admin. Phone call/department meetings</p>	<p>Q4</p> <p>Dept. Xmas party/visit from in-laws</p>

(-)

(+)

urgent

(-)

Managing your work ...

■ Q1 = urgent and important

Reactive crisis, clinics, meetings, deadlines

Tend to drive us, not the other way around

This is the water

■ Q2 = not urgent and important

Goals, relationship building, anticipating change, values clarification

We drive this process - brings fulfillment; if neglected becomes important/urgent

These are the rocks!

Managing your work ...

- **Q3 = urgent but not important**

Some meetings, duties, phone calls

This is the sand

- **Q4 = not urgent and not important**

Time wasting activities

Competence...the world is a labor market

Stay competitive:

- Find a niche in high demand area
- Update regularly, cultivate new interest
- Attend professional organization meetings
- Drop subtle hints of your portability

Impact:

- Assures your demand
- Maintains relevance
- Network & news of new opportunities
- Paradoxically makes you more valuable

Disposition... your attitude is king

- Anticipate change, it is inevitable, behave accordingly
- Every situation (pleasant or unpleasant) is temporary
- Every interaction is a game
- You may not have control over external events, but you have control over your response
- Have a motto: “ ... this too shall pass”

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Perceived self: determines collaboration ...

- Learn confidence; it allows you to delegate without threat
- Learn kindness; it allows you to be charitable
- Show authentic interest in colleagues; comes across as caring
- Give regular updates of your work; moulds your reputation
- Learn the art of persuasion, there is always competing interest
- Share credit for your work; life is a team sport
- Adopt the goldmine principle™, allows tolerance/respect

Perceived self: your mind determines your reality

- Never take things personally; people treat you because of the way they are rather than the way you are
- Listen carefully to what people have to say; gives you insight to their soul
- Learn not to “agree or disagree”; just state your opinion ...
- Don't argue to convince/correct; it is not your responsibility to educate those not your ward

The art of persuasion ...

- Be clear as to what you want
- Establish your credibility
- Provide evidence
- Provide for the interest of the authorities
- Create emotional connection
- Call for action.

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Potential self ... if you are not making progress ...

... you are deteriorating ... there is no standing still

... you couldn't standstill even if you wanted to

... your life is always in motion; either upwards or
downwards!

Example: skills not used are lost!!

Potential self ... challenges to progress

- Doctoring is manual labor; must be physically present
- 100% time commitment; difficult to find alternate career
- Identity linked to doctoring; difficult to adapt to alternatives
- “Safe” in routine; there is fear of change to unknown
- Fee for service; must be present to earn
- Lack of supplementary income; limits the ability to take risk

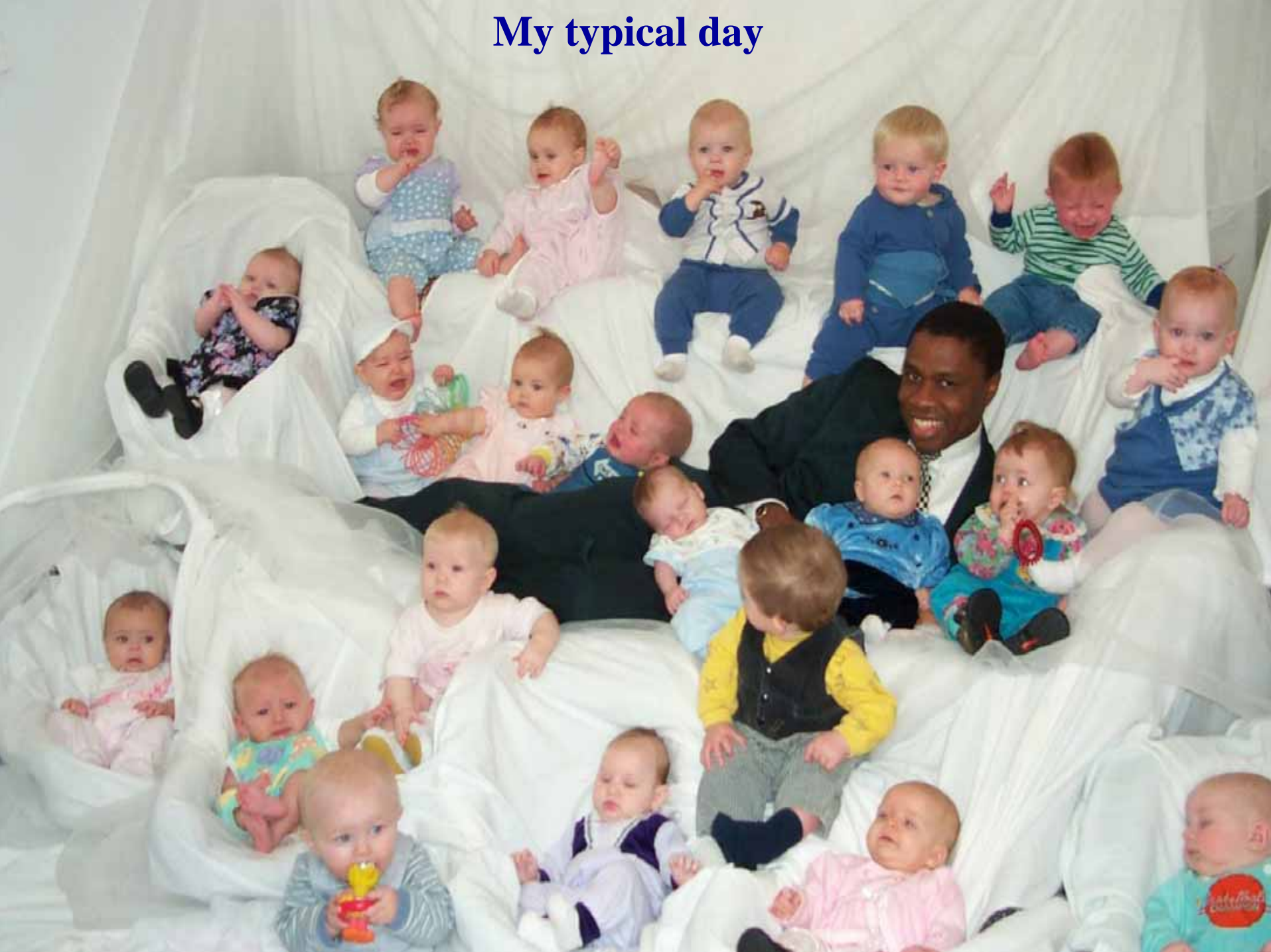
Potential self ... being the best you can be

The Path™.

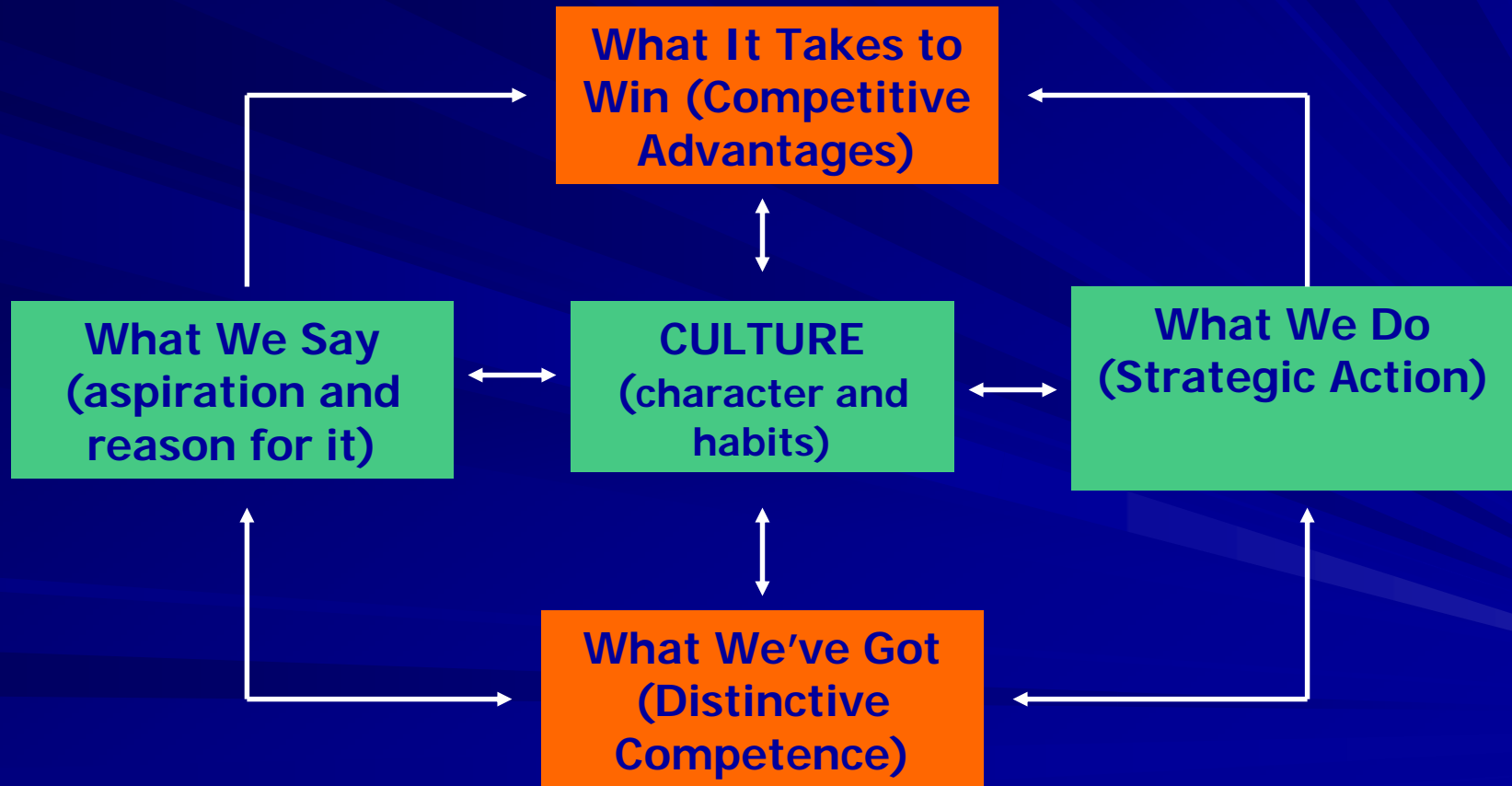
The path™ ...

- Appraise where you are
- Clarify where you want to be
- Determine gap
- State actions & outcomes to close gap
- Measure outcomes.

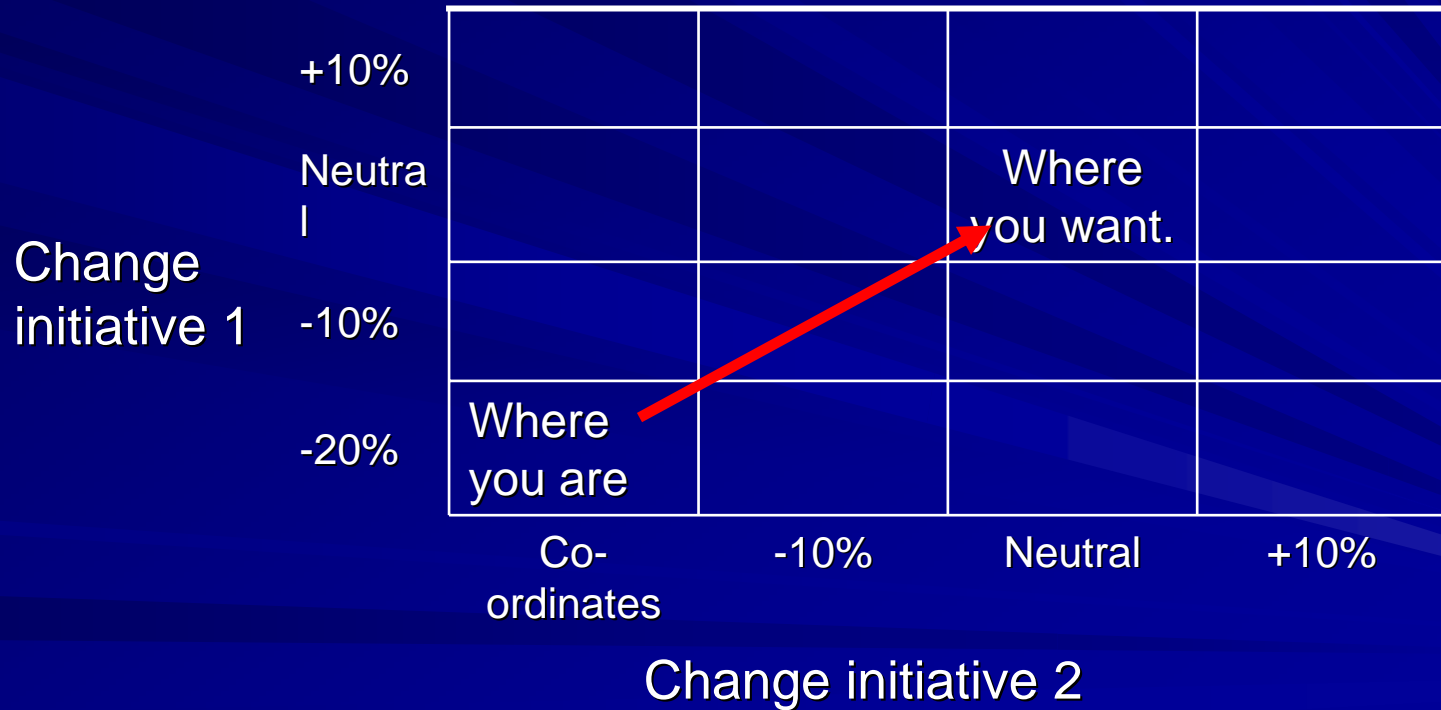
My typical day



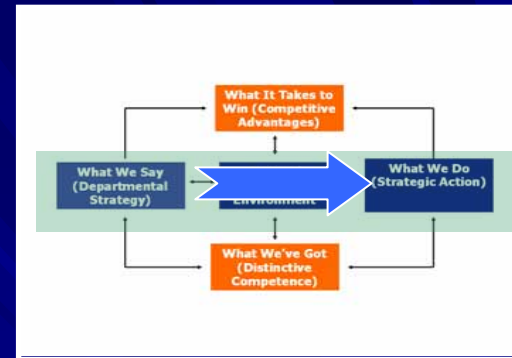
The path™ - analyzing your current situation



The Path™: Gap (no. of years to close)



Path™ - Strategic Actions



Actions list	6 th Mth	1 Yr	2 Yr
you should start with the immediate and most important of the actions capable of maximum impact. in administration. Look for ways to demonstrate value (external workshops etc) to in other to get buy in.	→		
Culture: set up informal meetings/occasion between doctors and officials to build confidence. Source funding.	→		
Change agents: Identify and train individuals who will serve as change agents.		→	
Needs awareness: Consistent and repetitive provision of data – workshops, seminars, publications etc to increase buy in.	→		
System: Set up a system that allows access with consideration privacy.		→	

Exercise 8: Creating financial independence, analyzing your position

Financial independence: (adequate passive income ...; having to do what you want to do rather than what you have to do...)

- What should your net worth be? (pretax household income from all sources – inheritance x your age divided by 10) Stanley & Danko '00
- What is your current net worth?
- How do you stack up (your quartile)
- Determine the gap
- Analyze your current situation – diamond frame work
- Determine how long to close the gap
- Write down all relevant things you can do to address situation
- Assign scores 1-10 depending on impact
- Identify top two
- Plot on 4 x 4 grid

Exercise 8: Creating financial independence ... strategic initiatives

On the grid:

- Find co – ordinates for the top two initiatives
- List 5 activities per initiative with time lines that will get you to target point
- Measure progress at regular intervals (1, 2, or 3 months)
- State consequences for not meeting timeliness
- Re – evaluate entire project direction every 6 months

Exercise 1 : creating a purpose ...

Imagine writing your own eulogy:

- Include all the key attributes you would like mentioned
- Rate each character 1-10 in order of importance
- Identify the two highest scoring (most important)
- Use the 4 x 4 grid

Exercise 2 : Strengthening your primary support system ...

Primary support:

- Identify those in your primary support system
- For each person, identify 3 current key interests
- Write down two things you will do (with timelines) to support those interest
- Repeat the process at least 2 – 4 times a year

Maintenance:

- Write down their important dates: birthdays etc
- Put in effective reminders 2-4wks before
- Put thought to marking the occasions (never give your wife a vacuum cleaner for her b/day)

Exercise 3 : Strengthening your secondary support systems ...

Secondary support:

- Identify 3/4 key people in your secondary support system
- For each person, identify important dates: b/d, anniversary, children's achievement etc
- Make symbolic acknowledgement: cards, flowers etc
- Apply the perceived self principles: consideration, respect, importance etc

Exercise 4 : Strengthening your tertiary support systems ...

Tertiary support:

- Attend social events: churches, alumni meetings, social/org. meetings etc
- Keep a “rolodex”
- If you “click” with someone establish contact within the week of initial meeting
- Over time identify important dates: b/d, anniversary, children’s achievement etc
- Make symbolic acknowledgement: cards, flowers etc
- Apply the perceived self principles: consideration, respect, importance etc