

THE TOP 10 SKILLS I NEED  
TO SAVE THE WORLD:

LEADING EFFECTIVE CHANGE WITH GRACE

**WORKBOOK & BOOK LIST**

LEADERSHIP WORKBOOK FOR MEDICAL WOMEN

FMWC ONLINE TOOLKIT

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# Workbook Introduction

- “Changing the world” is a lighthearted way to frame this interactive workbook aimed at creating a safe and fun environment for individuals or small groups to explore those issues that remain as barriers to leadership for women in medicine. The purpose is to expand on and discuss the skills needed to overcome these obstacles and to lead change. This workbook was designed to compliment the FMWC Online Toolkit and to highlight your own take home messages from the interactive exercises. Please use this as an outline of your discussion and a place for personal reflection & future consideration about change you could lead, whether personal or systemic. Feel free to use or share this material, with appropriate attribution of authorship credit.

# WORKBOOK OBJECTIVES

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- UNDERSTAND THE ROLE OF CULTURE AND GENDER IN CAREER CHOICE AND ITS INFLUENCE ON LEADERSHIP.
- IDENTIFY AND EXPLORE THE BARRIERS AND MAZES THAT WOMEN PHYSICIANS FACE IN BUILDING THEIR CAREERS
- UNDERSTAND THE SKILLS NEEDED (AND SYSTEMIC CHANGES NEEDED) TO ENSURE CAREER ADVANCEMENT, PROMOTION AND LEADERSHIP FOR MEDICAL WOMEN AND EXPLORE HOW TO BUILD OR FOSTER THESE.
- REDEFINE LEADERSHIP FOR WOMEN AS LEADING NEEDED CHANGE THROUGH THE ABILITY TO MOTIVATE OTHERS. (SAVING THE WORLD ONE SMALL STEP AT A TIME)
- IDENTIFY AND DISCUSS THE PERSONAL AS WELL AS INSTITUTIONAL AND POLICY BARRIERS THAT PREVENT SEEING AND ACTING WHEN AND WHERE CHANGE IS NEEDED.
- EXPLORE STRATEGIES FOR LEADING CHANGE WITH GRACE AT PERSONAL, INSTITUTIONAL AND POLITICAL LEVELS.

## The Top 10 Skills I Need to Save the World

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1. I need to know it needs saving
2. I have to figure out where to start
3. I need time
4. I need to believe that women doctors can and should do that
5. I have to plan to and not put it off for later
6. I need the skills to make people listen to me
7. I need to understand my Hospital or Association politics and how change happens
8. I need to understand Government politics
9. I need to feel guilt free about parenting or caregiving
10. I need to maintain my energy throughout a long and productive career

# 1. I need to know it needs saving:

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Reflect on the issues facing women in medicine and the impact of culture and gender on career paths. Look at the influences on your life and the gender roles that may have influenced you. Do you see this as a personal or a systemic influence?

- Insights
- Actions
- Pearls

# The 10 Gender Commandments

## Exercise Instructions

- Begin this exercise by asking the group to think about how things were for them when they were growing up. What were the unspoken rules that defined their limits as boys or girls. Some examples to raise are the culturally different attitudes towards girls or boys, or restrictions that they may have felt that were a result of their sex. What does “boys will be boys” mean to them? What did it mean to be a “good girl”? What were the rules that subtly or not so subtly guided their development and aspirations?
- Create 2 “tablets” at the front of the room using flipchart or blackboard and call them the “10 Commandments”, one for boys and one for girls. Through suggestions generated from the group, develop a list of 10 of each of these unspoken rules. Some examples that have been generated in past groups for boys include: “thou shalt not cry” or “thou shalt work and support your family” and for girls “thou shalt not dominate” or “thou shalt be both sexy and innocent”
- Once generated, discuss the impact each of these “commandments” might have on career choice, advancement or leadership. Gender roles were strongly embedded in our upbringing and create invisible barriers to equity.

## 2. I have to figure out where to start

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Take this opportunity to explore where passion originates and how to find “Voice” within the maze. Start by standing still, knowing yourself and clarifying your personal values. Create specific, measurable attainable, realistic and time-bound goals (SMART) or just stand still and ask questions. Learn your leadership qualities and their strengths and weaknesses. Find your passion and line your day up with that. Find a mentor and be a mentor.

- Insights
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# Developing Voice Exercise Instructions

- This is a very personal exercise, not for sharing with anyone at this point. Put your answers aside and move on to another exercise after <5 minutes.
- We are here to talk about how you start, how you take your values, your fire and your circumstance and use these to contribute, to advance your cause, to lead change. So just what are your personal talents.....
- List the terms that come to mind in describing yourself. What are your:
  - Talents
  - Passions
  - Needs
  - Values

# Leadership Style Exercise

## Instructions

- There are many definitions of and qualities portrayed by leaders. There are many ways to exercise authority or influence people. Shared goals may or may not be apparent. You may see managers and you may see leaders. This exercise is to begin to see what role your own upbringing, your gender role and personality style has had on your voice and your leadership skills. These are the social and cultural constraints that define us and that test our limits. This exercise explores the terms that come to mind when describing a “leader”.
- Create 2 columns at the front of the room- one for male leaders on the left and one for female leaders on the right. Create a third column down the middle for both/either
- Take turns pulling prepared slips of paper from out of a hat and placing them into the left or right column. These slips of paper have the following terms written on them: Aggressive, collaborative, flexible, team building, inclusive, participative, assertive, decisive, picky, strong, collaborative, ambitious, dominant, pushy, detail oriented, task oriented, people oriented, democratic, autocratic, creative, values oriented, optimistic, rewards achievement, passionate, weak

### 3. I need time

Time management begins with the freedom to choose how you will spend it. You can do everything you want, perhaps not at the same time. You are in charge with what you do with your time; you can blindly comply, cheerfully cooperate or get creatively excited!

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# Triplicate Girl Challenge Instructions

- This exercise is about your personal “comic book” fantasy division of labour. What would be the absolutely perfect division of labour in your best fantasy.
- Think about time as divided into 3 vital domains: Personal time, Career/ Academic time and Community time. Within each of these 3 aspects of our lives we have time for self care, personal relationships, family, and career satisfaction, advancement, and community involvement.
- Your assignment here is to think about how, in the absolute ideal world, you would want to envision this division for yourself . How much of your time would you ideally want to devote to each of these?
- Draw 1 large circle. Inside that circle, divide your time as you would ideally want it to be divided between these 3 domains. Draw the pie graph of your dreams.

## 4. I need to believe that women doctors can and should do that

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Change is still needed in many areas that impact on women very directly. We will discuss the big 5. Do you believe the “world still needs saving” for the advancement of women in medicine? We are very comfortable as advocates for our patients. If we do not advocate for ourselves, then who will? If we are to be effective advocates for others, we must advance ourselves to the places where change happens

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# Personal Opinions Likert Scale Instructions

This is a “human Likert scale” game. Using the space of the entire room, ask people to stand in the location that best describes where they “stand” on the following 2 opinions. Make one opinion be one far corner of the room, and the other opinion be the opposite corner of the room. Ask people to line themselves up in the right position on this imaginary line between the 2 statements which best reflects their belief. They should introduce themselves to the people on either side of them and discuss the issue so as to decide if they are standing in the right place or need to readjust their position.

1. I believe nowadays in Canada that we have finally achieved equity for women and that women in society currently have a full unrestricted range of free choice in work, education and in health, and this is particularly true for women in medicine. Women are lucky to be living and working in medicine in this decade
2. I believe that the position of women in Canada remains below its potential, a potential which would be achievable through increasing equitable access to education, money, power, and health care for women. This is reflected for women in medicine, where fewer women are found in positions of power, fewer women are promoted and job choice remains narrowed.

Strongly1.....undecided.....strongly2

## 5. I have to plan to and not put it off for later

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Change is stressful. So is not living to your values.  
Procrastination is an unhealthy strategy. Deal with your  
addiction to urgency. If not now, when?

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# Triplicate Girl Revisited Instructions

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- Using the same method as Triplicate Girl, draw a second circle on a blank piece of paper. This time consider these same 3 global areas of your life as they currently really truly are. Please complete the pie chart of these 3 domains to illustrate how you currently actually divide your time. Consider your personal, career and community time as it now is. Try to be honest, do it spontaneously, without a lot of calculation or rationalizing- Just draw the truth....
- OK. Once done, please go back to the Triplicate Girl Challenge drawing and compare the two. What surprises you the most? What did you learn? Please take 5 min to talk to each other about this time exercise.

# Urgency/Importance Balance Instructions

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- What one change to Triplicate Girl Revisited that you KNOW if you consistently made would have a significant impact on your personal/ professional life and the balance you achieve, making it look more like your ideal as in the Triplicate Girl Challenge?  
\*choose one\*
- Consider why are you NOT doing it now? Write it down and we will come back to this thought.

## 6. I need the skills to make people listen to me

- Get heard! Learn how to build social capital and resolve conflict in order to deliver your message. Learn to leverage your position and use your voice. Mentor and be mentored. Engage strategically with the media, make your topic “sexy”.
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# Communications exercise

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- Imagine you are in charge of a national organization whose vision is to improve the health of Canadian women. You have decided to run a campaign in honour of cervical cancer awareness week, where women can attend various clinics across the country to catch up on getting their Pap test done.
- The press release has gone out and the TV reporter is calling for an interview.
- What is your message going to be?
- Prepare your own briefing notes for this interview including all 4 categories below.
  - Information -what are you doing that you want to tell the public about?
  - Clarification -details about what you are doing...
  - Justification -why are you doing it?
  - Argumentation-what could they raise about this which could be controversial? Prepare a bridging statement that takes this controversy back to your own justification or information.

## 7. I need to understand my Hospital or Association politics and how change happens

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Navigating the labyrinth of hospital and association politics requires good relationships and negotiation skills. There are stages of change for institutions as well as people. If you're not part of the change, you're part of the problem! Learn how change happens.

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# Readiness to Change Exercise Instructions

- Go back to the one thing you named in Urgency/Importance balance exercise.
- On a scale of 0-10, how close are you to being ready to make that change?
- What would it take to move you one point up on this scale?
- What would it take to keep you on track once you had made the change?

Consider using Prochaska's Transtheoretical model of change:

0-2= 1. Precontemplation - lack of awareness that life can be improved by a change in behavior;

3-4= 2. Contemplation - recognition of the problem, initial consideration of behavior change, and information gathering about possible solutions and actions;

5-7= 3. Preparation - introspection about the decision, reaffirmation of the need and desire to change behavior, and completion of final pre-action steps;

8-10= 4. Action - implementation of the practices needed for successful behavior change (e.g. exercise class attendance);

>10=

5. Maintenance - consolidation of the behaviors initiated during the action stage;

6. Termination - former problem behaviors are no longer perceived as desirable (e.g. skipping a run results in frustration rather than pleasure).

## 8. I need to understand Government politics

Be prepared for messy by learning new skills. Be hard on the issues, not on the people. Look for partners, past experience and and tools to help you.

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# Sample Advocacy Tools

- WONCA 10 Steps to Gender Equity in Health  
<http://www.womenandfamilymedicine.com/>
- 16 Days of Activism Against Gender Violence November 25 - December 10, 2007  
<http://www.cwgl.rutgers.edu/16days/about.html>
- Step It Up Ontario <http://www.stepitupontario.ca>
- CMA Doctors in the House  
[http://www.cma.ca/index.cfm?ci\\_id=10042279&la\\_id=1](http://www.cma.ca/index.cfm?ci_id=10042279&la_id=1)
- Getting to the Gate  
<http://www.gettingtothegate.com/>
- Harvard Mentor Manager  
[http://www.cma.ca/index.cfm/ci\\_id/44817/la\\_id/1.htm](http://www.cma.ca/index.cfm/ci_id/44817/la_id/1.htm)  
[http://www.cma.ca/index.cfm/ci\\_id/20291/la\\_id/1.htm](http://www.cma.ca/index.cfm/ci_id/20291/la_id/1.htm)

## 9. I need to feel guilt free about parenting or caregiving

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Do family responsibilities hold women back disproportionately?

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Parenting/caregiving values discussion

## **Parenting/caregiving values discussion Instructions**

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- This is an open discussion about personal reflections. Try to allow enough time for people to reflect on personal experience.
- How do women's family responsibilities affect their ability to become leaders? And men's?
- If personality and leadership style don't explain the why men occupy more leadership positions, is it possibly the division of labour that does?

# 10. I need to maintain my energy throughout a long and productive career

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Learn about resilience and how to strengthen it. How do you cope with stress? Honouring our values and living with integrity is the most profound form of self-care. Most stresses stem from a clash of values.

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# Life Orientation Test Instructions

0=strongly disagree, 1=agree, 2=neutral, 3=agree, 4=strongly agree

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1. In uncertain times I usually expect the best
2. \* If something can go wrong for me, it will
3. I always look on the bright side of things
4. I'm always optimistic about the future
5. \* I hardly ever expect things to go my way
6. \* Things never go the way I want them to
7. I'm a believer in the idea that "every cloud has a silver lining"
8. \* I rarely count on good things happening to me

Reverse the scores for 2,5,6,8 and add the total  
>=20 optimist <=19 pessimist

A pessimist blames factors that are stable, global and internal, an optimist blames unstable, specific and external causes. By changing how you react you can become more optimistic, a stress response that is healthier.

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## LEADING EFFECTIVE CHANGE WITH GRACE

### LEADERSHIP WORKSHOP FOR MEDICAL WOMEN BOOK LIST

JANET DOLLIN, BSc, MDCM, CCFC, FCFP, DEPI

- \*Austin,L. **What's Holding You Back** Basic Books 2000
- Backhouse,C, Flaherty,D. **Challenging Times: The Women's Movement in Canada and the US** McGill-Queens 1992
- Barry,B. **Fashioning Reality: A New Generation of Entrepreneurship** KeyPorter 2007
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- \*Conley,F **Walking Out on the Boys** Farrar,Straus,Giroux 1998
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- Covey, S **The 7 Habits of Highly Effective People** Free Press 1989
- \*Covey,S. **The 8th Habit:from effectiveness to greatness** Free Press 2004
- \*Eagly,A, Carli,L **Through the Labyrinth** Harvard Business School Press 2007
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- \*Sotile,W, Sotile, M **The Resilient Physician** AMA Press 2002
- Sussman,A **The Art of the Possible** McLelland & Stewart 2007
- Wachs Book,E. **Why the Best Man for the Job is a Woman** Harper Business 2000
- Wear,D, Bickell,J **Educating for Professionalism: creating a culture of humanism in medical education** Iowa Press 2000
- \*Westley F,Zimmerman B, Patton M **Getting to Maybe:How the world is changed** Random House Canada 2006
- Zander R, Zander B. **The Art of Possibility** Penguin Books 2000

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### LEADERSHIP WORKSHOP FOR MEDICAL WOMEN REFERENCE LIST

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#### Examples of advocacy tools:

1. WONCA 10 Steps to Gender Equity in Health

<http://www.womenandfamilymedicine.com/>

2. 16 Days of Activism Against Gender Violence November 25

-December 10, 2007

<http://www.cwgl.rutgers.edu/16days/about.html>

3. Step it up Ontario

<http://www.stepitupontario.ca>

4. CMA Doctors in the House, PMI, HarvardMentor

[http://www.cma.ca/index.cfm/ci\\_id/44817/la\\_id/1.htm](http://www.cma.ca/index.cfm/ci_id/44817/la_id/1.htm)

[http://www.cma.ca/index.cfm/ci\\_id/20291/la\\_id/1.htm](http://www.cma.ca/index.cfm/ci_id/20291/la_id/1.htm)

5. Getting to the Gate

<http://www.gettingtothegate.com/>