



ENGAGE OTHERS

The So What? Questions

“Leaders who demonstrate integrity and conviction, who strive in earnest to develop people and create a shared vision, and who unleash energy around them produce superior results. Not only that: they stimulate more leadership from the people in their orbit. In other words, effective leadership has a multiplier effect.” – *The Leadership Crucibles*, Robert J. Thomas.

Foster Development of Others

“The best leaders turn their followers into leaders.” – *A Leader’s Legacy*, Kouzes & Posner.

The ability to identify and uncover others’ talents as well as nurture others’ development leads to a greater circle of influence.

Email Question: Can you get by with a little help from your friends?

Contribute to the Creation of a Healthy Organization

The wise leader pays attention to the systems and structures that lead to creating health and helps followers navigate both the informal and formal structures within that system. The end result is a happier and more effective employee.

Email Question: Do humour and laughter improve workplace health?

Communicate Effectively

Clarity of communication enables leaders to inspire and influence others to achieve goals and improve performance. The willingness to listen deeply to others’ needs, desires and issues fuels collective action.

Email Question: Can you hear beneath the words?

Build Team

“No one ever got anything extraordinary done alone.” – *Learning to Lead: A Workbook on Becoming a Leader*, Bennis and Goldsmith.

Understanding the inner workings of building and sustaining team gives the leader the ability to delegate and consistently achieve results through others talents and abilities.

Email Question: Can you optimize and sustain effort through team development?

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E-mail Question: Can you get by with a little help from your friends?

Are you feeling unhappy, stressed or a victim of compassion fatigue? According to Wallace and Lemaire (2007), “One reason that stress and burnout may be extraordinarily high among physicians is that doctors are not very good at looking after themselves or seeking help from others.” The results of in-depth interviews of fifty-four physicians confirmed the importance of co-worker and spousal support, both in terms of being directly related to physician well-being, as well as buffering the negative effects of work demands. In addition, patient interactions appear to be both a key source of stress and a major source of satisfaction in physicians' daily work lives. The paper suggests an open and supportive atmosphere is beneficial to physicians. Authors, Wallace and Lemaire recommend that co-worker relationships may be strengthened by paying conscious attention to organizing retreats, team-building enterprises, offering opportunities to provide feedback to management, working towards common goals and planning social events. Specifically, they feel that the role of a leader includes specifying organizational and departmental goals, increasing involvement in important staff decisions and training senior doctors who are asked to mentor, observe and supervise younger doctors. Several important implications are discussed both for physicians and the organizations that employ them.



Wallace, J.E & Lemaire, J. (2007). On physician well being—you'll get by with a little help from your friends. *Social Science & Medicine*, 64,. 2565-2577.

http://www.cma.ca/multimedia/CMA/Content/Images/Inside_cma/Physician_Health_and_Wellbeing/physician_health_conference/Presentations/on_physician_wellbeing_you_get_by.ppt

Wallace, J.E., & Lemaire, J. (2008). How are you? “Fine”. *Parkhurst Exchange*, 5.62. Appendix III:

http://www.parkhurstexchange.com/archives/2008/no_05/may08-p62.html