

LEARNING TO SAY
"NO"
(and sometimes "YES")

The Early Years

WHAT YOU THINK:

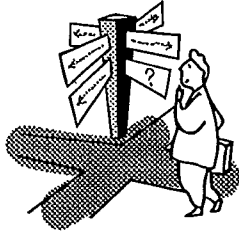
- "Fully trained"; brilliant clinician and scientist (they all say so)
- Enthusiasm, conviction, hope ("they'll give me a chance")
- Promises (space, money, "support")
- "Get out of my way; leave me alone!"

The Early Years

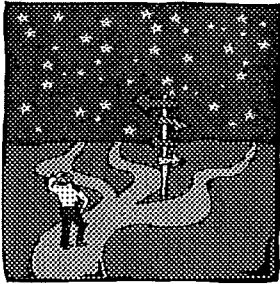
The paradoxes:

- Fully trained → still a rookie
- Leave me alone → pay attention to me
- Support me → no money; clinical effort?
- Academic Nirvana????

Road to Nirvana



Conflict and Confusion



The Early Years

WHAT YOU NEED TO THINK:

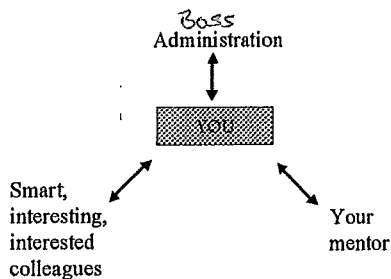
- Your training has just begun and life may turn out to be a bit different (realities of practice, research grants and program management, faculty life, other people's expectations).
- Environment, environment, environment!

ENVIRONMENT

!

Build an environment that
meets all of your
objectives

Environment



The Colleagues and the Environment

- They are the environment!
- Reach out and cultivate them.
- Keep exploring in and out of your department.
- Keep the doors open.
- If conflicts arise, set up "Geneva Rules".

colleagues are your
resource. You don't need
them @D, but when you
do need them, they're
there.

"Geneva Rules" -

The Administration

- Administration = division head, chair, dean, UW president, etc.
- They want you to succeed, but they usually deliver a mixed message.
- They are happy if you deliver (research/clinical productivity, teaching, stay out of trouble), and they are not when you don't.

How do you know what to do and how do you keep on track?

→ This is what mentors do for you

Mentors

- Who are they? -- Environmentalists
- What do they do? -- They take an interest in you, guide you, act as a sounding board, help you set priorities.
- How do you identify them? – Role models, “successful” academics, right chemistry

You and Your Mentor

- Environment building
- Evaluation of activities, use of time
- Problem solving (scientific, political, clinical)
- Grant writing
- Choices – paths to pursue or avoid

Build Your Environment

Saying “NO” (and sometimes “Yes”)

- Key issues: time, money, expectations; they create big conflicts.
- Use your mentor for perspective/help.
- Learn discipline and learn from the mentor how to protect yourself while also addressing the conflicting demands of the Bosses.

Time vs. Money

- Time \longleftrightarrow Money
- Money protects time (e.g. an RCDA is good for you and for the Bosses. You generate guaranteed time to do research, and they get cash to pay for you).
- \$1 in salary on grants = ca \$5 billed for clinical services!

Money brought in by grants is more valuable than money brought in by clinical billings.

Saying "NO" to yourself

- Need to make choices; very few can do it all (?? triple threat).
- Need to be self disciplined (e.g. be selective and focused in research and clinical activities; weed frequently and grow the rest!)

Saying "NO" to your colleagues

- Everyone has an opinion about what you should be doing.
- Pick carefully the things that you commit to and say "no" to the rest (e.g. the next chapter or CME lecture, after you have done a few, probably will not get you promoted but will use up your time).

Saying "NO" to the Bosses

- Remember: they want you to succeed but have other things on their minds.
- Make sure you are pursuing the agreed on objectives.
- Money protects time (e.g. RCDA). If no money, someone else will figure out what to do with your time.

“NO” and “YES”

- Your academic community benefits from your success. Protect your opportunity to be successful.
- Don't be afraid to say “no”. Saying “no” really means “yes” if it makes you a more effective member of your community and an environmentalist (a next generation mentor).

Saying “YES”

- Say “yes” to the things that matter to you and your environment (e.g. do some student/resident teaching and take some call, but avoid always covering the Boss).
- A&P committee criteria -- say “yes” to requirements that affect promotion.

Some Thoughts (Clowes's Rules)

- Environment, environment, environment
- Spend a lot of time yacking
- Leave the door open and keep the trade barriers down

More Thoughts

- Perseverance, especially with grant proposals, is rewarded
- The world changes every 6 months; be optimistic!
- Be selective. You can only get the top 10 % of your list done.
- Weed frequently and grow the rest.

Even More Thoughts

- There is no unique road to Nirvana, just your road.
- Don't punch someone else's time card.
- Mentors are environmentalists. Make use of them.
- Learn to say "no" (and sometimes "yes").
