

# When Residents are Superstars – Customizing is the Challenge

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# Objectives

At the end of this session, the participant will be able to:

1. Distinguish the difference between a superstar and an expert
2. Outline a plan to further develop talent
3. Discuss & design strategies to further advance residents

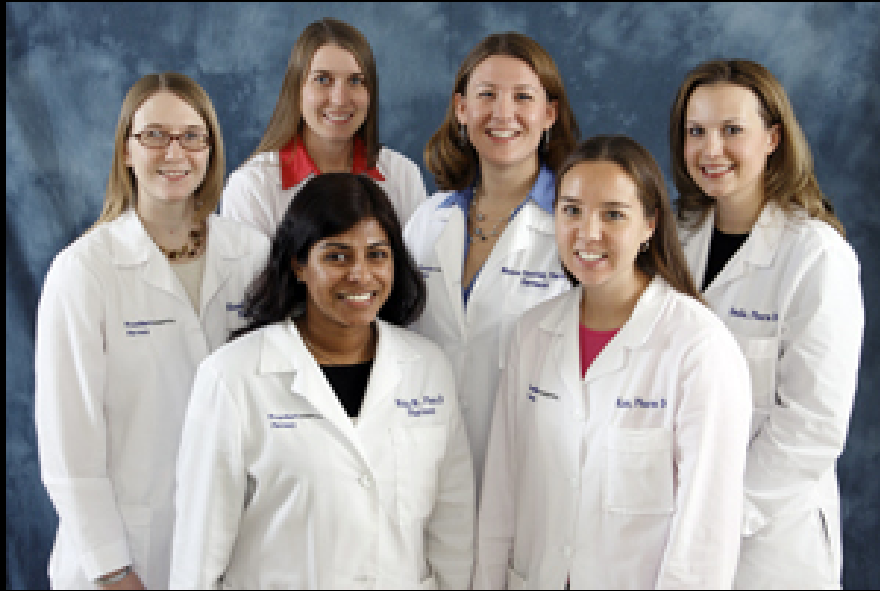
# Is there an Expert or Superstar in this Group?



Did this program select the right stuff  
in their residents?



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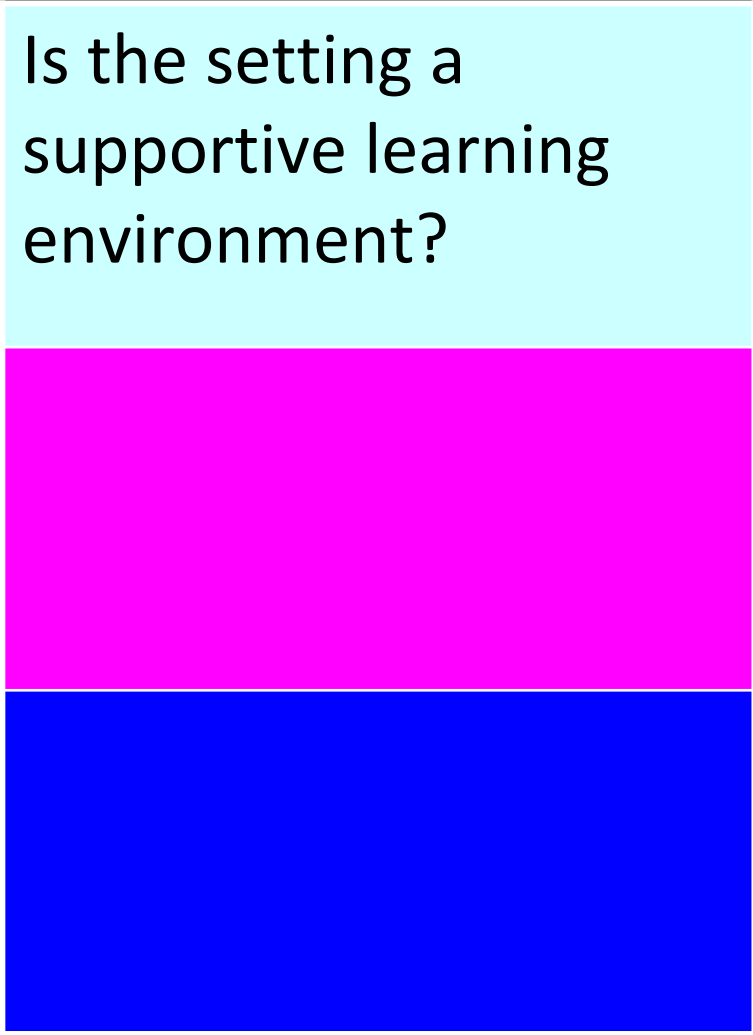


# Leadership Characteristics of the Program

- Respect for the history of pharmacy
- Evaluation of talent
- Preceptors need to have an expertise
- Ability to get others to do what you want without telling them

# Is Yours a Learning Organization?

Is the setting a supportive learning environment?



1. Psychological safety
2. Appreciation of differences
3. Openness to new ideas
4. Time for reflection

# Is Yours a Learning Organization?

Is the setting a supportive learning environment?

Concrete processes & practices

1. Experimentation
2. Information collection
3. Analysis
4. Education & training
5. Information transfer

# Is Yours a Learning Organization?

Is the setting a supportive learning environment?

Concrete processes & practices

Leadership reinforces learning

Leadership...

- Invite input from others
- Ask probing questions
- Listen attentively
- Encourage multiple views
- Provide time, resources, & venues for identifying problems
- Provide time, resources, & venues for improvement of past performances

What *IS* a Superstar?



# Superstar Definition

- 1** : a star (as in sports or the movies) who is considered extremely talented, has great public appeal, and can usually command a high salary
- 2** : one that is very prominent or is a prime attraction <a **diplomatic *superstar***>

# How is a Superstar Different from an Expert?

Expert: having, involving, or displaying special skill or knowledge derived from training or experience

# What Makes an Expert?

- Intense practice
- Learning from devoted teachers
- Enthusiastic support network

# What Makes an Expert?

- Takes ~ a decade
- Requires *deliberate* practice
- Requires a coach for guidance & to assist the learner in coaching him/herself

# Recognizing Expertise

1. Leads to consistent performance superior to peers
2. Produces concrete results
3. Can be replicated and measured

# Expertise Pitfalls

- Individual accounts
- Assuming expertise
- Relying on intuition
- Relying on method changes

# Deliberate Practice

Not all practice makes perfect

- Considerable, specific, and sustained efforts to do something you *can't* do well – or even at all
- *Think* deliberately
  1. Requires improving the skills present
  2. Extending the reach and range of skills

# Let's Meet the Coaches



# Your Role as Coach

- Supervise the quality of the practice
- Expert coaching can accelerate the learning process
- Provide constructive feedback
- Challenge the resident to reach a higher level of performance
- Identify aspects that will need to be improved at the next skill level
- Assist the resident to rely on their “inner coach”

# Coaching

- Each individual is true to his/her unique nature
- Recognize that motivation is different for each person
- Individuals have their own way of thinking & relating to others
- There is a limit to how much remolding can be done

# Successful Coaches

- Capitalize on current talent
- Help them become more and more of who he/she already is

# Workforce Attitudes

- Millennial Generation (Born 1982-2005)
- Generational Diagonal: Hero generation
  - Increasingly protected children
  - Valiant young team workers of a crisis
  - Demonstrate hubris as energetic midlifers
  - Emerge as powerful elders beset by spiritual awakening
- “No child left behind” generation
- Close relationships with parents & extended families

# Workforce Attitudes

- Decrease in high risk behaviors
- Seeking teamwork, protection against risk, & solid work-life balance

# Millennials as Young Adults

- Confidence > self-centeredness
- Accustomed to meeting and beating adult expectations
- Revive the ideal that collegial > self
- Favor friendly rituals & community > personal spirituality
- Expect nonstop interaction with their peers

# Millennials

- More confident, trusting, & teachable in the workplace
- Viewed as more pampered, risk averse, & dependent
- Current employer comments:
  - Desire for constant feedback
  - Weakness in basic job skills
  - Superb performance if given clear goals & allowed to work in groups
  - Treat coworkers as partners rather than rivals

True or False

It is better to select residents  
with knowledge or talent?

# Catalyst to Releasing Potential

- Select for talent  
done in resident selection process

# What is the Difference between: Skill, Knowledge, & Talent?

- Skill - is the “how-to” of a role  
**Coach:** breakdown the skill into performance steps; then design practice
- Knowledge - what the individual is aware of, it is factual or experiential

# What is the Difference between: Skill, Knowledge, & Talent?

Talent is.....

- Recurring patterns of behavior that can be productively applied
- There are three types:
  - Striving – the *why* of a person
  - Thinking – the *how* of a person
  - Relating – the *who* of a person

# Catalyst to Releasing Potential

- Select for talent
  - ✓ done in resident selection process
- Define the right outcomes
  - ✓ standards outline these
- Focus on strengths
  - ✓ baseline assessments, evaluations, etc

# Which of these things should you do?

- Focus on further developing strengths of the resident?
- Identify and fix the resident weaknesses?
- Try to perfect the resident?

# Catalyst to Releasing Potential

- Select for talent
  - ✓ done in resident selection process
- Define the right outcomes
  - ✓ standards outline these
- Focus on strengths
  - ✓ baseline assessments, evaluations, etc
- Find the right fit
  - customized plan

# Coaching Tips

Can you describe in detail

- What drives each resident?
- How each one is wired to think?
- How each one builds relationships?

# More Coaching Tips

- Persistence is good if learning skills or knowledge but not for weaknesses
- Everyone has the talent to be exceptional at something
- Don't treat people the way you want to be treated
- Spend just as much time with your superstar as your other residents

# Coaching Around a Weakness

## Poor Performance Must be Addressed

- Ask the following questions:
  - Are the tools or information required available?
  - Are there personal causes?
  - Is the poor performance trainable?
  - Is the nonperformance caused by the coach tripping the wrong trigger?

# Customize the Plan



12-Month Football Training Program												
Month	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Phase	Off-season							In-season				Transition
Strength Training	FST	HT	MST	PT	HT	MST	PT	Maintain power and maximal strength				Rest
Speed Agility Training	Low	Low	Med	High	Low	Med	High	Med	Med	Med	Med	Rest
Intensity												
Key:	FST = functional strength training MST = maximal strength training						HT = hypertrophy training PT = power training					

# How the Best Get Better

- Thrive on pressure
- Fixate on the long term
- Use the competition
- Reinvent yourself
- Celebrate victories
- Develop the

# How to Love the Pressure

- Choose to be passionate about self-improvement
- Concentrate on what you can control, forget the rest
- Compartmentalize
- Inner focused and self-directed
- Develop a secondary passion

# How to get Better

- Fixate on the long term
  - Meticulously plan short-term goals
  - Peak at major events
- Use the competition
  - Create situations that push performers to reach the next level
  - Train with the competition
- Reinvent yourself

# How to get Better

- Reinvent yourself
  - Feedback: in the moment, honest, constructive
  - Give detailed coaching advise
- Celebrate Victories
  - Celebrate but push on
  - Highlight the positives & opportunities for improvement
- Desire
  - Developing an attitude for continued improvement

# Summary

- Select the right talent
- Identify individual resident self-characteristics
- Rotations = deliberate practice
- Deliver constructive feedback
- Optimize customize plans