



Society for Vascular Surgeons
Women's Leadership Retreat
April 8, 2011

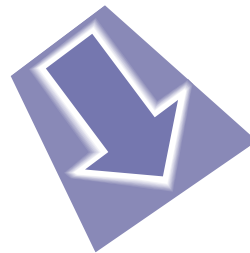


Work and Quality of Life: Seeds for Thought from an Organizational Psychologist

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Occupational Demands

- Making decisions
- Constantly monitoring devices or materials
- Repeatedly exchanging information with others
- Unpleasant physical conditions
- Performing unstructured rather than structured tasks
- Uncertainty
- Responsibility for others



Stress

**+ Consequences:
Quality of Life indicators**



- **Physiological**
- **Psychological** (burnout, happiness, satisfaction, self-efficacy, conflict)
- **Behavioral** (performance, turnover, helping, accidents)

Theoretical Frame



- **Social role theory** (Eagly, 1987)
 - Roles influence what is expected, perceived, reported
 - Role congruence impacts perceptions
- **Gender roles are particularly strong**

Role expectations

- **Feminine/Communal Roles**
 - Weak
 - Submissive
 - Friendly
 - Emotional
 - Supportive
- **Masculine/Agentic Roles**
 - Strong
 - Dominant
 - Assertive
 - Rational, logical
 - Confident

+ A perfect storm



- The nature of your work
- Gendered roles in work
- Gendered roles in non-work

Gender and Job Roles



■ Double Bind

- Expectations for women to be “Communal”
- Some roles require assertiveness, directive, self-promoting, or have a masculine stereotype

+ Buffers and resources



- Organizational philosophy/culture
- Leadership & Supervision
- Social support
- Personality, perceptions, Self-efficacy
- Behaviors, participation, autonomy
- Goals, strategies and experience

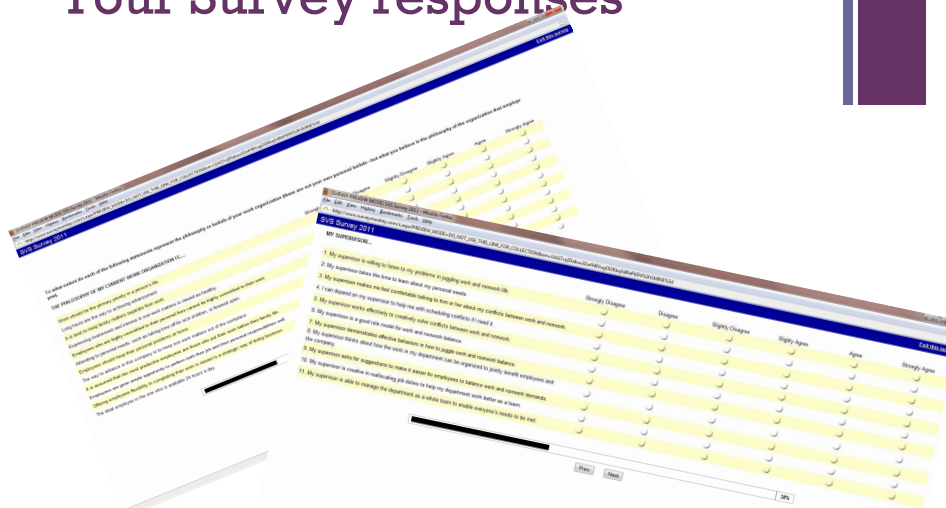


Fundamental Attribution Theory

- When we judge other's behavior tend to
- underestimate the influence of external factors (work overload, lack of support, resources)
- and overestimate the influence of internal factors (luck, effort, skill)



Your Survey responses



Let's look at some data!

+ Career stage:



Practicing Vascular Surgeon	81.6%	31
Resident or Fellowship Trainee	13.2%	5
Medical Student	5.3%	2

■ Average HOURS worked per week = 67.53

+ If Practicing Vascular Surgeon,
number of years in practice:



Less than 5	37.5%	12
5 to 15 years	40.6%	13
15 or more	21.9%	7

+ Number of dependents at home

0	44%	16
1	22%	8
2	22%	8
3+	11%	4

+ Scale averages: respondents are doing well in many regards

	n	Mean	Std. Dev.
■ Career Self-Efficacy	46	4.70	1.13
■ Career Satisfaction	47	4.47	1.29
■ Transformational Leaders	40	4.26	1.22
■ Supervisor support	38	3.40	1.38
■ Life in general	41	4.63	1.09

■ * all on 6 point scale, above 3 being positive

+ And some great news from students/residents

- Significantly higher career self-efficacy, more satisfied with leaders, supportive supervisors

+ And great sense of perspective...

- As a resident I drove post-call to my friend's wedding shower. Despite being tired, I wore a nice little dress and thought I looked rather cute.
- Only after I was there for a bit did I realize that I had only shaved one leg when getting ready. We had a good chuckle. More important to make time to do the things that are important to your life, your friendships, and your sanity, than to shave both legs.

+ Another...

- After an exhausting 96 hours on-call, my six year old son asked me if I was a "trophy wife". I have no idea where he learned the term or what he thought it meant, but it really made me laugh.

+ But some overall areas to consider:

- 43% did not take all vacation time (average 11 days less)
- 37% infrequently or never make time for friends
- 30% infrequently or never exercise
- 56% infrequently or never set limits to their practice
- 41% reported one or more symptoms of burnout
- 19% infrequently or never have a fair division of labor at home
- 39% infrequently or never partake in cultural activities or hobbies

+ Some conflict

	n	Mean
■ “Work is Life” Culture	44	3.71

Organization's Philosophy is

Work should be the primary priority in a person's life.

Long hours are the way to achieving advancement.

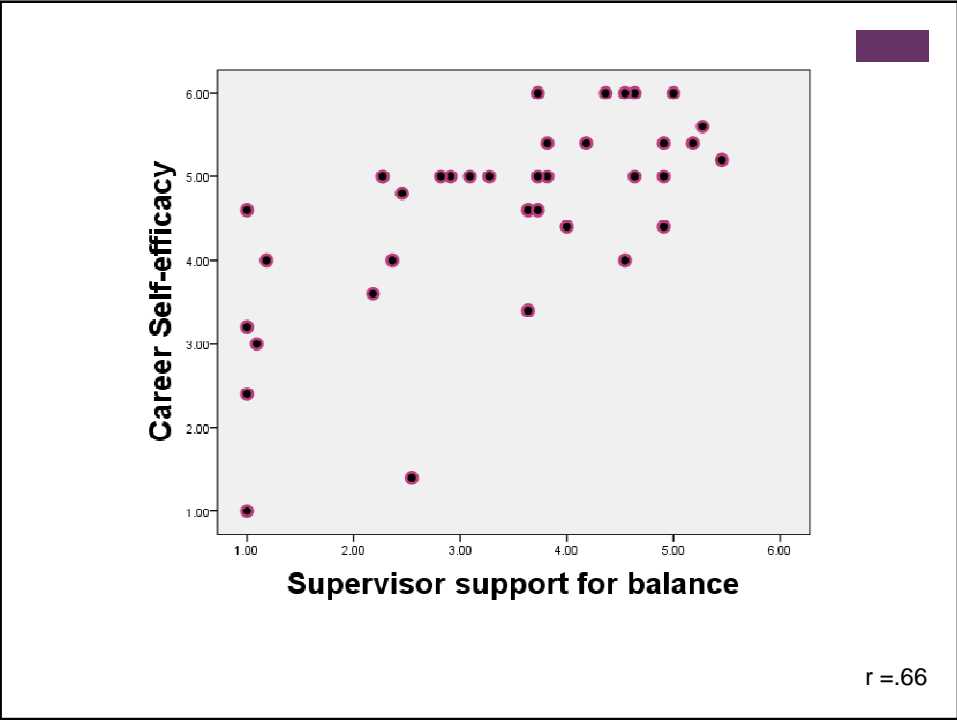
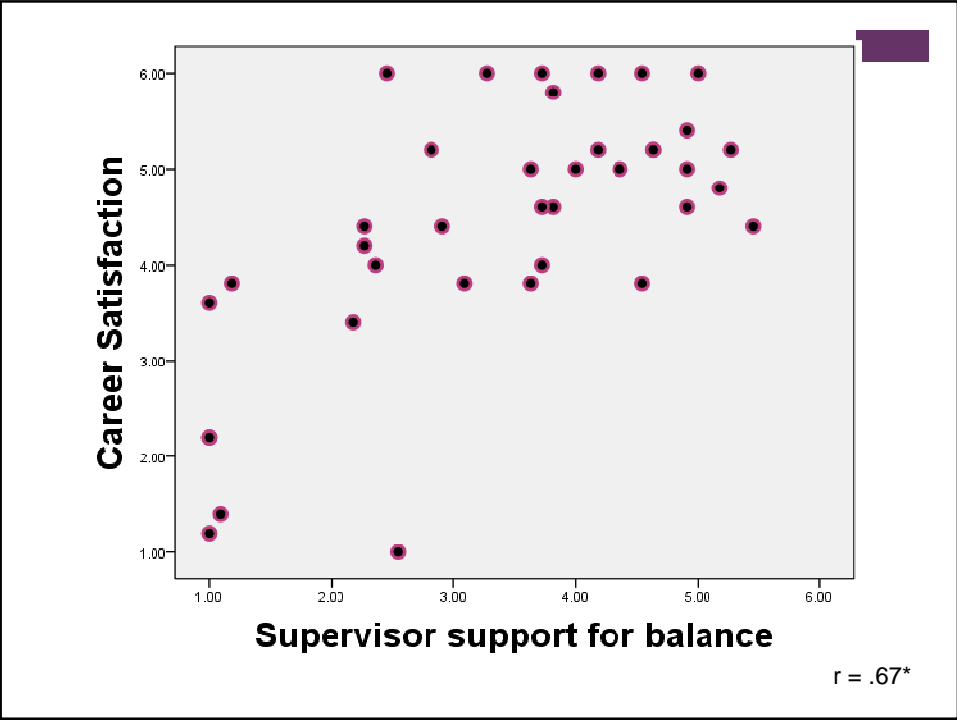
It is best to keep family matters separate from work

*on 6 point scale, high scores meaning more agreement with “work is life”

+ Some other conflict

	n	Mean
■ Work interferes with family	38	3.96
■ Family interferes with work	39	2.61

*on 6 point scale, high scores meaning more undesirable interference





Characteristics of Transformational Leaders

Intellectual Stimulation: promotes rationality, recognizing problems and ways of solving them.

Individualized Consideration: focus on development and mentor of their followers (support, encouragement, and personal attention).

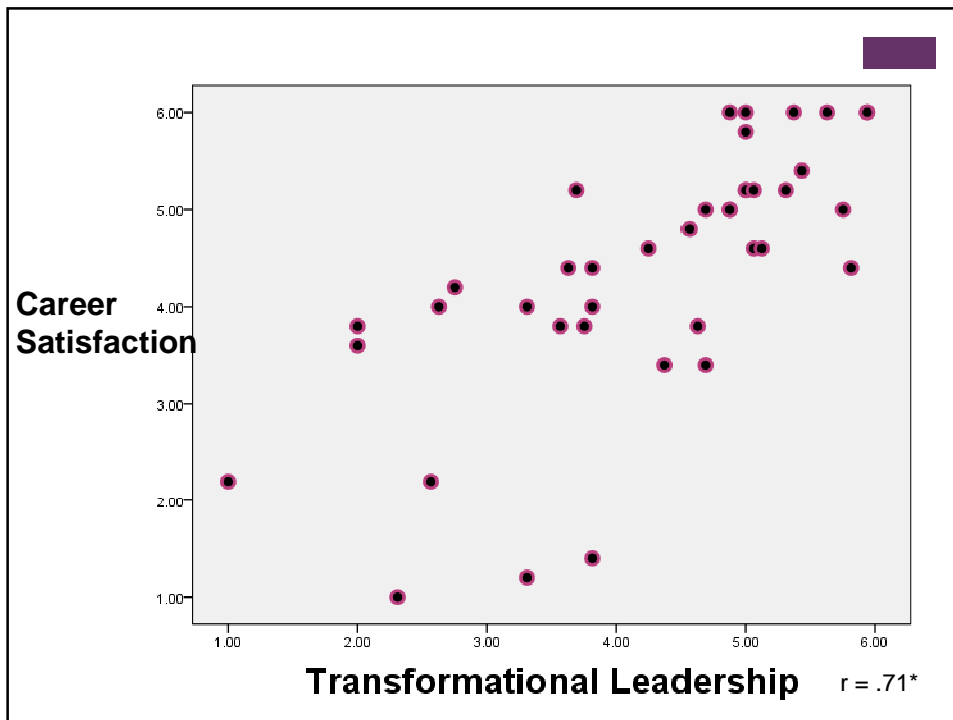
Inspirational Motivation: exhibits optimism and excitement about importance of the mission communicates high expectations

Idealized Influence: provides vision and sense of mission, instills pride, gains respect



Sample items

- Paints an interesting picture of the future of our group
- Fosters collaboration among work groups
- Shows that he/she expects a lot from us.
- Asks questions that prompts me to think.



Gender differences in transformational leadership (Eagly, Johannesen-Schmidt, & van Engen 2003)

- Women exhibit more transformational behaviors than men
- Better at providing rewards for satisfactory performance
- While men are more likely to
 - Wait until problems become severe before attending to them and intervening
 - Attend to followers mistakes' and failures
 - Be Laissez-faire – exhibit frequent absence and lack of involvement during critical junctures.

To respond to workplace challenges we use

Selection –Optimization- Compensation

1. **Selection:** Setting goals. Are you clear on what your goals are?
2. **Optimization:** changes in investments of time and energy to achieve goals. What are you doing to achieve the goals, what needs to be changed?
3. **Compensation** -how to maintain level of functioning. Are there steps you need to take to keep up or improve how things get done?

Consider organizational and personal factors

