

Role modeling: Helping you make the implicit explicit

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Disclosures

I have no conflicts of interest to disclose

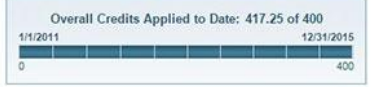
Acknowledgements

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- Dr. Sylvia Cruess
- Dr. Yvonne Steinert



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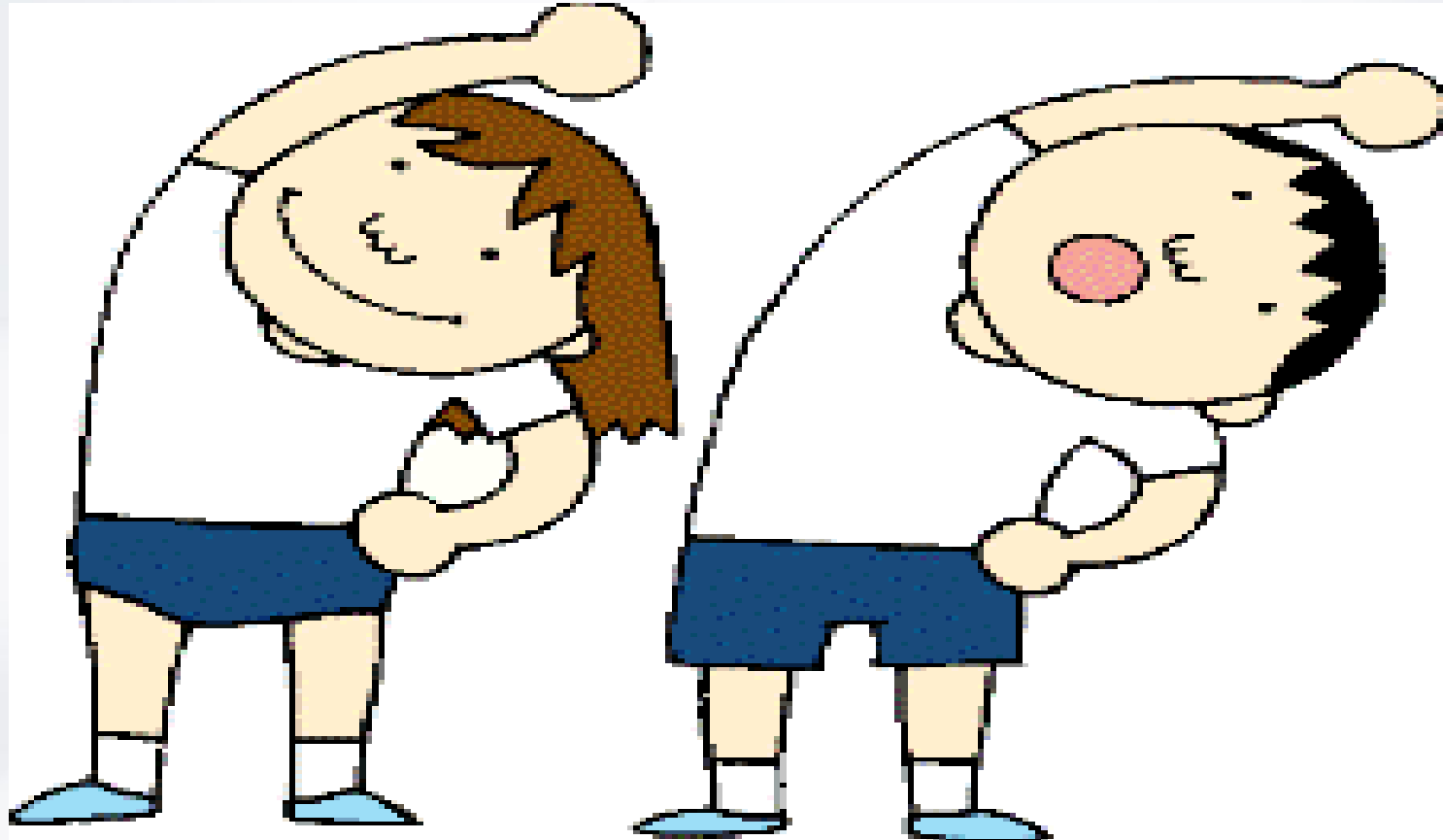
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Learning Outcomes

By the end of this presentation, you will be able to:

1. Describe the importance of role models and role modeling
2. Explain what makes role modeling effective
3. Apply strategies to make the implicit explicit in your own educational practice

A little exercise...



Do you see yourself as a role model?

- a) Always
- b) Most of the time
- c) Sometimes
- d) Never



Role models vs Role modeling

Role models:

“Individuals admired for their ways of being and acting as professionals”

Cote & Leclaire, 2000

Role modeling:

“The process whereby knowledge, attitudes, skills, thought processes, and professional behaviors are demonstrated”

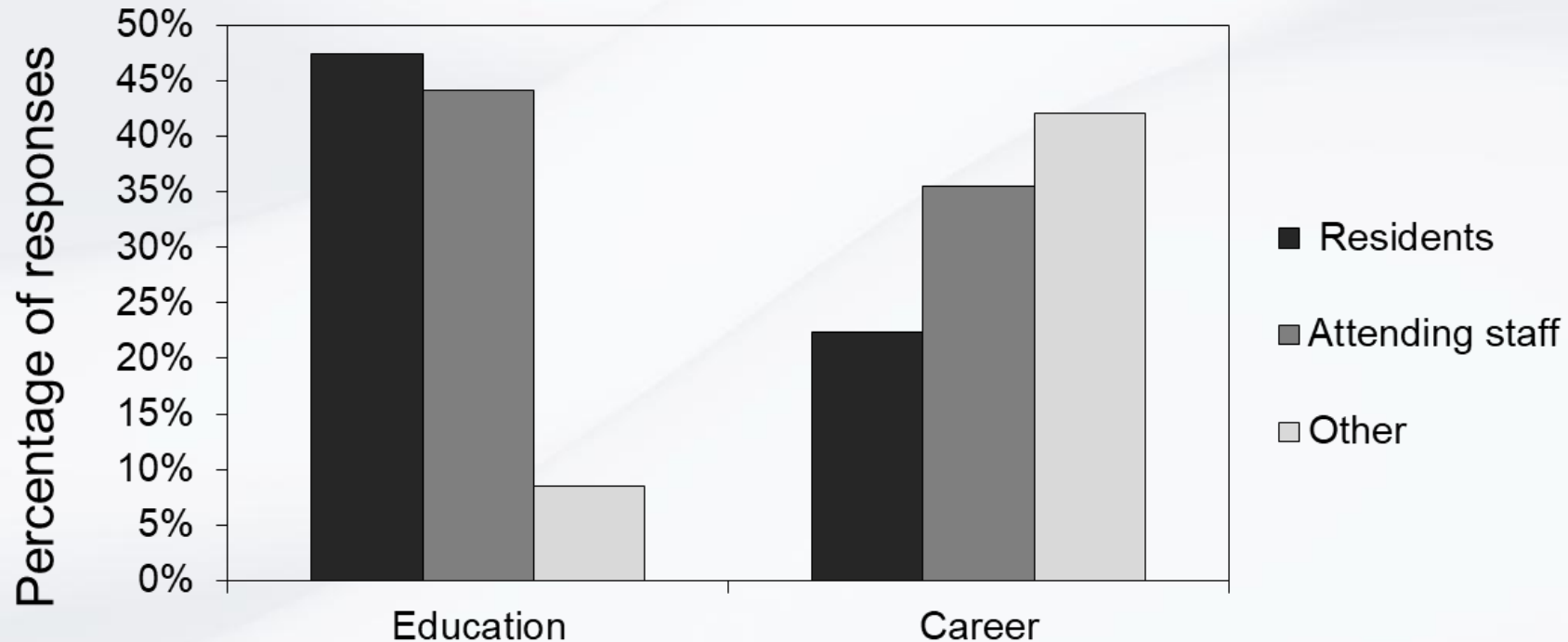
Irby, 1986



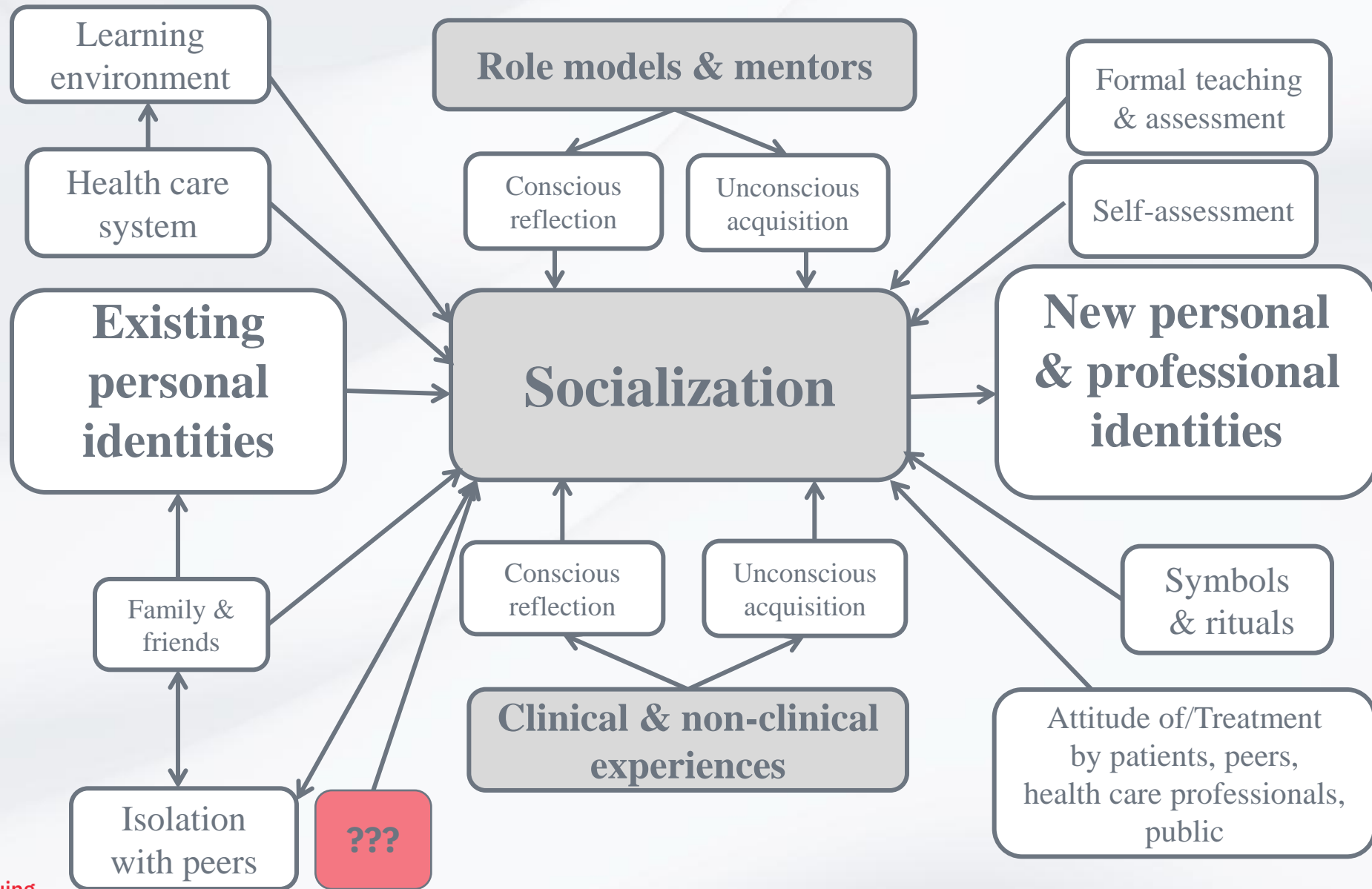
Why do role models matter?

- The real challenge in health professions education is to teach the complex ensemble of analytic thinking, skillful practice, and wise judgment upon which each profession rests (Sullivan, 2005)
- Role models and role modeling have been relied upon to meet this challenge
 - Not always successfully

One of the most important ways we teach



Most influential role model for overall education or career choice



What learners look for in their role models?

- Clinical competence
- Teaching skills
- Personal qualities

Clinical competence

- Knowledge and skill
- Communication
- Clinical reasoning

Teaching skills

- Making time
- Awareness of role
- Explicitness
- Feedback
- Reflection

Personal qualities

- Compassion
- Honesty & integrity
- Enthusiasm
- Commitment
- Humor

Negative role modeling is common and can be destructive

- Residents:
< 50% of teaching physicians are good role models
(Wright et al: NEJM, 1998)
- Medical students:
1/3 of role models exhibit poor doctor-patient relationships
(Côté & Leclère: Acad Med, 2000)
- Nursing:
Negative role modeling in nursing can lead to negative feelings about nursing work
(Jack, Hamshire & Chambers, JCN, 2017)

**NO ONE
IS A GOOD ROLE MODEL
ALL OF THE TIME**

ALL TEACHERS ARE ALWAYS ROLE MODELS
FOR STUDENTS

GOOD, BAD, or INDIFFERENT

ALTHOUGH WE CAN'T ALWAYS BE "PERFECT"

THE GOAL IS TO BE CONSISTENTLY GOOD

AND THAT REQUIRES AWARENESS

How can you make it more effective?



Implicit vs Explicit

- Faculty report seeing themselves as ‘implicit role models’

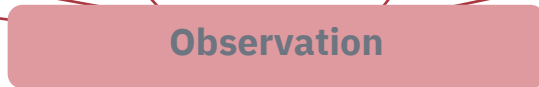
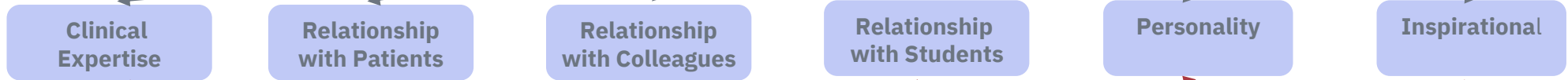
Cote et al., 2014

- The ‘pros’ report role modeling in an aware and deliberate fashion

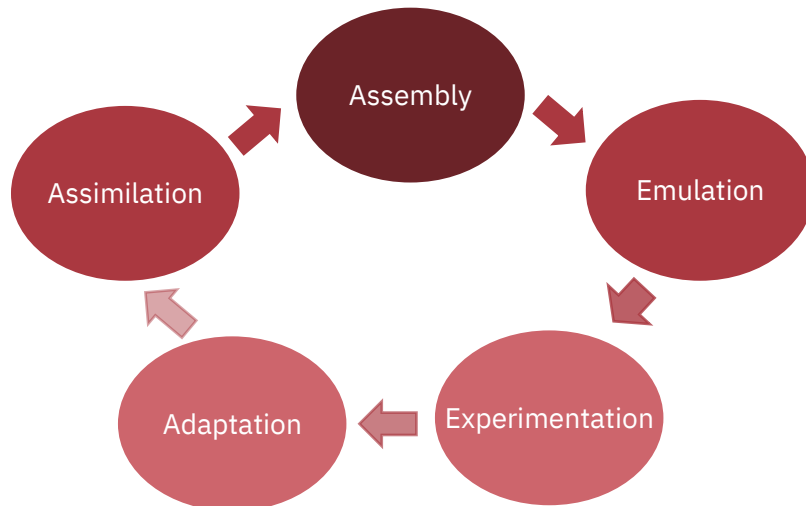
Wright & Carrese, 2002; Perry 2009

The Exposure Phase

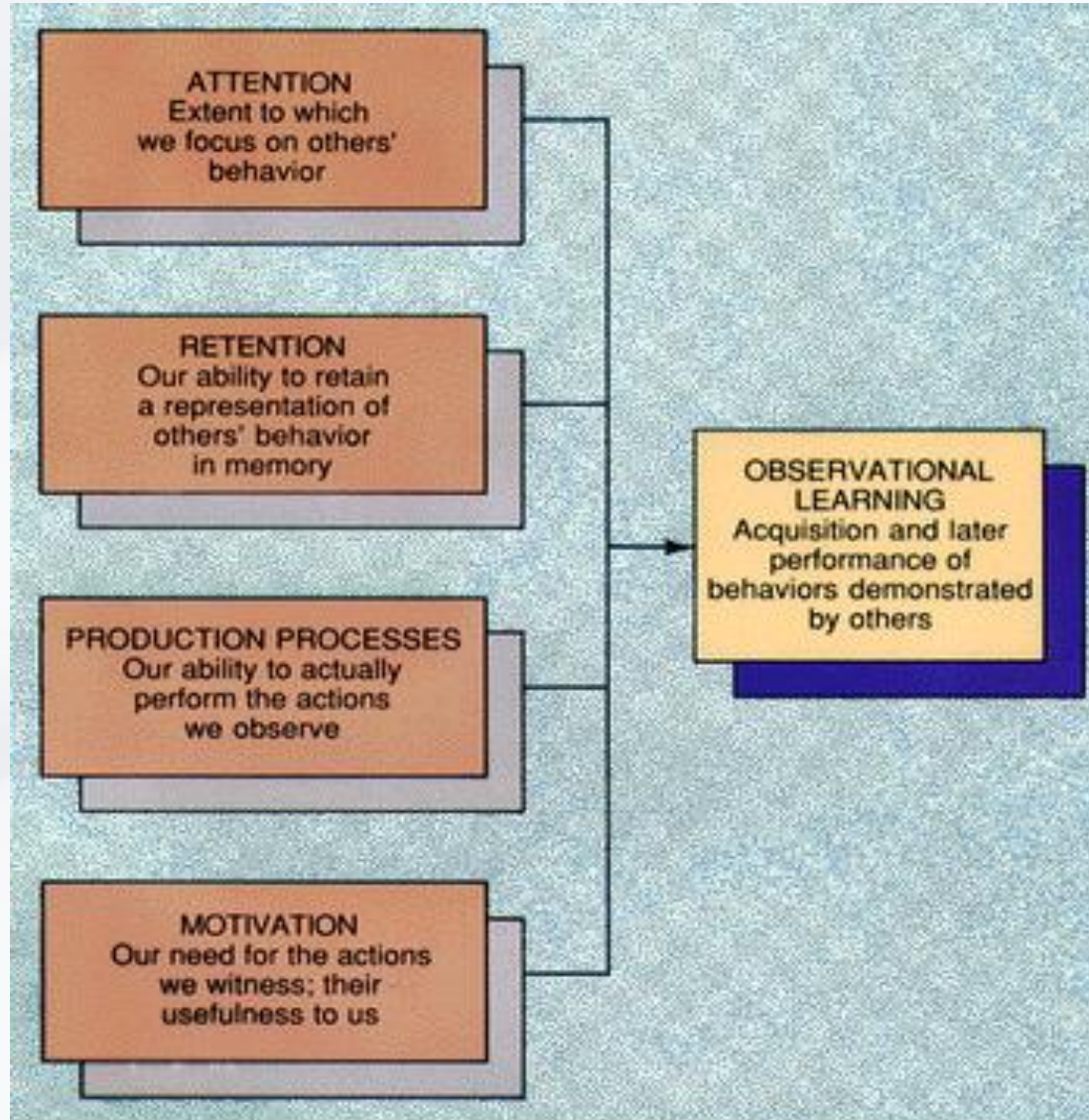
The Doctor Role Model



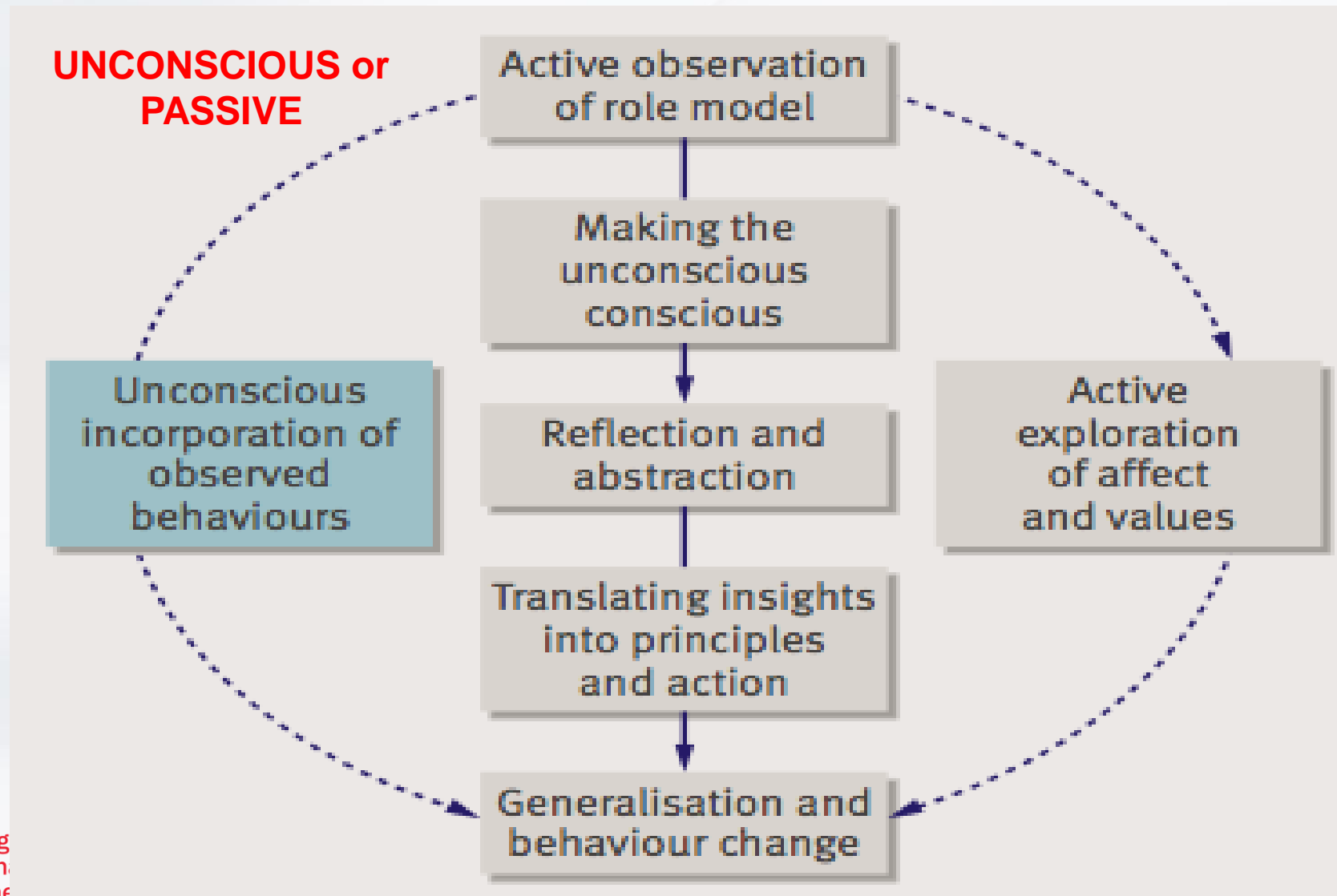
The Evolution Phase



How learning occurs- Bandura



CONSCIOUS or ACTIVE



Seven key actions for effective role modeling

1. Be aware of yourself as a role model
2. Demonstrate positive personal and professional behaviors
3. Focus the learner on what you are role modeling
4. Help the learner reflect on what you are role modeling
5. Reinforce the importance of what you are role modeling
6. Encourage the learner to practice what you have modeled
7. Observe the learner practice what you have demonstrated & provide feedback



Practical tips

- Identify what it is you want the student/resident to observe/learn and help them focus on it.
- When something happens in a clinical encounter that is significant, remember that learners are watching. Think about how you can make sure they understand what it going on.
 - This is equally or more important when something ‘negative’ occurs

Practical tips

- Verbalize your own clinical reasoning and reflections on your actions
- Remember that learners are interested in your personal qualities. Don't be afraid to role model both how to be a good health professional and a balanced person.

In sum

- Role modeling is a critical way trainees learn from health professionals
- Most health professionals see role modeling as implicit
 - Students report inadequate exposure to excellent role models
- Effective role modeling requires it to be, at times, aware and deliberate



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Thank you!

“ Example is not the main thing in influencing others. It is the only thing.”

(Albert Schweitzer)