



PGME Information Sheet

Role Modelling

What is Role Modelling?

- Refers to the phenomenon of “how people develop by observing others' behaviors and copying them.”^{1,2}
- The process is illustrated in Figure 1.³
- Others in an organization or a unit usually admire this person (for their attributes, behaviors, and accomplishments) and can approach them for guidance, support, and mentorship.⁴

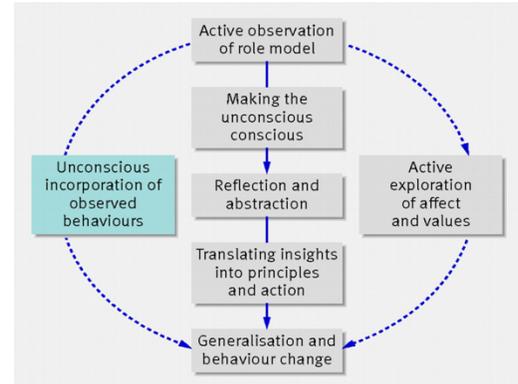


Figure 1. Process of Role Modelling³

Why is Role Modelling Important in Medical Education?

- It forms part of teaching competencies that influence careers, builds resilience, and encourages honesty.⁵
- It is a robust approach for cultivating professionalism in medical education.⁶⁻⁸
- It allows learners to demonstrate knowledge, skills, attitudes, and ethical behaviors needed for success in medical education.⁷⁻⁹
- Good role modelling contributes to personal and professional growth of others in medical education.⁷

What's in it For You to be a Good Role Model?

- Physicians, leaders, and teachers are usually considered role models (see PGME hidden curriculum one-pager) and it is an opportunity for you to consciously grow personally and professionally.
- You are influencing other learners and peers and hence the culture and the future for your program, as well as the perceptions of your specialty – mostly unconsciously.

Positive Implications of Role Modelling	Negative Implications of Role Modelling
Creates a healthy work environment for striving and learning. ¹⁰	Lacks trustworthiness. ¹¹⁻¹⁵
Changes attitudes, values, and behaviours. ¹⁰	Hinders professional behaviors. ¹¹
Inspires, appreciates, and builds trust. ⁹	Causes individuals to lack self-confidence. ^{11,12}
Demonstrates characteristics of being patient, humble, kind, caring, and honest. ⁹	Causes poor clinical competence. ¹⁵
Enables truthfulness, shows empathy, ^{4,10} and allows for effective interactions with others. ⁹	Incivilities cause negative emotions in others. ¹⁵

Role Modelling is Linked to the Following Accreditation Standards:

STANDARD 4: The delivery and administration of the residency program are supported by appropriate resources.

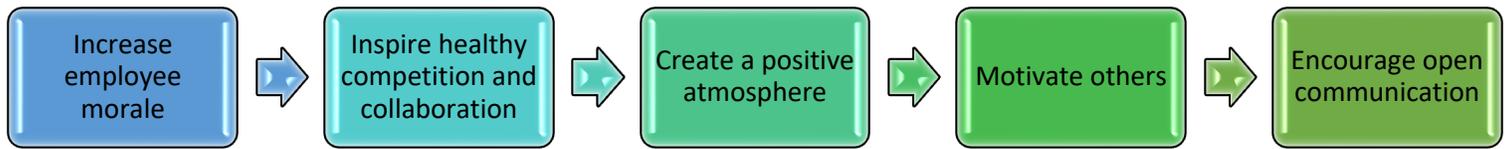
- Requirement 4.2.1:** Teachers appropriately implement the residency curriculum, supervise, and assess trainees, contribute to the program, and role model effective practice.

STANDARD 7: Teachers deliver and support all aspects of the residency program effectively.

- Requirement 7.1.2:** Teachers in the residency program are effective role models for Resident.



Benefits of Good Role Models in the Workplace:¹¹



Qualities, Strategies and Best Practices:

Attributes of a good role model:¹²

- Self-aware (know your personal “why” - and are aware of being perceived as a role model)
- Growth mindset
- Passionate
- Patience
- Humble
- Moral integrity and courage (make right choices when it is difficult)
- Positive attitude
- Perseverance
- Accountable
- Kind

Behaviours exhibited by good role models:¹³

- **Personal & Interpersonal**
 1. Practice self-care
 2. Stay current in your area of practice
 3. Lead by example
 4. Embody and practice values and principles of your organization
 5. Earn trust and respect and practice these behaviors
 6. Be supportive and encouraging of others – including taking time to listen to others
 7. Contribute to a positive culture in your program, department, and institution
- **Specifically, during interactions with the learners:¹⁶**
 1. “**Focus**” the learner on what you are role modelling.
 2. Help the learner “**reflect**” on what you are role modelling.
 3. “**Reinforce the importance**” of what you are role modelling.
 4. Encourage the learners to “**practice**” what you have modelled.
 5. “**Observe**” the learner practice what you have demonstrated and provide “**feedback**”.

How learners can “choose to be influenced” by role models:⁴

- Avoid “negative” role models.
- Identify those who match your passions and goals – unique to you!
- Connect with those who inspire you!

References:

1. Bandura, A. (1976). 'Social Learning Theory.' New Jersey: Prentice-Hall.
2. How to Be a Good Role Model. <https://www.mindtools.com/a7y1ja8/how-to-be-a-good-role-model>
3. Paice E, Heard, S., & Moss, F. (2002). How important are role models in making good doctors? *BMI*, 325:707-10.
4. How To Be A Good Role Model For Your Team: 6 Tips For Managers. <https://www.risely.me/6-tips-for-managers-on-how-to-become-a-good-role-model/>
5. Kohlbach, J. (2021). How to become a positive role model for employees. <https://www.forbes.com>
6. Skov, M., & Lykke, M. (2022). Characteristics and Recommendations for the Virtual Role Model Visit – Based on a Literature Review. *Journal of Science Education and Technology*, 1-12. <https://doi.org/10.1007/s10956-022-10013-0>
7. Leeman, M. A., Claramita, M., & Rahayu, G. R. (2020). Defining a “healthy role-model for medical schools: Learning components that counts. *Journal of Multidisciplinary Healthcare*, 13. 1325-1335
8. Weiss, et al. (2021). Medical students’ demographic characteristics and their perceptions of faculty role modeling of respect for diversity. *JAMA Network Open*. 4(6), 1-12, doi:10.1001/jamanetworkopen.2021.12795
9. Atienza, M.I. (2021). A comparison of four models of professionalism in medical education. *The Asia Pacific Scholar*, 6(3). 24-31. <https://doi.org/10.29060/TAPS.2021-6-3/RA2314>
10. Isaac, K., Zacharie, G., & Cléophat, L. (2022). The importance of emphasizing role-modelling in the CanMEDS framework to enhance medical education. *Canadian Medical Education Journal*. Open System Article, Commentary and Opinion. <https://doi.org/10.36834/cmej.75273>
11. Professional Role Models’ Definition, Traits and Benefits. <https://www.indeed.com/career-advice/career-development/role-model>
12. Forgeard, V. (2022). What Makes a Good Role Model. <https://brilliantio.com/what-makes-a-good-role-model/>
13. Lead the Way – How to be a better Role Model at Work (2020). <https://crestcom.com/blog/2020/12/08/better-role-model-work/>
14. Bazrafkan, L., Hayat, A., Tabei, M.S., & Amirjalali, L. (2019). Clinical teachers as positive and negative role models: an explanatory sequential mixed method design. *Journal of Medicine Ethics and History of Medicine*, 12(11), 1-15. doi: 10.18502/jmehm.v12i11.1448
15. Xiao, J., & Mao, J.-Y. (2022). Negative role modeling in hospitality organizations: A social learning perspectives on supervisor and subordinate customer-targeted incivility. *International Journal of Hospital Management*, 102, 1-20. <https://doi.org/10.1016/j.ijhm.2022.103141>
16. Royal College of Physicians and Surgeons of Canada (2019). Resident as role model: Capitalizing on a powerful opportunity. <https://www.royalcollege.ca/rcsite/canmeds/resident-role-modelling-e>

Authors: Dr. Darcia Roache, Dr. Loni Desanghere, Ms. Tanya Robertson-Frey, & Dr. Anurag Saxena

Review and Feedback: PGME Academic Programs Enhancement Committee (APEC), March 2023

Questions: Please direct all Inquiries to postgrad.med@usask.ca