MANAGING PEOPLE AND PROJECTS

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DISCLOSURES AND DISCLAIMER
STAKEHOLDERS

- We all need to be team players....
  - Household
  - Coaching
  - Service/Ward
  - Research team
- Roles and responsibilities will evolve
### HOW DOES THE TEAM FUNCTION?

<table>
<thead>
<tr>
<th>Dysfunctional team characteristics</th>
<th>Effective team characteristics</th>
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<tr>
<td>• Team members put on multiple projects/deadlines</td>
<td>• Individual strengths recognized</td>
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<td>• Toxic members are not dismissed</td>
<td>• Diversity in skill is harnessed</td>
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<td>• Leaders are not open to feedback</td>
<td>• Goal-oriented (fewer projects, focused)</td>
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<td>• Conflict is ignored</td>
<td>• Goals are aligned</td>
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<td>• Team meetings are monologues</td>
<td>• Passion!</td>
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<td>• Micro-management</td>
<td>• Members/leaders open to feedback</td>
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<td>• Lack of accountability</td>
<td>• Active diffusion of tension</td>
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<td>• Team members compete, gossip, form silos</td>
<td>• Culture of learning, trust, and integrity</td>
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<td>• Focus on failures</td>
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PEOPLE MANAGEMENT

- ATTRACT
- REWARD
- EDUCATE
- EMPOWER
- TRAIN
- MOTIVATE
WHAT IS YOUR ROLE?

- Ask yourself….
  - What are my responsibilities?
  - Do I have clear goals/expectations?
  - Do I have the skills to achieve goals successfully?
  - Who do I go to for guidance?
  - How do I make the team more functional?
HOW CAN I BE A GOOD TEAM MEMBER?

- Pull your weight - follow through on your commitments
- Communicate – listen, problem solve, brainstorm
- Don’t commit to something you have the time or skills to complete well
- Be on time
- Be honest
- Be positive
“A project is a unique set of activities meant to produce a defined outcome within an established time frame using specific allocation of resources.”

DEFINE AND ORGANIZE THE PROJECT

- Define clear objectives
- Outline the organization of the project
  - Project scope
  - What are available resources?
  - What are the targeted outcomes?
- Who is on the team and what is their expertise? Who is the manager?
- Consider how to manage conflict
- Do this *before* starting the project
**S** Specific
Target a specific area for improvement

**M** Measurable
Quantify or suggest an indicator of progress

**A** Assignable
Specify who will do it

**R** Realistic
What results can realistically be achieved

**T** Time-related
Specify when the result(s) can be achieved
Level of resource and time commitment is highly variable

Need to add in flexibility – PI may designate a project lead

Writing grants and IRBs helps outline project framework (really)

Often multidisciplinary – face to face meetings critical
PLAN THE PROJECT

- Delineate specific roles and work breakdown
  - Do the team members have the skills to complete the tasks?
- Develop a time-line and schedule
  - Specify meeting time, who is expected to attend
  - Agree to communication strategy
- Plan resource allocation
Centralize data files and develop protocol for communication (and safety of PMI!)
TRACK AND MANAGE THE PROJECT

- Scheduled, mandatory meetings
- Collect status updates
- Plan and take adaptive action
- Complete the project
WHY PROJECTS FAIL

- Lack of time-lines
- Unrealistic expectations
- Too many competing priorities
- Unclear expectations
- Lack of vision
- Poor planning
MANAGING YOURSELF

- Know your limits
- Don’t commit to something you cannot follow through on (especially during clinical years!)
- Ask for help, don’t reinvent the wheel
- If expectations aren’t clear, ask your PI
- Don’t let things fester (but choose appropriate times to communicate)
COMMUNICATION IS KEY

- Be consistent and clear
- Build positive relationships
- Acknowledge good work
- Be decisive (but manage conflict)
- Set a good example
- Be available
- Listen
RESOURCES


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