MANAGING PEOPLE AND PROJECTS

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FUNDAMENTALS OF SURGICAL RESEARCH

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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?

Forbes | Coaches Council

Dysfunctional team characteristics

- Team members put on multiple projects/deadlines
- Toxic members are not dismissed
- Leaders are not open to feedback
- Conflict is ignored
- Team meetings are monologues
- Micro-management
- Lack of accountability
- Team members compete, gossip, form silos
- Focus on failures

Effective team characteristics

- Individual strengths recognized
- Diversity in skill is harnessed
- Goal-oriented (fewer projects, focused)
- Goals are aligned
- Passion!
- Members/leaders open to feedback
- Active diffusion of tension
- Culture of learning, trust, and integrity

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 to I make the team more functional?
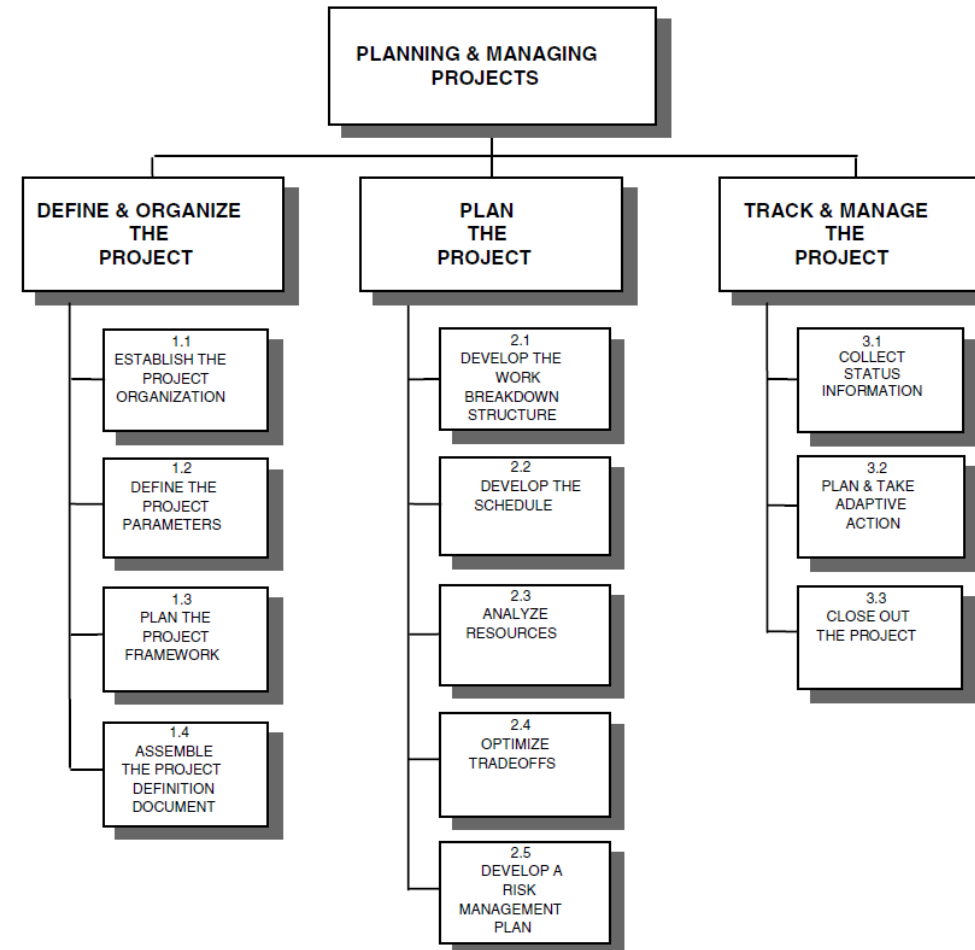
HOW CAN I BE A GOOD TEAM MEMBER?

- 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

PROJECT MANAGEMENT

- " A [project is a] unique set of activities meant produce a defined outcome within an established time frame using specific allocatio of resources."

  Bowen, Harvard Business Review, 20

PLANNING & MANAGING PROJECTS

DEFINE & ORGANIZE THE PROJECT

- 1.1 ESTABLISH THE PROJECT ORGANIZATION
- 1.2 DEFINE THE PROJECT PARAMETERS
- 1.3 PLAN THE PROJECT FRAMEWORK
- 1.4 ASSEMBLE THE PROJECT DEFINITION DOCUMENT

PLAN THE PROJECT

- 2.1 DEVELOP THE WORK BREAKDOWN STRUCTURE
- 2.2 DEVELOP THE SCHEDULE
- 2.3 ANALYZE RESOURCES
- 2.4 OPTIMIZE TRADEOFFS
- 2.5 DEVELOP A RISK MANAGEMENT PLAN

TRACK & MANAGE THE PROJECT

- 3.1 COLLECT STATUS INFORMATION
- 3.2 PLAN & TAKE ADAPTIVE ACTION
- 3.3 CLOSE OUT THE PROJECT

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

SURGICAL RESEARCH PROJECTS

- 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

If you're the smartest person in the room,

YOU'RE IN THE WRONG ROOM.

www.thebalancedwife.com

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
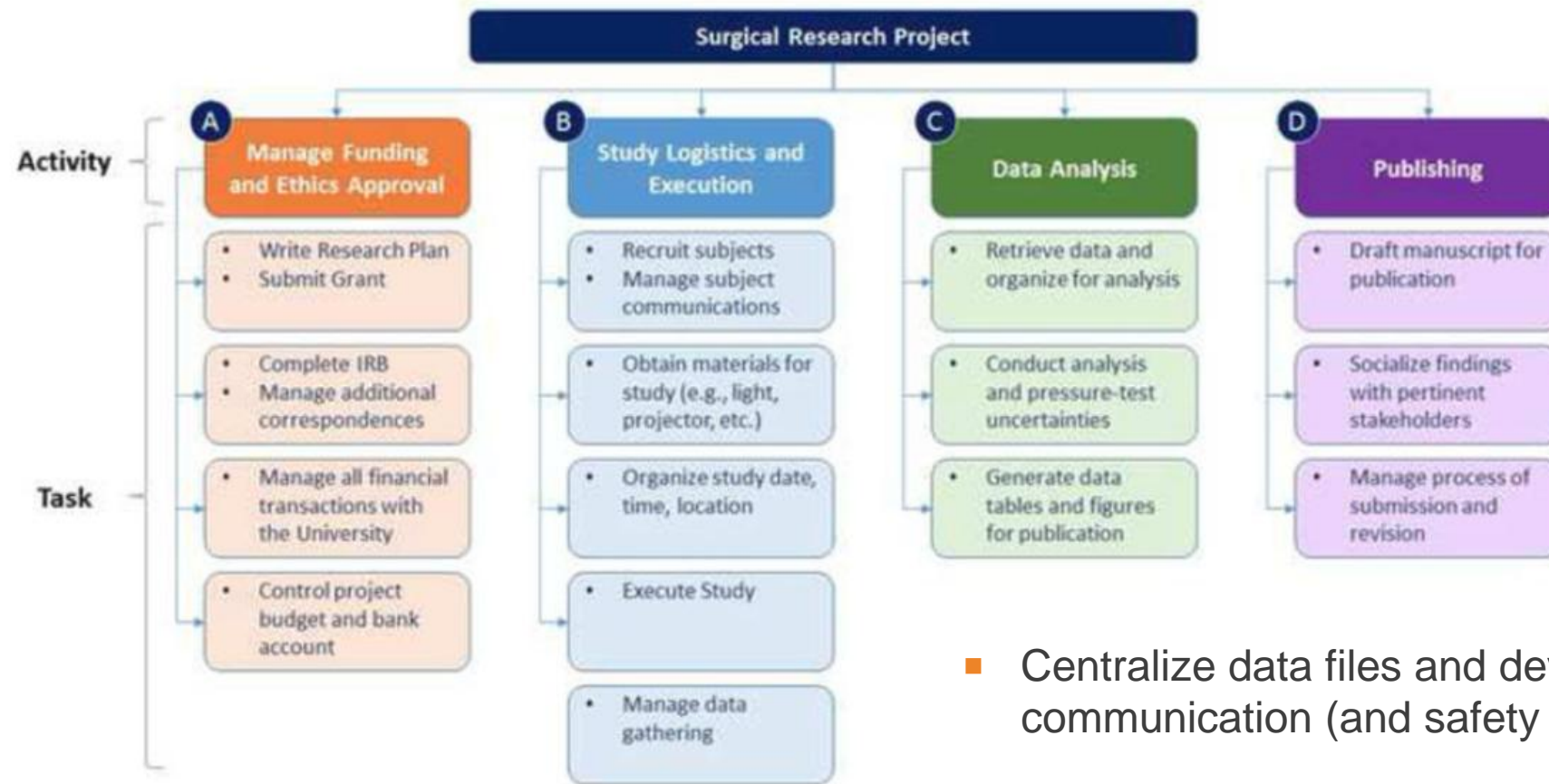
- Centralize data files and develop protocol for communication (and safety of PMI!)

Swiatek, Plast Recontr Surg, 2016

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
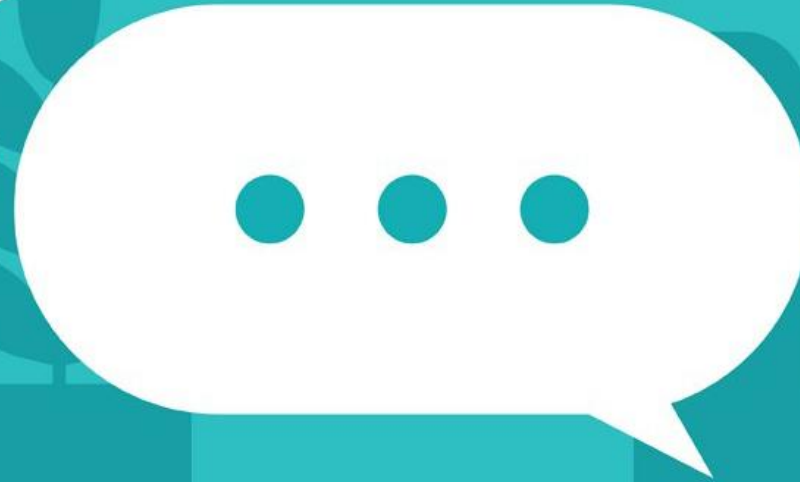
RESOURCES

- Bowen, HK. Project Management Manual. Harvard Business Review, 2002.

- Swiatek, BA et al . Surgery and Research: A practical Approach to Managing the Research Process.

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