



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?

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?

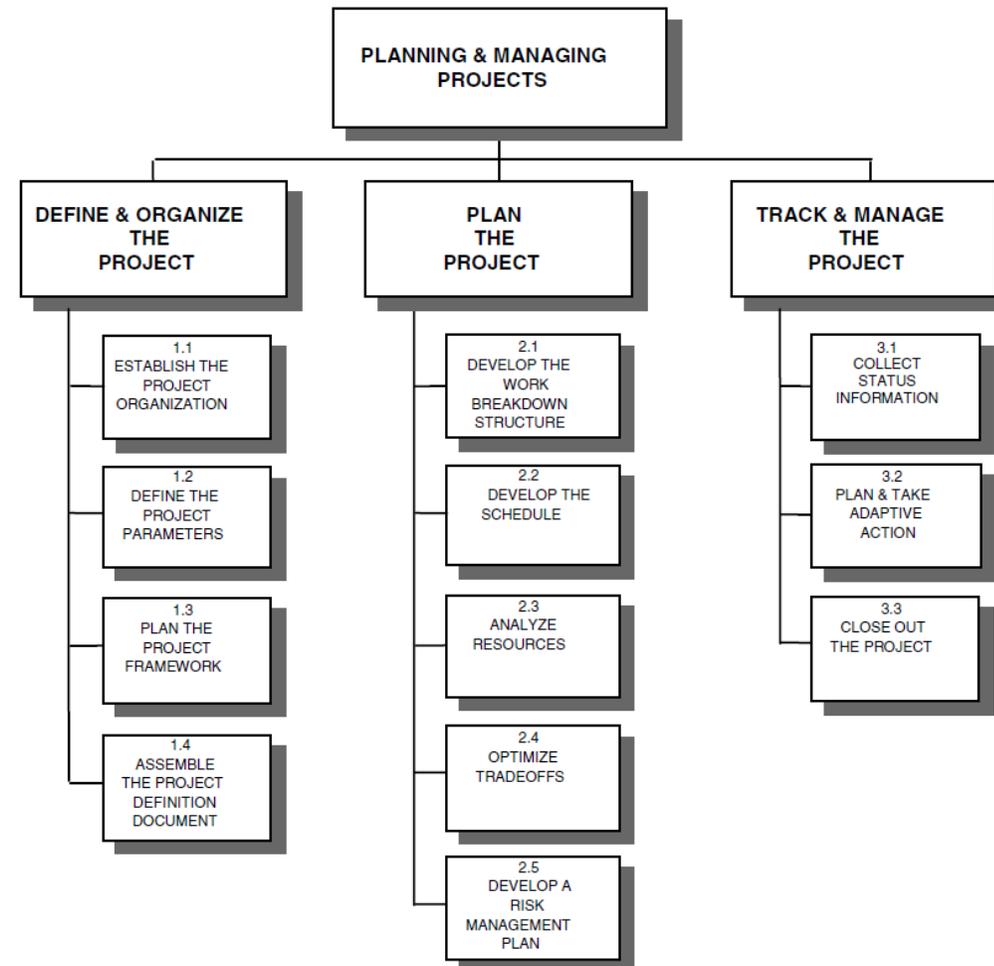
- Pull your weight - follow through on your commitments
- Communicate – listen, problem solve, brainstorm
- Don't commit to something you have the time or skills to complete well
- Be on time
- Be honest
- Be positive
- Be reliable



PROJECT MANAGEMENT

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

Bowen, Harvard Business Review, 2002



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



Specific

Target a specific area for improvement



Measurable

Quantify or suggest an indicator of progress



Assignable

Specify who will do it



Realistic

What results can realistically be achieved



Time-related

Specify when the result(s) can be achieved

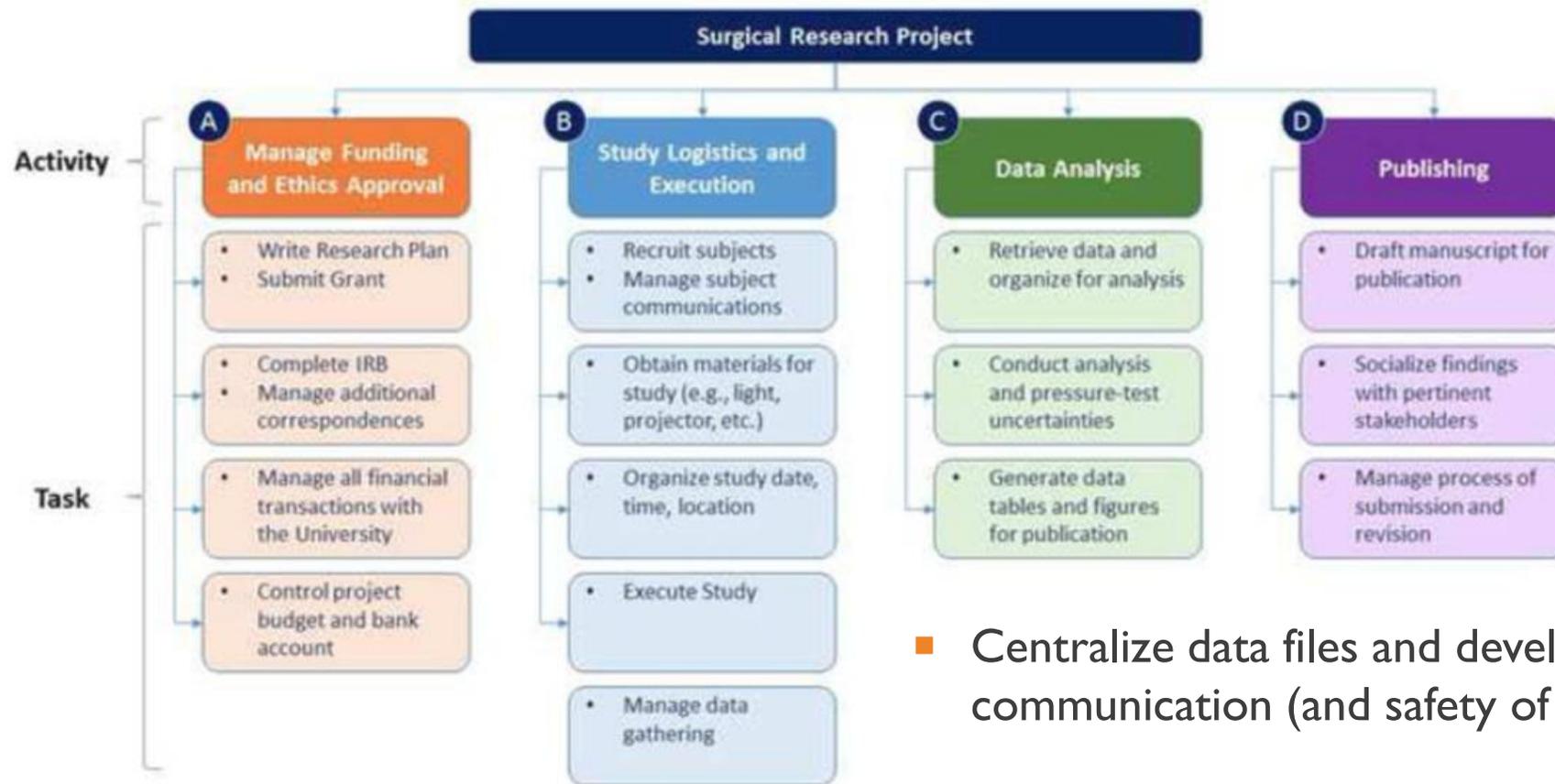
SURGICAL RESEARCH PROJECTS

- 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



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

Success:



goal



plan



action

- 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



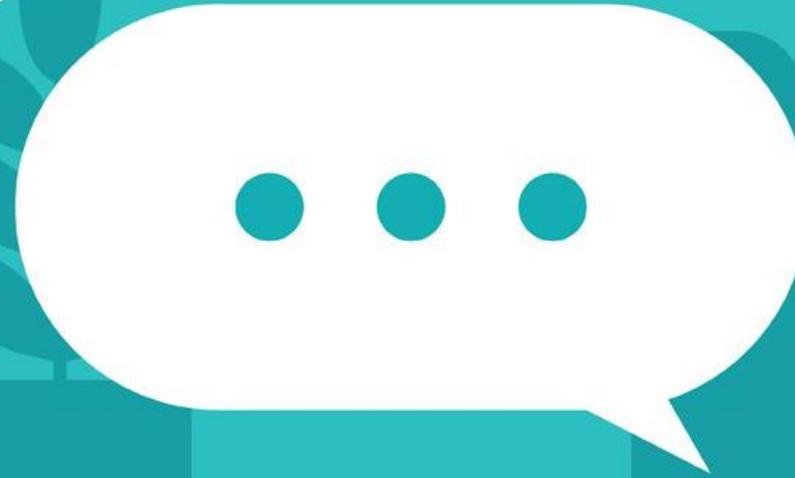
MANAGING YOURSELF



- 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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