MANAGING PEOPLE AND PROJECTS

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DISCLOSURES AND DISCLAIMER
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
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
- Be reliable
“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
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
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!)

Swiatek, Plast Reconstr 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


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