

Managing A Team

Best Practices

ACOI Trainers Conference -May 2019

Teresa K. Braden, DO, MBA, FACOI, FACP, FAAEM



Disclosures

- I have no disclosures to report



Definition of Team

- A combination of interns, residents, and maybe fellows working together to provide care to a group of inpatients or within a residency/fellowship clinic setting



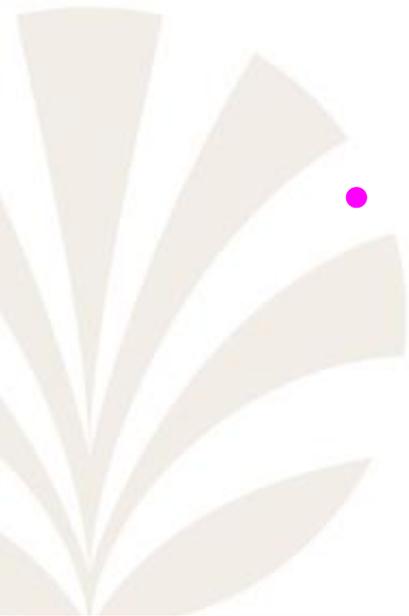
What type of leader are you?

- **Autocratic-** make decisions w/o consulting your team, even if their input would be useful.
- **Democratic-** make the final decisions, but they include team members in the decision-making process



Leadership Types Continued

- **Laissez-faire** – give their team members a lot of freedom in how they do their work, and how they set their deadlines
- **Transformational** – motivate people with a shared vision.



Leadership Types Continued

- **Bureaucratic** – follow rules rigorously, and ensure that their people follow procedure precisely
- **Charismatic** – resembles transformational: both types inspire and motivate their team



Leadership Types Continued

- **Servant** – someone, regardless of level, who leads simply by meeting the needs of the team.
- **Transactional** – starts with the idea that team members agree to obey their leader when they accept a job.



Management

- What is management and how does it differ from leadership?

“Leaders are people who do the right things; managers are people who do things right.” Warren G. Bennis, a business school professor at U of So CA

Management

- Managers are responsible for ensuring that the vision of leadership is implemented efficiently and successfully.
- Top Priority for managers is delegation.



8 Tips for Effective Team Management

1. Maintain good communication
2. Build positive working relationships
3. Acknowledge good work
4. Be real
5. Be decisive



8 Tips for Effective Team Management

6. Delegate jobs to the right people
7. Manage conflict
8. Set a good example



Scenario #1

- A PGY1 female is working on an inpatient ward with a PGY3 male resident. The workload has been quite robust and the intern has completed 4 new admissions already and is still writing 7 notes from rounds when another admission comes in. The PGY3 looks at her and tells her to get up and do it, she has not met her cap yet. Meanwhile, he is finished with his notes from rounds.



Scenario #2

- A very enthusiastic PGY 2 or 3 has decided that the best way to motivate his interns is to make them do push ups if they let the pager beep more than 3 times. The male PGY1 on his team thinks this is great fun! The female PGY1 on his team is visibly upset when made to do pushups.



Scenario # 3

- A struggling intern has no insight into the fact that they have no idea what they are doing and lack the ability to integrate medical knowledge into practice and decision making. This has created significant discord within the team made up of 2 interns, and 2 upper levels.



Scenario # 4

- You are rounding on the ward and about to go into a patient room when suddenly you hear a shriek from the PGY2 female behind you. You turn around to find that a PGY1 male has decided to take a saline syringe and squirt it on the backside of the female resident just before she goes into the room. She is now facing the intern and angrily accusing him of sexual harassment.



Thank you!

