

Leading Teams: Behaviors to optimize Performance

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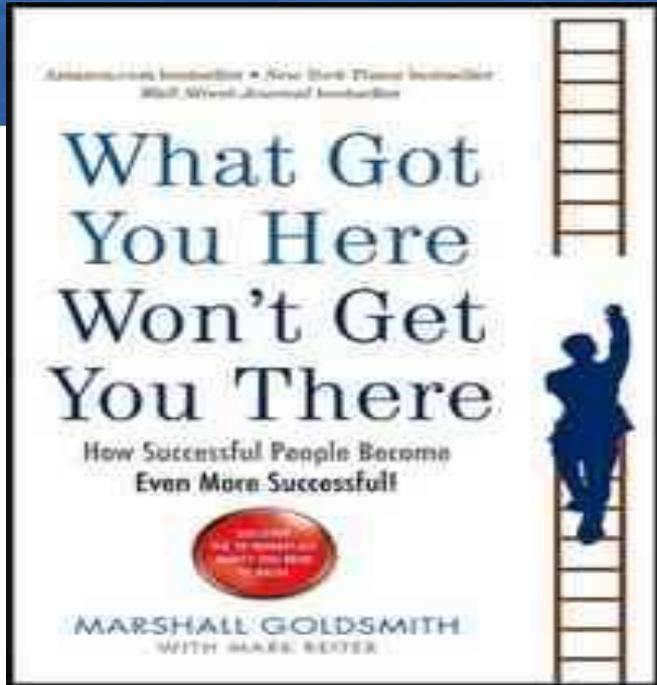
American College of Gastroenterology

Every Physician is a Leader

- Lead in your office
- Lead in your hospital
- Lead in committees
- Lead in your home

But we often have not developed the skills to lead well

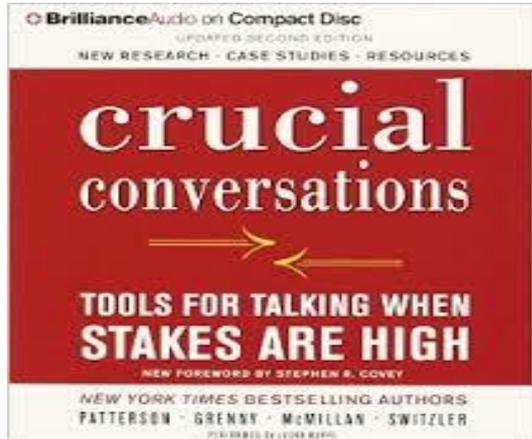
You can develop better skills!



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Leading Teams: Bad Habits and How to Avoid Them

Avoid the need to win at all costs

- Physicians are winners. We won in high school, college and medical school. Accepting defeat is often outside our understanding.
- Example: Fighting insurance companies for use of a certain PPI when in our hearts we know that there is likely little difference between X and Y.
- **Solution:** You have to be willing to “let go”. Don’t feel that you have to influence, dominate and win all decisions even it is “your” practice.

Guard against our overwhelming desire to add our 2 cents to every discussion

- As physicians, we know a lot about many things and naturally like to express our opinions at every opportunity.
- Example: You ask your nursing staff to develop a method to store biopsy forceps in each procedure room. You have to lead the project because “you’re the doctor” when they probably have a better feel for the process than you or any other physician on your staff.

Adding too much value

- **Solution:** Let people do their work. If their solution is substantially off, then you will have to be willing to facilitate change, but don't assume you always have the solution.
- *This is one that I have to work on everyday. When going into a meeting, I often write on the agenda "listen more, speak less"*

Muhammad Ali

“Maybe my Parkinson’s is God’s way of reminding me what is important.

It slowed me down and caused me to listen rather than talk.

Actually, people pay more attention to me now because I don’t talk as much”

Avoid making destructive comments

- **The needless sarcasm and cutting remarks that we think make us sound sharp and witty.**
- Example: I can't image why you would think that is true? "great idea, duh".
- **Solution:** Guard against the use of sarcasm and cutting remarks. If you need to influence a change, clearly communicate what you need. Don't use indirect attacking language to get your way.
- *It is OK to be funny, just be careful!*

Limit the use of “no,” “but” and “however”

- **The overuse of these negative qualifiers, which secretly convey to everyone, “I’m right. You’re wrong.”**
- That was an outstanding case presentation, but.....,
- I’m glad you have been able to loose 10#s, however you have a ways to go
- The nurses have been doing a great job, but we can move faster
- **Solution:** Let the complement stand on its own. Don’t attempt to sugar coat your complaint with a lame complement. Say what you mean!

You usually don't need to show the world how smart you are

- In my experience.....,
- At _____ we do it this way
- **Solution:** Remember, people know you are smart (you made it through training, I assume), so guard against rubbing their nose in it. Let your actions speak louder than your words.
- Let your actions speak louder than your words

Avoid speaking when angry

- **Using emotional volatility as a management tool**
- Are you trying to kill my patient????
- Can't you hold the stupid catheter still?????
- I am not going to see that patient, you can just forget about it.
- Tell the boss he can kiss my ***
- **Solution:** Healthcare is a stressful business. You are going to get angry at time. This is normal. You just need guard against acting out in an angry manner. Walk away, take a deep breath. Count to 10, practice “letting it go”

Speaking when angry

- Avoid sending emails/texts when angry
- Write the email, put it aside and think about it prior to sending
- Never put anything in email that you would not post on the outside of your office door
- Don't copy the world to make your point
- NEVER, NEVER, NEVER express your anger in the medical record

Be less negative

- Let me explain why your patient does not need X
- That will never work!
- Are you trying to destroy our practice?
- I can't imagine ever seeing that from your point of view
- **Solution:** Again, it is your practice so you have the right to express your opinion, just make sure it is done in a positive and respectful manner. Try to give more than one positive statement for each negative (Ideally even more than that). Say "Thank You" more

Give proper recognition and avoid taking too much credit

- I did a great job on that polyp, didn't I?
- They are paid well, that is enough recognition.
- Solution: Minimize the use of "I" and maximize "we". Say "thank you".

Solution: Be slow to take credit. Self deprecation can be useful to a degree

- *I am challenged here since I personally don't require much praise and reward, I am slow to give it to others.*

Try not to make excuses

- **The need to reposition our annoying behavior as a permanent fixture so people will excuse us for it.**
- I just get uptight in procedures. I didn't mean anything when I called you an idiot.
- I was too busy to call that patient back
- You just don't understand how stressful my life has become.
- **Solution:** This is tough. It is in our nature to make excuses. Try to ask yourself "will making an excuse really help or should I just say "I was wrong and I'll try to do better"

Don't cling to the past

- **The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.**
- Things were better prior to the EMR
- It's all Obama's fault
- **Solution:** Similar to the above. Ask yourself "is this really helping the situation now?"
- Remember: Face up to the way the World is, not the way it used to be

Avoid playing favorites

- **Failing to see that we are treating someone unfairly.**
- Bringing a donut to our favorite nurse
- Giving specific complements when the whole team was good.
- **Solution:** This is tough for me. I have made it a point to try to be free with my compliments, but have been perceived as playing favorites at times. Just think about how others in the room see what you are doing/saying.

Express regret when you need to

- **The inability to take responsibility for our actions, admit we're wrong or recognize how our actions affect others.**
- I did that because my chair puts too much pressure on me.
- **Solution:** Say “I’m sorry” and “Thank you” as often as possible
 - Paradoxically, this will make you stronger, not weaker!

Express gratitude

- Again: Thank you, thank you, thank you!
Even if someone is being critical of you
- Exercise: Ask someone who will be honest with you “what can I do to be better”.
Whatever they say, thank them!
- *Try it with your significant other!*

Listen!

- **The most passive-aggressive form of disrespect for our colleagues is to not listening.**
- Zoning out in the middle of a resident or student's case presentation.
- Zoning out on a patient. "your patients visit with you is likely the most important event of their day, perhaps even their week".
- **Solution:** If this is your problem, you may actually want to consider taking a class. "Active listening" is an obtainable skill through practice.
- *I personally have to fight this one every day*

Avoid punishing the messenger

- **The misguided need to attack the innocent who, usually, are only trying to help us.**
- Your secretary calls you about Mrs. Jones, an IBS patient who calls basically every day and you blast her.
- Your desk worker calls you about a patient who has arrived an hour late
- **Solution:** Don't do it. If there is an issue in your employees behavior that needs correcting, don't do it in public and ideally not in the heat of the moment.
- This behavior creates danger in a high risk environment

Avoiding having an excessive need to be “me.”

- **Exalting our faults as virtues, simply because they embody who we are.**
- I just yell at people because that's the way we communicated in my family.
- My office is a mess because it's the way I work.
- I know the guidelines say “X”, but I think it is better to do “Y”
- **Solution:** Individuality is the greatest strength and at times the greatest weakness of our country. If you like to behave a certain way, make sure it is affecting your work and others in a neutral to positive direction as a minimum.

Keys to Effective Communication

- Listen
- Be clear and understandable
- Speak Truth
- Be passionate
- Repeat the message
- Be consistent

Avoid being or appearing self-serving

God
Family
Self

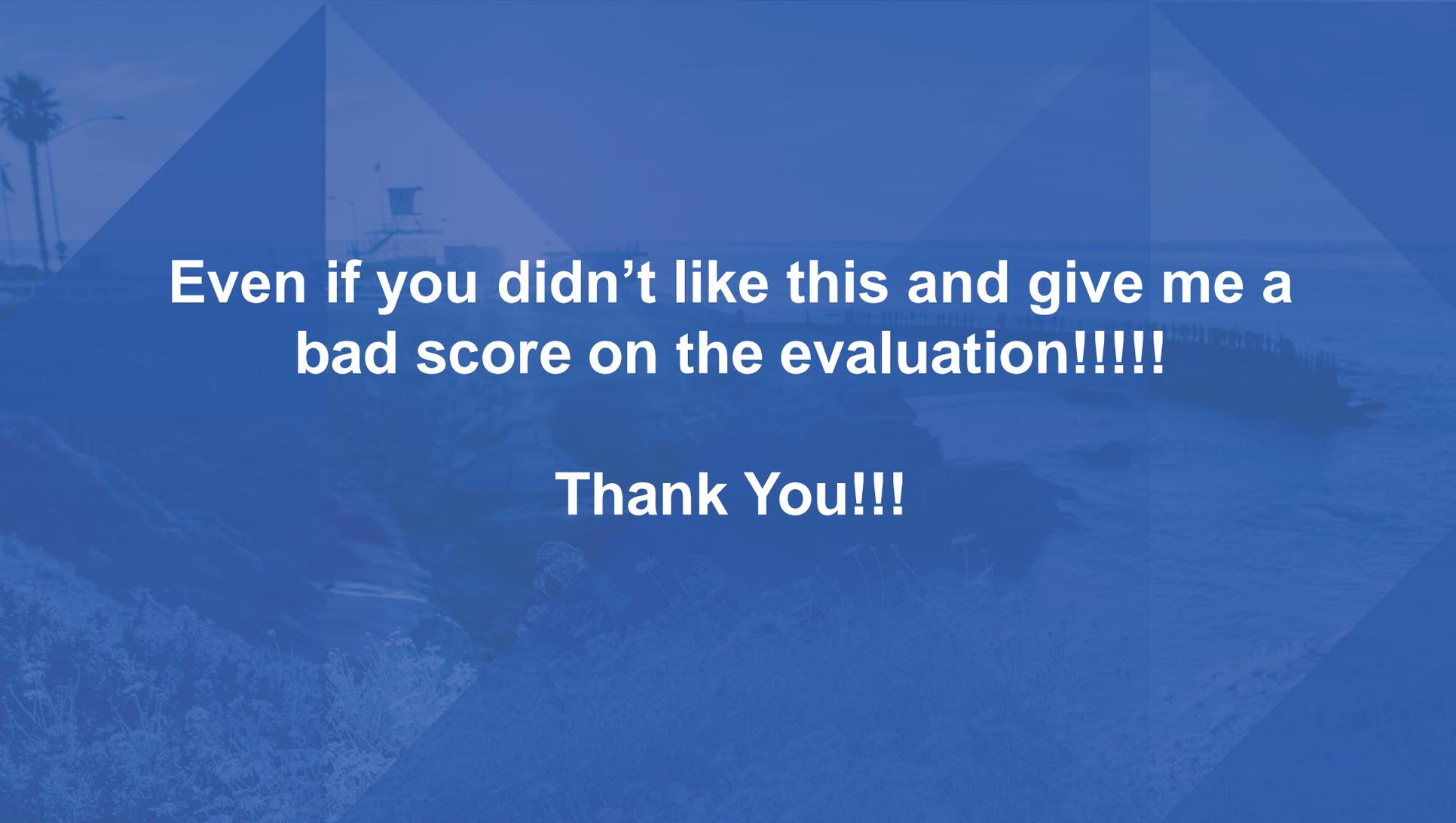
Patients
Mayo Clinic
Self

I AM THIRD

Patients
ACG
Self

Nurses
Doctors
Self

If Serving is below you, Leadership is beyond you!



**Even if you didn't like this and give me a
bad score on the evaluation!!!!**

Thank You!!!