

# Managerial Skills for The Physician

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# How to Be an Effective Manager and a Leader

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# Disclosure

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Nothing to disclose

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## Why Is It Important to Be an Effective Manager?

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- “People don’t leave businesses, they leave managers”
- Employee turn over is expensive, emotionally draining for the physician and staff, and results in less than perfect patient care
- The employee long longevity under an effective manager results in a feeling of ownership and promotes the “proud family” work ethic
- If effective management is lacking, the staff will lose motivation, enthusiasm, and productivity

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## Why Is It Important to Be an Effective Manager?

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- Work becomes fun and your best days will be Mondays (it is the best feeling 😊)
- The office will run efficiently
- Staff will help each other, and the manager does not have to say a word
- Financially rewarding

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## Responsibilities of an Effective Manager

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- Staff productivity
- Support each staff and bring out the best in each one
- Understand staff individual strength
- Motivate and encourage “appropriate” individual growth

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## What takes to be an Effective Manager

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- You can't be what you don't know
- Continuous learning is essential
- Constant refining of your communication skills to achieve the best relationship within your staff (they should function like a soccer team)
- Invest your time in the personal staff development, but remember not all staff needs are the same

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## What takes to be an Effective Manager

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- You can't be an effective manager without building a team
- No place for the energy suckers among your staff (too much drama, constantly complaining, or are an emotional wreck)
- Don't tolerate working with a "toxic" staff member, will make it impossible to build a team
- Move away from the thinking "I just need a body"
- Retain the best employees and "selectively" build the team around them

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# What takes to be an Effective Manager

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- **Listen**
- DEVELOP the ability to listen and understand the wants, needs, and concerns of your staff
- Listening to your staff empowers them to feel they have a voice and their opinion counts
- Listening is important but don't turn your office to become "New York Penn station," you set the time to listen

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# What takes to be an Effective Manager

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- **Communicate clearly**
- Good communication is very essential quality of an effective manager
- Learn how to communicate clearly before you start delegating
- Being a strong communicator will make your job easier to motivate and build up your staff
- Strong communication is not just the ability to speak to your staff, but it is to empower the staff to speak to each other

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# What takes to be an Effective Manager

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- **Make decisions**

- Being decisive is a fundamental quality of an effective manager
- Effective managers give clear directions and make key decisions
- Take the time to think before you speak and have clear vision to guide your decisions
- Inability to make key decisions results in poor management and the lack of staff trust

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# What takes to be an Effective Manager

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- **Learn, teach your staff, then empower and trust**

- If you are micromanaging, you are going the wrong direction
- You need to educate your staff, empower them, delegate and trust
- Trusting your staff doesn't mean you don't check on their work
- In larger groups and multispecialty clinics, it is essential to foster respect and trust among all assistant managers and leaders of the different sections

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# What takes to be an Effective Manager

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- **Protect your staff**
- Take responsibilities of the successes and failures of the entire staff
- Mention the successes before the failures
- Remember, leading from the front when things get tough is highly effective and your staff will feel protected

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# What takes to be an Effective Manager

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- **Be a good example**
- The staff need to respect you professionally
- Always better yourself and prove skills and knowledge
- Never speak down about a patient otherwise your staff will do the same
- Don't say anything bad about an employee if he/she is not present
- Compliment in the open and correct/educate behind doors

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Thank you

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AT THE FOREFRONT  
**UChicago  
Medicine**

# Managerial Skills for the Physician: Setting Priorities

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## Understanding Daily Tasks



## Organizing Tasks

- **Bullet Journal**
- **Smart phone notes**
- **Desktop notes**
- **Software**
  - Microsoft OneNote
  - Trello
  - Google Docs
  - Evernote
  - Asana
  - Many more...

## Schedule Tasks

- **Types**
  - Personal schedule/calendar
  - Family schedule/calendar
  - Patient schedule/calendar
  - Office schedule/calendar
- **Solutions**
  - Smart phone
  - Desktop
  - Paper
  - Tablet

## Types of Tasks

- Incidentals or Reactionary
- Routines
- Projects
- Problems

## Routines

- Sets of recurring tasks
- Bulk of our day-to-day activities
- Examples
  - Seeing patients
  - Daily huddle
  - Calibrating spirometer
- May have a checklist; maybe automatic (but not on a to-do list)

# Routines

- **Problem**
  - Exploits our insecurities
  - Tasks become routine that do not need to be
  - Micromanaging
  - Can become not enjoyable (burnout)
- **Solutions**
  - Can someone else can do a routine task
  - Should this task be routine
  - If it is very unenjoyable, should you make a major change

# Problems

- **Issues that stop us in our tracks**
- **Take precedence over everything**
- **(Hopefully) relatively small number**
- **Examples:**
  - COVID!
  - Ran out of skin testing supplies
  - Too many call offs in one day

# Problems

- **Problems**
  - Can become all consuming
  - Can lead to burnout
- **Solutions**
  - Anticipate problems
  - Have back up plans (plan B, plan C)
  - Empower others to handle problems
  - Phone a friend/Don't reinvent the wheel

# Incidental or Reactionary

- **One-time tasks**
- **Short time to complete**
- **Easy to do**
- **Examples**
  - Respond to voicemail, email, text
  - Replace a lightbulb in otoscope
  - Communicate an update to the clinic team
- **Perfect for a running “to-do” list!**
- **Often get done quickly even if they are low priority**

## Incidental or Reactionary

- **Problems**

- All-consuming
- Eat away time
- Are not fun
- Minimally productive
- Get in the way of more important and more fun tasks

## Projects

- Big, one-time jobs
- Often **high priority** to improve day-to-day life
- Requires focused efforts over a sustained period of time
- **Examples:**
  - Implementing (new) EMR
  - Office renovation
- **Are frequently postponed because time has been eaten up by incidentals and routines**
- If projects are neglected, they can become problems

## Reducing Incidentals

- Create algorithms for email inbox
- Remove email from smart phone or limit hours that you check
- Be strategic with social media
- Do not default all incidentals to yourself! (Delegate, delegate, delegate)
- Outsource what you can
- Consider a technology free day
- Set a timer when on the internet (Avoid rabbit holes!)

## Prioritizing Projects

- Create a “wish list” of projects
- Engage your team in prioritizing
- Understand value of each project (not all monetary)
- Monitor progress of projects; dismiss projects that are not progressing

## Implementing Projects

- **Block time on your calendar; or time on someone's calendar**
- **Compile your tools**
  - Schedule
  - File sharing/communication
  - Data collection
- **Turn off (almost) all forms of communication**
- **Engage a team**
- **Keep it enjoyable (marathon; not a sprint)**
- **Consider a weekly tech holiday**
- **Treat yourself**

## Implementing Projects

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- **Treat yourself**



# Cultivating a Positive Work Environment

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7-23-21

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# Disclosures

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“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.”

Babe Ruth

# Why do we care about a positive work culture?

- Positive work cultures encourage happier employees.
  - Happier employees are in general more productive and encourage a more productive atmosphere in the office.
  - Happier employees are more likely to stick around. This means less interviewing/hiring and more continuity of care.
- Positive work cultures encourage collaboration.
  - Collaborative employees get to know their coworkers, share ideas, solve problems together and are more efficient
- Positive work cultures encourage creativity.
  - Creativity allows individuals of all levels to express their opinion and contribute to positive change.

# Negative Behaviors

- Taking credit for someone else's work
- Being late consistently
- Coming in sick and calling in sick when you are not
- Martyr behavior
- Biting the hand that feeds you
- Burning bridges
- Boasting
- Not communicating clearly
- Lying



# Building a Positive Culture

- Set and promote your company's goals
  - Consider starting with a mission statement.
- Promote diversity and inclusivity
- Allow for humor-Look on the bright side of things
- Prioritize respect and have a zero tolerance policy
  - Every employee should feel like they can be and are heard.
- Use your employees feedback
  - Some of the most important ideas we have had came from employees that were vested in the practice.

# Creating a Positive Culture

- Be flexible
  - Flexible work schedules offer greater happiness and keep employees vested in the company
- Be transparent
  - Transparency promotes open communication and helps employees feel vested.
- Plan social outings
  - These foster meaningful relationships throughout the company.

# Cultivating a Positive Culture

- Give positive reinforcement and celebrate wins
  - Fabulous jar
  - I appreciate....
- Encourage random acts of kindness
  - Helping others outside of work
  - Gathering for a coworker
- Change how you respond
  - Watch defensiveness
- Moods are contagious!



# References

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