

# Transplant Team Management & Leadership

7th Annual Surgical Fellows Symposium

October 5, 2013

Snowbird, Utah

John C. Magee, MD  
University of Michigan

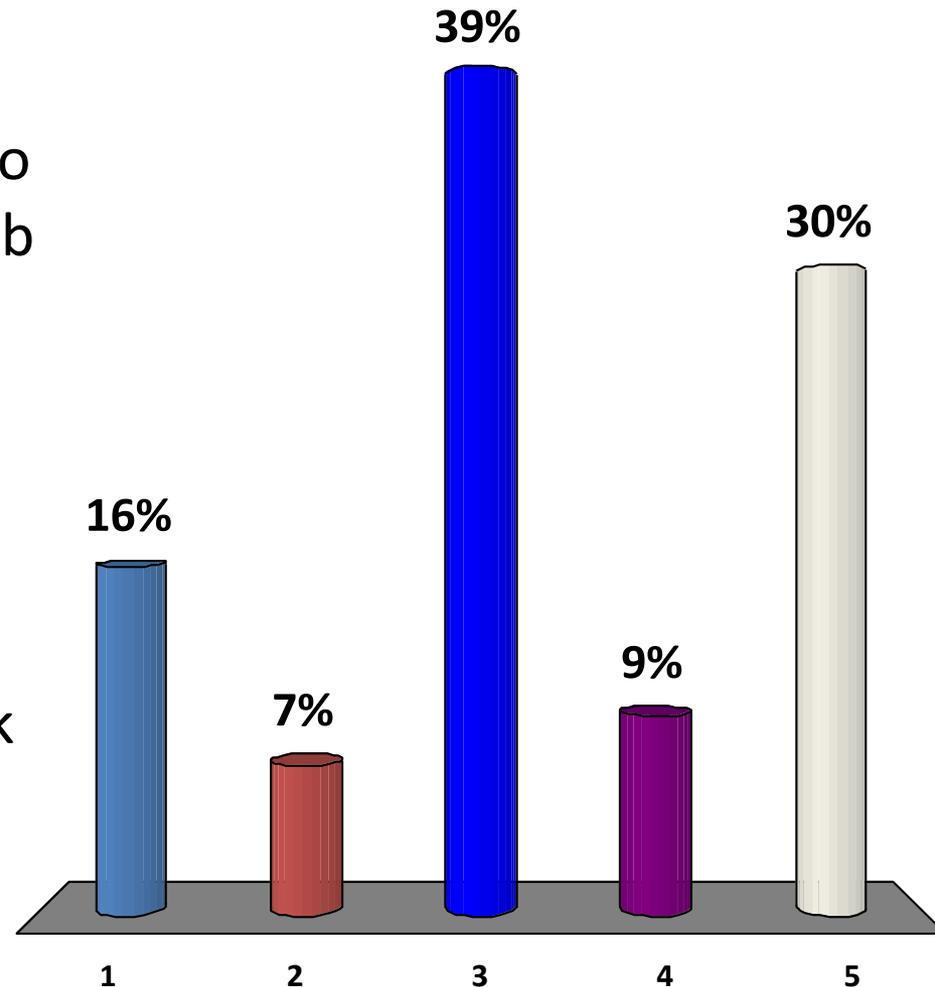


# Disclosures

- No financial interests related to this presentation

# Why is Magee giving this talk?

1. Dorry Segev could not make it
2. Planning committee forgot to ask anyone until this morning
3. Hope that he would succumb to altitude sickness and open up a job for a graduating fellow
4. Not a smart as the usual ones who come to mind but less blustery
5. Desperate hope that the little introspection required for this talk might make Magee better



# What do I need to know ...

- Accounting, Finance
- Marketing, Contracting
- Economics (micro and macro)
- Project Management, Change Management
- Strategy, Logistics, Operations Management
- Organizational behavior
- Negotiation/Bargaining, Public Relationship

# Leadership

Why is Magee giving this talk?

# Effective Leadership

- You are all leaders
  - There are great opportunities
- You can work at becoming more effective leaders
  - It is hard work (Habits and “go to” styles are hard to break)
  - It is a process
  - Getting older helps

Read Books

Take Courses

JOHN C. MAXWELL

THE 21 INDISPENSABLE  
QUALITIES OF  
A LEADER

*B e c o m i n g t h e  
P e r s o n O t h e r s W i l l  
W a n t t o F o l l o w*

IDEAS WITH IMPACT

Harvard Business Review  
ON  
Developing Leaders



**Are You Picking the Right Leaders?**  
Melvin Sorcher and James Brant

**Managing Away Bad Habits**  
James Waldroop and Timothy Butler

**Personalize Your Management  
Development**  
Natalie Shope Griffin

**No Ordinary Boot Camp**  
Noel M. Tichy

**Teaching Smart People How to Learn**  
Chris Argyris

**Why Entrepreneurs Don't Scale**  
John Hamm

**The Making of a Corporate Athlete**  
Jim Loehr and Tony Schwartz

**Crucibles of Leadership**  
Warren G. Bennis and Robert J. Thomas

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KOUZES  
& POSNER

THE

LEADERSHIP  
CHALLENGE

*4th Edition*

THE MOST TRUSTED SOURCE ON  
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**NAKED LEADERSHIP**  
CONFRONTING THE TRUTH  
ABOUT LEADERSHIP  
**PETER STEPHENSON**

Author of the bestselling book *Executive Coaching*

alpha  
books

THE  
**COMPLETE  
IDIOT'S  
GUIDE®** TO

"[DuBrin] does an absolutely masterful job of surveying the vast leadership landscape and then focusing in on the most critical issues a leader faces."

—Jim Kouzes,  
Chairman,  
TPG/Learning  
Systems, and co-  
author *The Leadership  
Challenge and  
Credibility*

# Leadership

SECOND EDITION

- ◆ **Practical tips** for building confidence, charisma, and credibility
- ◆ **Idiot-proof ways** to take the initiative in any situation
- ◆ **Fascinating profiles** of real-life leaders

Andrew J. DuBrin



J. Magee

# Read Books

- General vs. Specific Topic
- Don't read them like medical books – look for things that resonate
- Use them to develop a “tool” chest
- Caveats

# Leadership

- Thinking about how to become the most effective leader possible should be a deeply personal experience
- What do you want from your life?
- What are your strengths and weaknesses?
- What are your guiding principles and goals?
- For me ...
  - “Make a difference”
  - “My goal is to be redundant”

# Management vs. Leadership

# Manager vs. Leader

- Administers
- Maintains
- System/Structure focus
- Eye on bottom line
- Accepts status quo
- Does things right

- Innovates
- Develops
- People focus
- Eye on horizon
- Challenges status quo
- Does the right thing

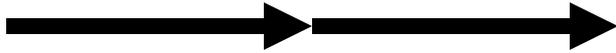
“One does not ‘manage’ people” ...  
“the task is to lead people”

- Peter Drucker

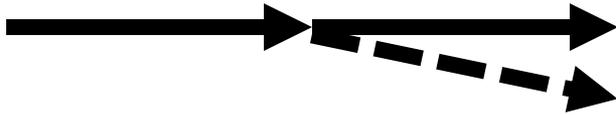
# Management vs. Leadership



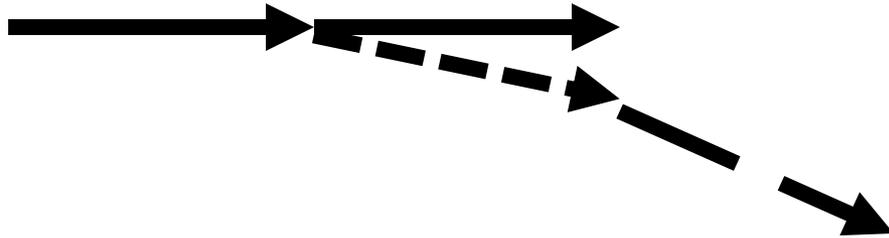
# Management vs. Leadership



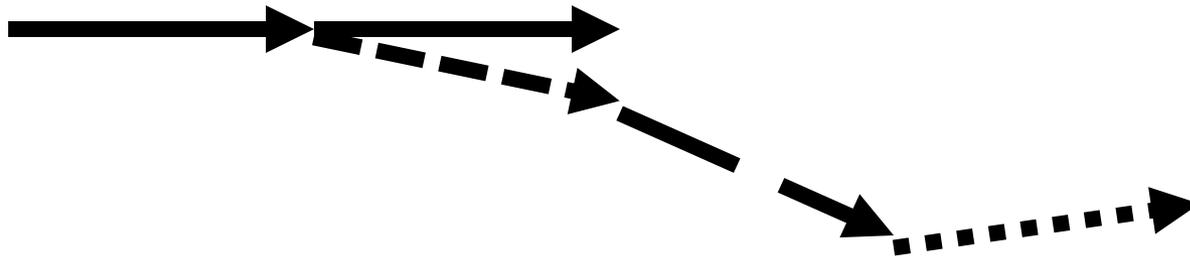
# Management vs. Leadership



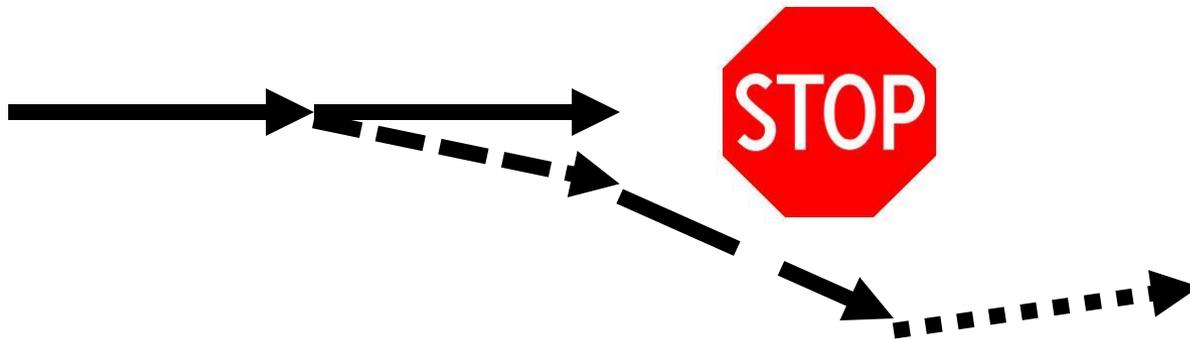
# Management vs. Leadership



# Management vs. Leadership



# Management vs. Leadership

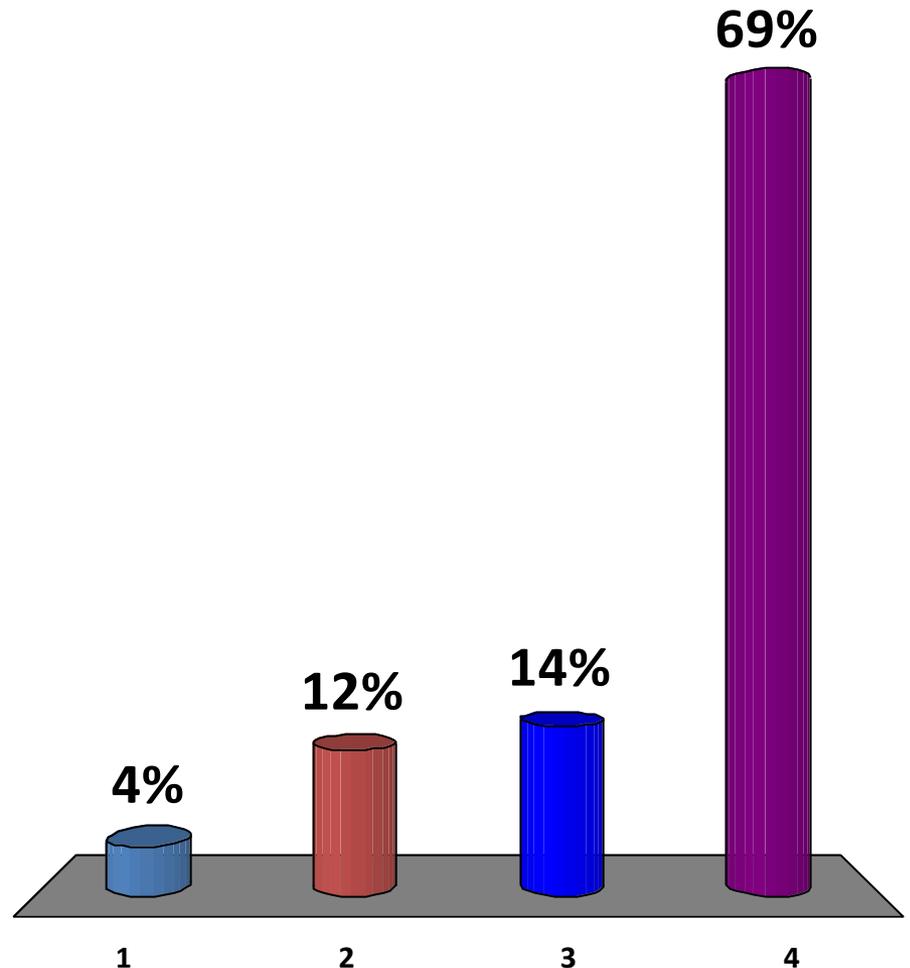


Management is critical

Good Management is essential for Great  
Leadership but is not sufficient

# I believe leadership is important because...

1. With a name like “leadership” it has to be good
2. It beats “followship”
3. Better pay and exotic travel
4. I am interested in realizing an impact greater than what I can do alone



# Definition of Leader

Leaders have followers

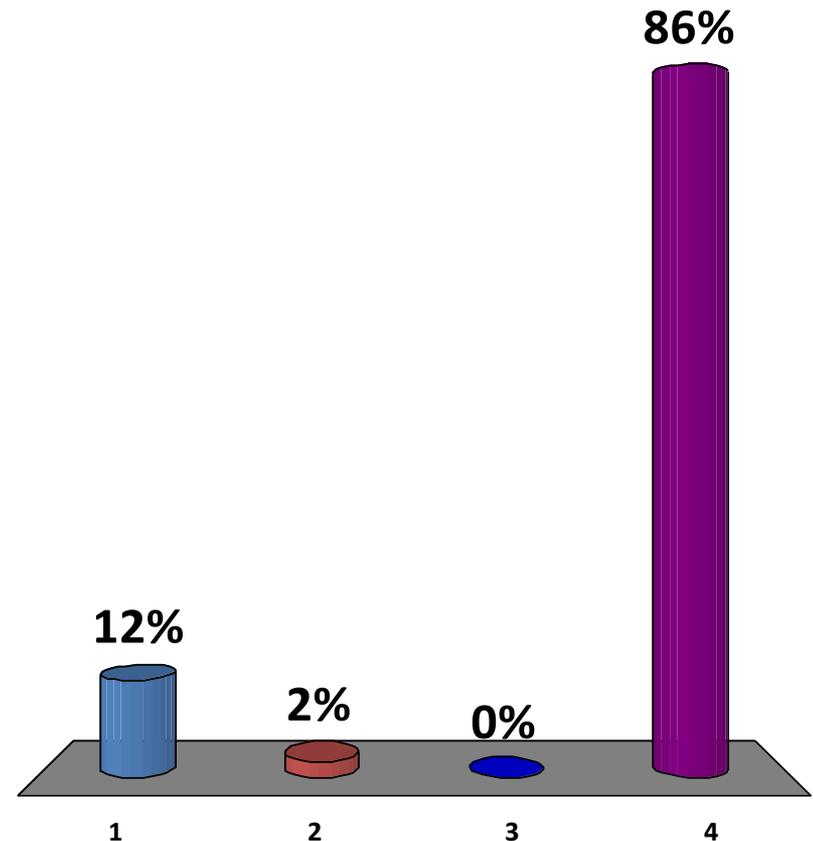
# Leadership Styles

- There are many ways to think about “Styles”
  - Autocratic leadership
  - Bureaucratic leadership
  - Charismatic leadership
  - Democratic/participative leadership
  - Laissez-faire leadership
  - People/relations-oriented leadership
  - Servant leadership
  - Task-oriented leadership
  - Transactional leadership
  - Transformational leadership

# Effective Leadership

The most important thing to understand about how to be the most effective leader possible is

1. Yourself
2. The Team
3. The Organization
4. All of the above

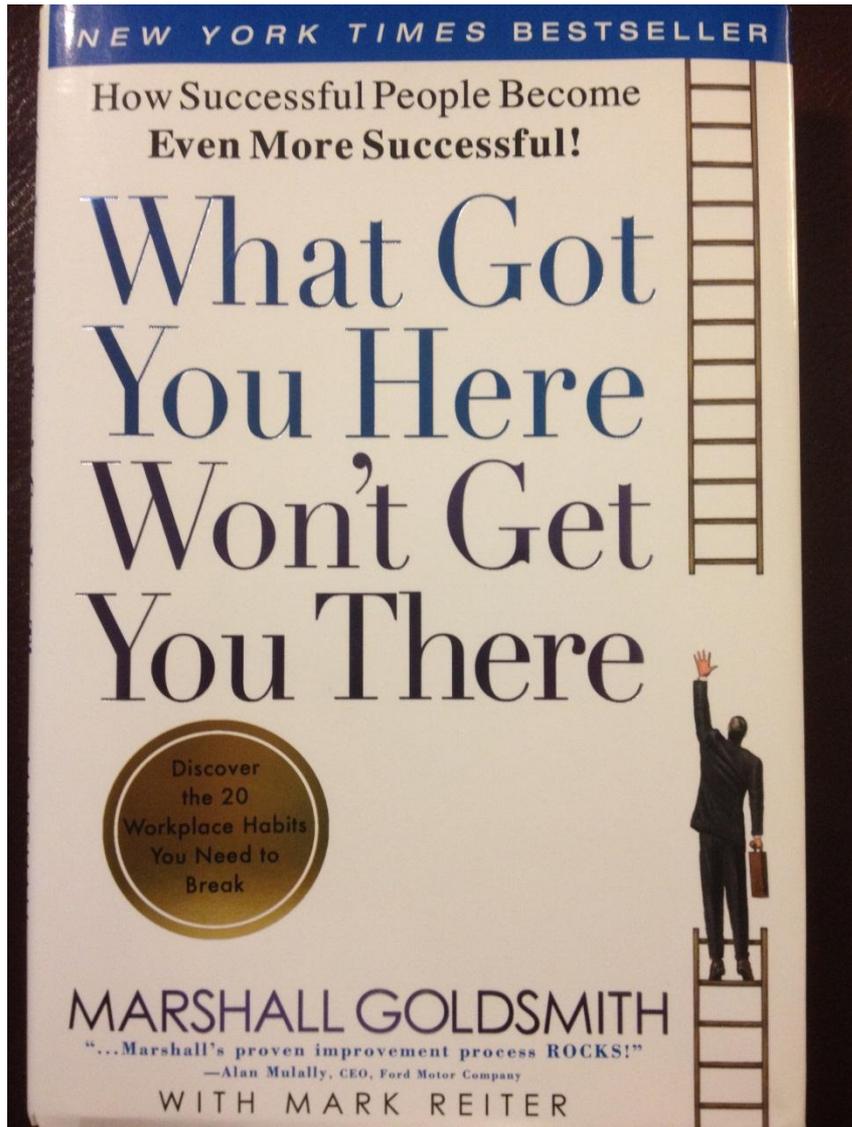


# Effective Leadership

## Understand Yourself

- Introspection
- Get feedback (direct reports, supervisors, peers, ...
  - Incredibly difficult to do
  - Integrate what you learn – and keep doing it

# We can be victims of our own success (and training)



Need to recognize  
and modify  
behaviors that are  
now “maladaptive”

# Effective Leadership

## Understand your Team

- Surgeons
- Physicians
- Nurses (inpatient, OR, outpatient)
- Coordinators
- Social Work
- Dietary
- Admin Staff (data entry, call center, etc.)
- Your Boss(es)

Stereotypical categories and individuals

# Effective Leadership

## Understand Organizations

- How they function
- How they improve (or fail)

WHY BUSINESS THINKING  
IS NOT THE ANSWER

**GOOD TO GREAT**  
AND THE  
**SOCIAL SECTORS**

A Monograph to Accompany  
Good to Great

JIM COLLINS



# Leadership

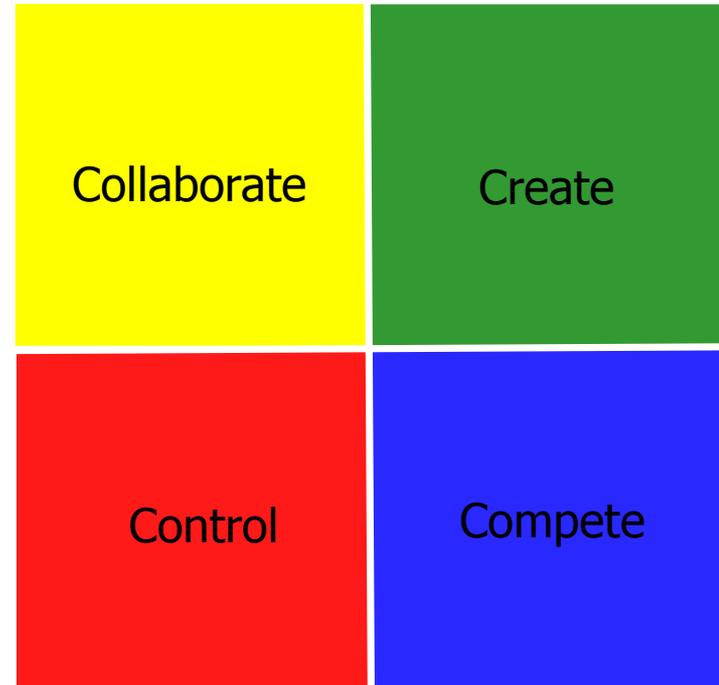
## Need to Understand Organizations

- Organizations have a culture
- Organizations have people who have
  - Different levels and forms of power
  - Different levels of knowledge regarding the organization
- Organizations function in local, regional national and international contexts



# Competing Values Leadership

CREATING VALUE IN ORGANIZATIONS



KIM S. CAMERON ROBERT E. QUINN  
JEFF DEGRAFF ANJAN V. THAKOR

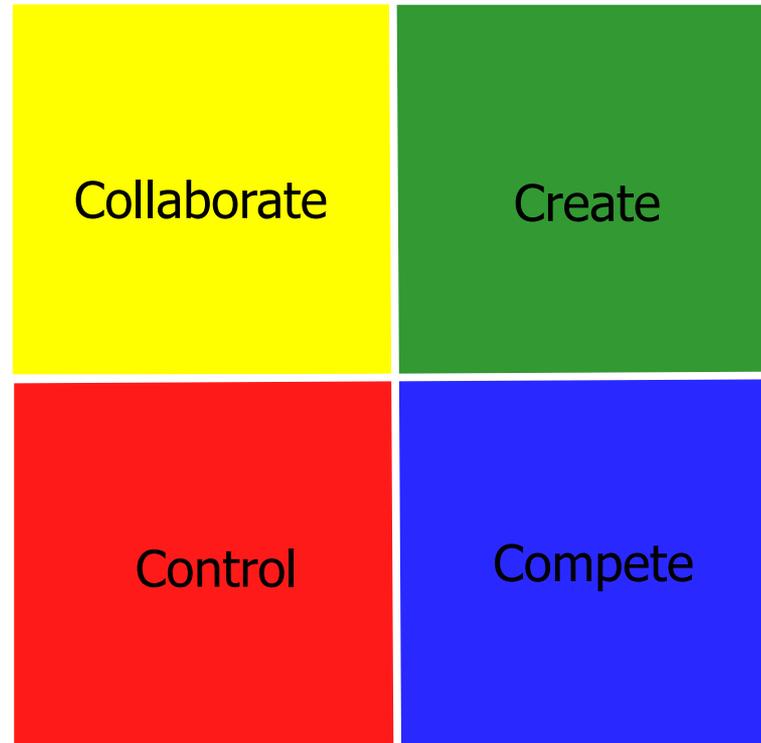
NEW HORIZONS IN MANAGEMENT  
Series Editor: Cary L. Cooper

Warm and cuddly  
Strong mentoring  
skills

Focus on  
relationships

Rules and  
regulations  
Policy  
adherence

Focus on  
compliance



Innovative  
"Out of the  
box" thinkers

Focus on  
ideas

Driven  
Competitive  
"Must win"  
attitude

Focus on  
results

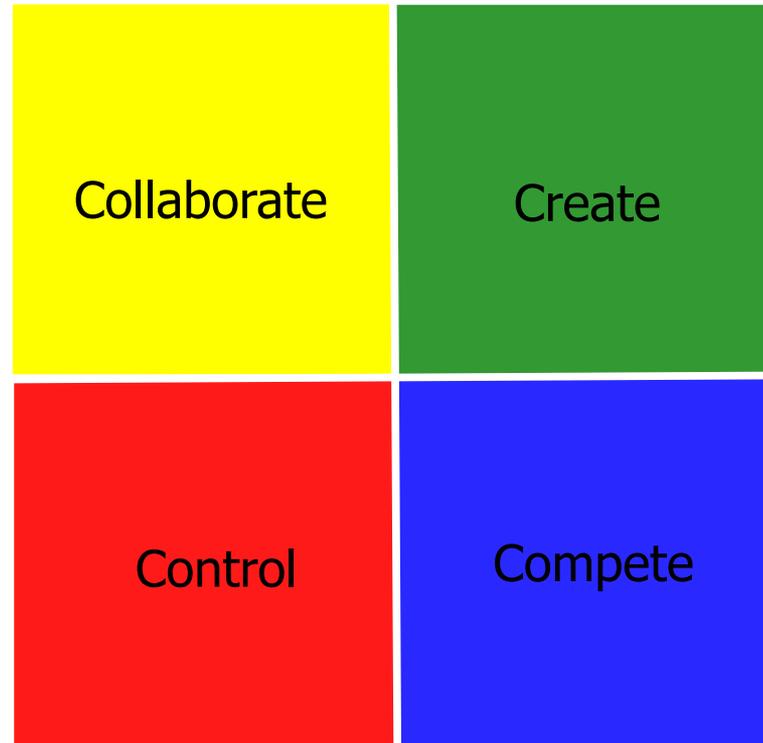
# Leadership roles

Director of a training program

Focus on developing human potential

Chief Medical Officer

Focus on compliance with standards



Director of research "Center"

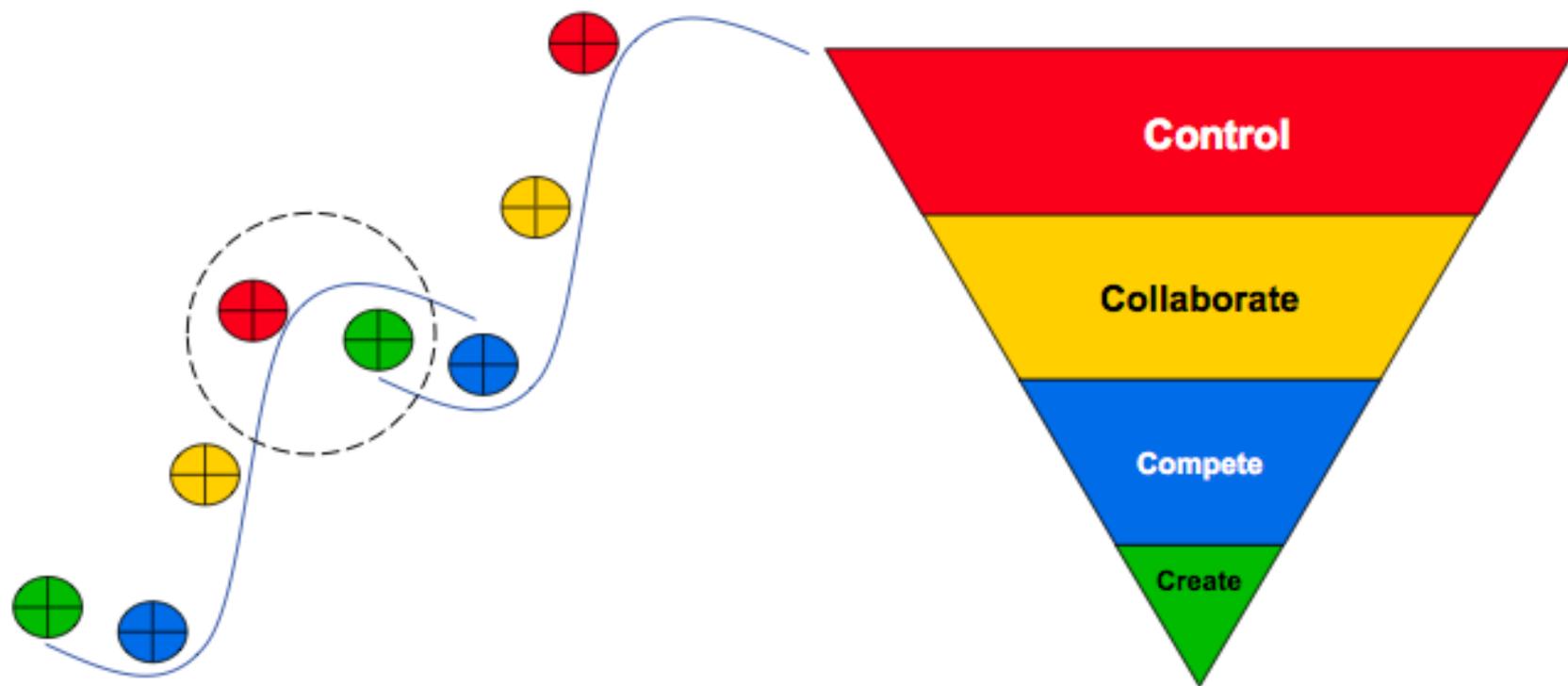
Focus on research and innovation

Department Chair, Division Chief

Focus on firm productivity and excellence

# How Do Organizations Develop?

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# Competing Values Framework

- Provides one approach to thinking about how different values add value to an organization
- Provides insight into leadership styles and how they may fit with specific roles within healthcare

# Effective Leadership

You will still have a boss

# Leading Up (Not Sucking Up)

- Understand your boss
  - stated and unstated goals and objectives
  - the pressures on them
  - their strengths, weaknesses, blind spots
  - their preferred work style
- Understand yourself
  - strengths, weaknesses, blind spots
  - personal style
  - your default tendency towards dependence on or resistance to authority figures

# Leading Up (Not Sucking Up)

- Incorporate understanding of your boss and yourself and develop a relationship
  - Fits needs and styles of both
  - Characterized by mutual expectations
  - Keeps boss informed (no surprises)
  - Based on dependability and honesty
  - Efficiently utilizes your boss's time and resources

# Effective Leadership Change

Leaders effect change

Change is the only constant

# The Organization

## Academic Medical Center (AMC)

- Forward progress in AMC's is like the passing of the Ice Age
  - But not as exciting
  - And it takes longer
  - And in AMC's - some of the Dinosaurs make it

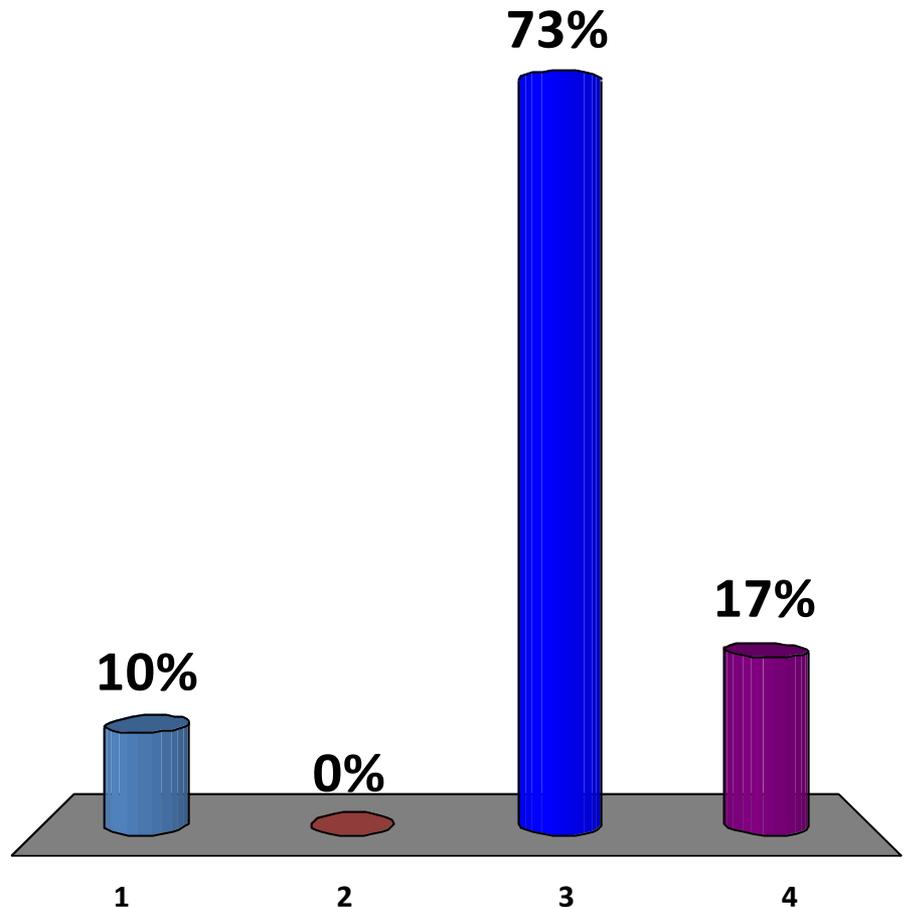
# LEADING CHANGE

- Kotter's framework
  - Establish a sense of urgency
  - Form a powerful guiding coalition
  - Create a vision
  - Communicate the vision
  - Empower others to act on the vision
  - Plan for and create short term wins
  - Consolidate achievements and produce more change
  - Institutionalize new approaches

Leaders Motivate Others

# What is an effective approach to motivating others?

1. Fear
2. Carrot & Stick
3. Emphasize autonomy, mastery & purpose
4. Cash

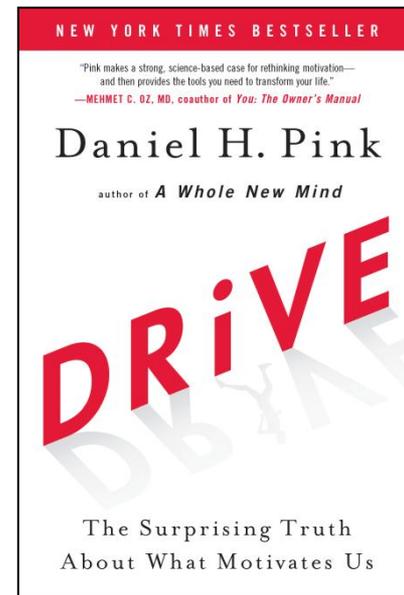


# Leaders Motivate Others

Autonomy -desire to be self-directed

Mastery – innate drive to keep improving at something that’s important to us

Purpose - sense that what we do serves something meaningful beyond than ourselves



# Effective Leadership

- Leaders (you) are a precious resource
- Use it wisely

# Delegation

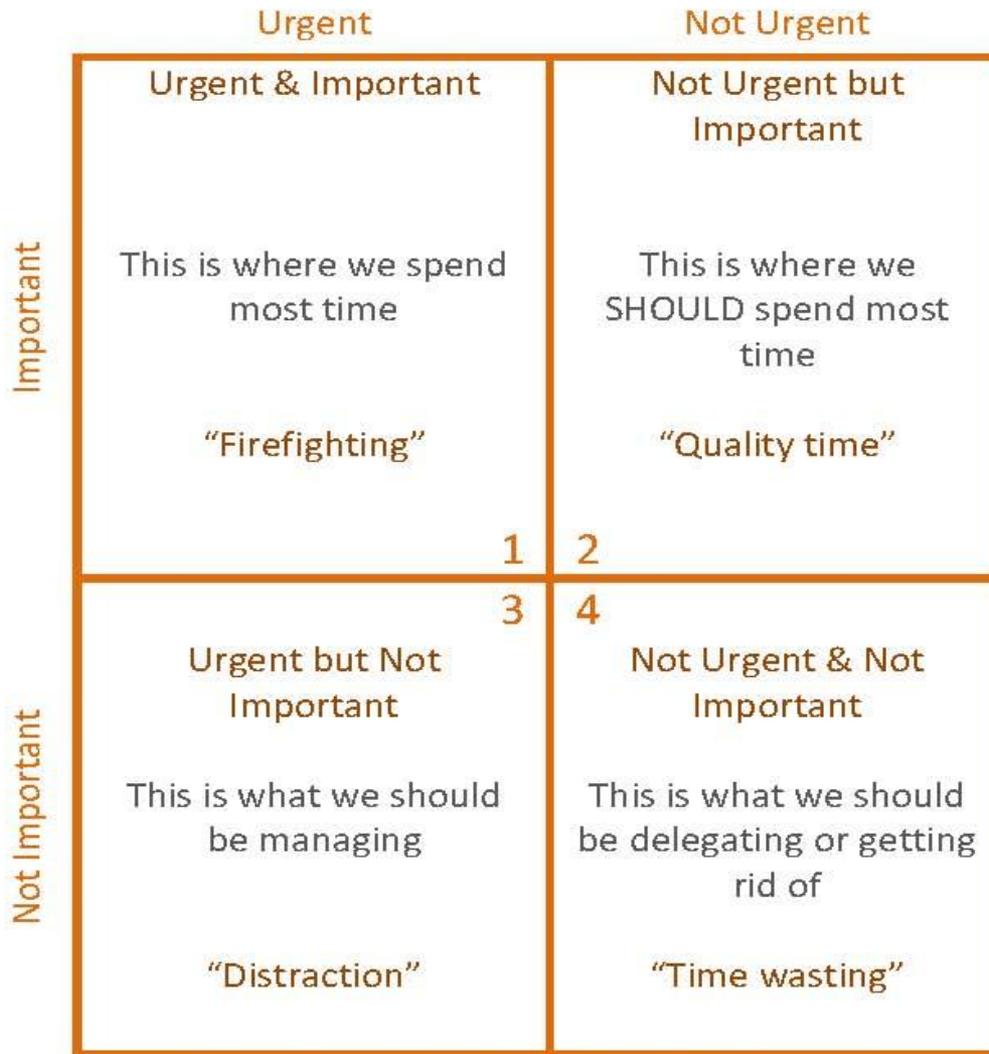
- A great way to leverage talent to make team more efficient
- Not dumping
  - Make sure the activity benefits the other person (Win/Win)
  - Opportunity for development

# Why Delegation Fails

- Fear of being perceived as dumping
- Fear of loss of control
- Fear of loss of perfection
- Not trained to do it

# Prioritize Yourself and for the Team

Unplanned  
clinical care  
  
Last minute  
deadlines



Program  
Development  
  
Major grants  
  
Big papers

Emails  
  
Gossip

Unimportant  
papers  
  
Football  
watching

Stephen Covey's Four Quadrants

# Effective Leadership

Time management

Vs.

Bandwidth Management

# Effective Leadership

- Balance is critical
  - Sleep
  - Leisure
  - Family and Friends
- Family is not replaceable



# Effective Leadership

## Other Key Concepts

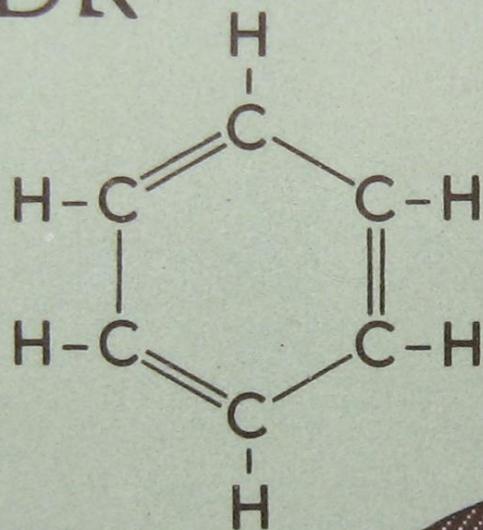
# Vision and New Ideas

- Leaders need vision and new ideas
- How to get foster this process?

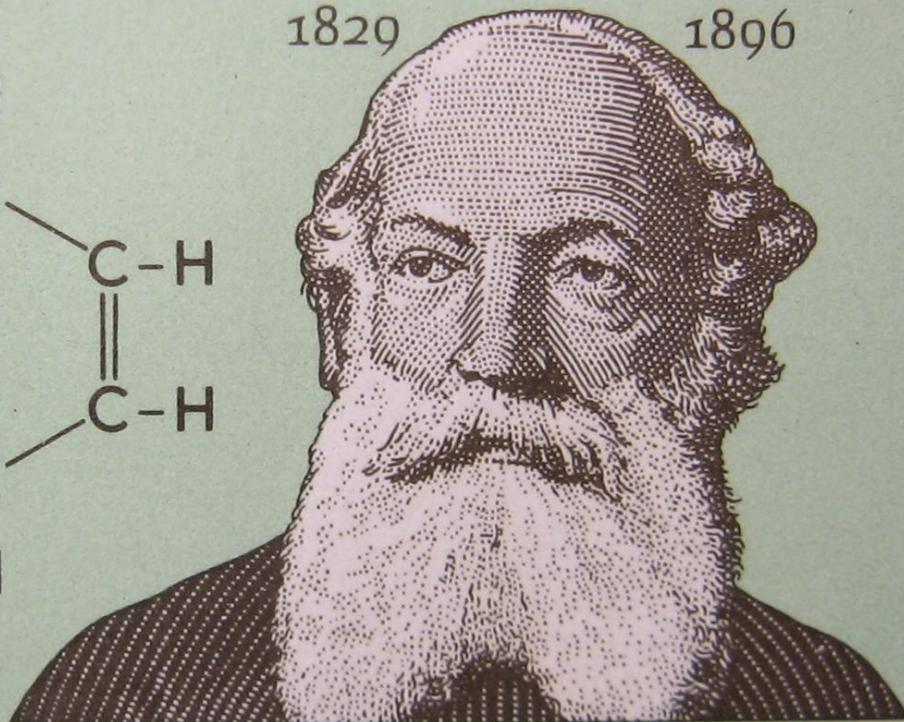
DDR

1820

1896



25



FRIEDR. AUGUST KEKULÉ

1979

# Vision and New Ideas

- “Institution” not always greatest framework for generating or implementing new ideas
- Status quo is a very strong force

# Effective Leadership

## Fight for the right things

### RIGHT

- Patient care
- Education
- Disadvantaged
- Advancing knowledge
- Growth

### WRONG

- Self interest
- Center interest
- Greed
- Power

Have an issue driven agenda

# Be Principled

- Strive to be beyond reproach
- Walk the walk
- Know your strengths
- “Heavy is the head of he (she) who wears the crown”

“Uneasy lies the head that wears a crown”

Henry The Fourth, Part 2 Act 3, scene 1, 26–31

# Effective Leadership

## Common Problem Areas

# Building a team

- How to hire people
  - Who you hire is really important
  - What is the position?
  - What type of person do we want?
  - Learn how to interview from someone good
- Sometimes people need to be fired
  - Yearly evaluations are not just meant to be a pain – they are mechanism
  - Work on other options for individuals (same team, different position or different team)
  - Consult HR early

# Motivation

- Enthusiasm is a “must have”
- Unlikely that anyone on team is going to be more enthusiastic than you for very long
- Work on being “enthusiastic” even when you aren’t. How your team perceives you has an impact

# Communication

- There is never enough
- Talk about your vision
- Ask people about their goals and find out what motivates them = LISTEN
- Tell stories about what will happen when individual and team goals are met
- Build a compelling story

# Effective Leadership Common Challenges

- Setting goals and creating vision
- Effective Communication
- Empowering others
- Giving and receiving effective feedback
- Embracing change
- Failure to recognize the power of entropy and inertia
- Institutionalizing progress via education and training

# Leadership and your career

# Leadership

## Seek Opportunities

- Within your inpatient team
- Within Transplant Surgery group
- Within Transplant Programs
- QI Efforts
- Within your OPO
- UNOS
- Professional Societies (ASTS!!)

# Leadership

## Evaluating Opportunity

- Is it something I care about?
- Is it something I can pull off?
- Do I have the resources?
- Is the organization ready for change?
- Where will this put me and the organization X years from now?
- How will I know if we succeeded?

# Effective Leadership

## Exercise for this year

- Start with small project that interests you
- Engage others and build a team
- Set SMART goals
  - S: specific
  - M: measurable
  - A: attainable
  - R: result oriented
  - T: time bound

Frequent problem area: Defining metrics for success, measuring them, and incorporating them into ongoing processes

# Effective Leadership

## An Ongoing Process

- Early Career
  - Seek opportunity
  - Defined projects >>long term commitment
  - Read
  - Consider brief course
  - Reflect, Reflect, Reflect
- Mid Career
  - Read
  - Consider formal 360 evaluation ( and more than one)
  - Consider Coach
  - Consider focused structured learning opportunities
- Late Career
  - Get ready to get out of the way
  - Exit strategy?

# ASTS Leadership Development Program

*The Premier Executive Management Course Designed Exclusively for the Field of Transplantation*

- *Held annually at Northwestern University's Kellogg School of Management in Evanston, IL*
- *Developed by the ASTS Business Practice Committee*
- *Attracts Surgeons, Physicians, Administrators, and Industry*
- *September 2014 dates to be announced soon!*



# ASTS Leadership Development Program

**ASTS Advanced Leadership Development Program**  
*Cultivating Innovative and Effective Leadership  
within a Complex Medical Environment*

Part I: April 28 – 30, 2013, Kellogg School of Management

Part II: Online, Interactive Learning

Part III: Closing session, held in conjunction with WTC, July 27, 2014



# “THE TEAM”

<http://youtu.be/qjv2iDxiGBI>



# “The Team”

- "We want the Big Ten championship and we're gonna win it as a Team. They can throw out all those great backs, and great quarterbacks, and great defensive players, throughout the country and in this conference, but there's gonna be one Team that's gonna play solely as a Team. No man is more important than The Team. No coach is more important than The Team. The Team, The Team, The Team, and if we think that way, all of us, everything that you do, you take into consideration what effect does it have on my Team? Because you can go into professional football, you can go anywhere you want to play after you leave here. You will never play for a Team again. You'll play for a contract. You'll play for this. You'll play for that. You'll play for everything except the team, and think what a great thing it is to be a part of something that is, The Team. We're gonna win it. We're gonna win the championship again because we're gonna play as team, better than anybody else in this conference, we're gonna play together as a team. We're gonna believe in each other, we're not gonna criticize each other, we're not gonna talk about each other, we're gonna encourage each other. And when we play as a team, when the old season is over, you and I know, it's gonna be Michigan again, Michigan."



Questions?