

Managing and Leading Teams: *Intricacies of Interpersonal Dynamics*

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No disclosures

Things to Consider

- Leadership styles
- Management styles
 - Some personal observations
 - Disengaged and then micromanages
- Negotiating skills: the other side of the table
 - But even leaders have to negotiate with “supervisors”
- Subversive group dynamics
 - Emotional contagion

Like *HAIR*, Leadership comes in *many* styles



Remember you can lead from the middle!



- I knew someone had to take the first step and I made up my mind not to move.
- *Rosa Parks*



Fit your style to the situation and the other individual.

It's like being a parent.

**YOU CAN ALWAYS SAY:
BECAUSE I SAID SO!**

Dealing with different personalities

- Someone you can always count on
 - Challenge is not to abuse them
- Constant complainer
- Bad-mouther
- Procrastinator
- What's in it for me?
- Wheeler-dealer



Playing with unfair players: Hard negotiations

- Deceit (liars)
- Head games (deliberately taking a position of power)
- Tying their own hands (making unreasonable demands)



The Ripple Effect: Not just cheap wine

- Emotional contagion: how one bad apple can influence your whole group
 - Depressed individual
 - Not gonna happen person
 - Nay-sayer
 - Manipulator: takes over



Although I'm glad to receive the contact information, this may be acceptable for suicidal teens but not for many of the younger children with urgent (but not suicidal) psych needs (which we seem to have quite often in the foster care clinic. This is not optimal, or even acceptable. At a minimum, I think the psych residents should come to the Peds Clinic to see the kids, especially the young ones for whom the Psych ER is just scary.

I know I am one of the more vocal critics of our child psych services, but I also think I am one of the more frequent consumers. I have been repeatedly disappointed with their limited responsiveness to the needs of our patients, and I have had candid discussions about this. I also know that Dept of Mental Health is unhappy with the child psych services available here. I hope as a department we can find a way to help improve access to psych services for all of our patients.



A pessimist sees the **difficulty** in every opportunity; an optimist sees the opportunity in every **difficulty**.

Winston Churchill





The Chicken Little!!

The sky is always falling. You'll get some will actually believe it is.



**Communication is key , but
don't be a pain in the ass!!**

*Know when, what and how to
communicate.*



Offer solutions rather than problems.

Negotiations

- BATNA: best alternative to a negotiated agreement
 - What do you have going for you – your strengths
 - What do you do if you can't agree: compromise or leave, or somewhere in-between: “The Tijuana approach.”

Principled Negotiations

- Soft negotiators: soft on people and problems
- Hard negotiators: hard on people and problems
- Principled negotiators: soft on people, hard on problems

Strategies of Principled Negotiations

- Issues, not personalities (easier said than done)
- Breaking out of the position trap (what would you do in my position?)
- Seek win-win outcome (why won't the other person budge?)
- Objective approach: Get the facts

Do a mitzvah!

- Whatever I want for myself, I want for the other person.
- *Maimonides*



- Help a colleague!
 - *Write a letter of support*
 - *Invite to write a chapter*
 - *Nominate for a committee*



Some final advice



- People will forget what you said, people will forget what you did, but people will never forget how you made them feel.
- *Maya Angelou*