

# ***We Can Do It! How to Effectively Manage an Educational Program Without Authority***

# Presenters



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Senior Fellowship Coordinator

- None of the speakers have any conflicts of interest to report.

# Learning Objectives

1. Describe project management theories
2. Provide concrete examples of different project management techniques and strategies
3. Discuss case-based examples of project management challenges

# Hierarchy of Leadership

## **Level 5: Executive**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

## **Level 4: Effective Leader**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

## **Level 3: Competent Manager**

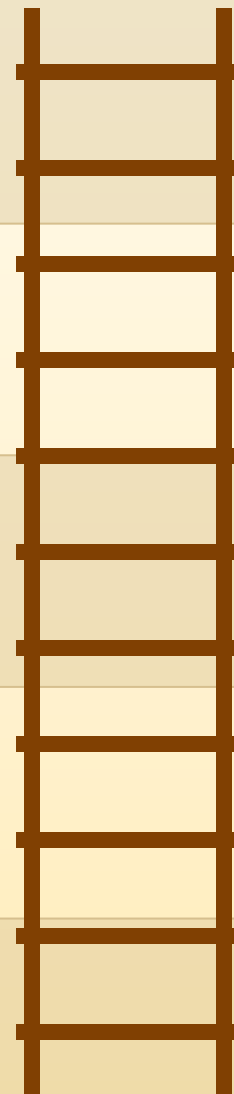
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives

## **Level 2: Contributing Team Member**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in group setting.

## **Level 1: Highly Capable Individual**

Productive contributor using talent, knowledge, skills and good work habits.



# Program Coordinator as Highly Capable Individual

## Applicant Interview Schedules

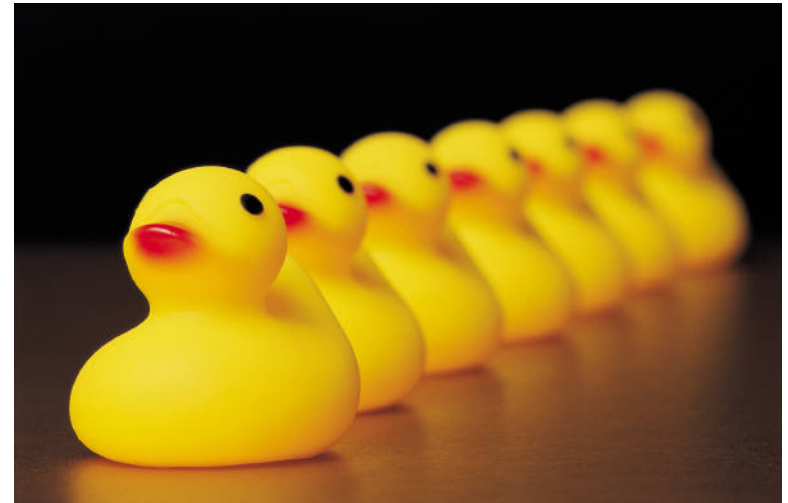
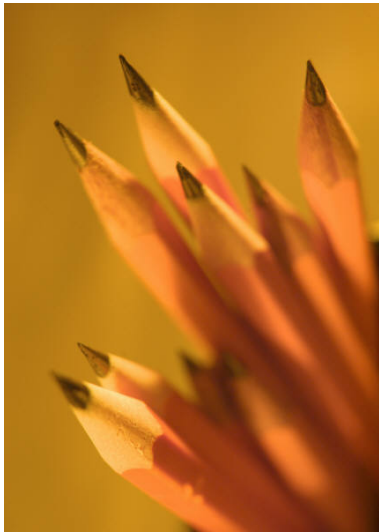


# Program Coordinator as Contributing Team Member

## Implementing the Annual Action Plan



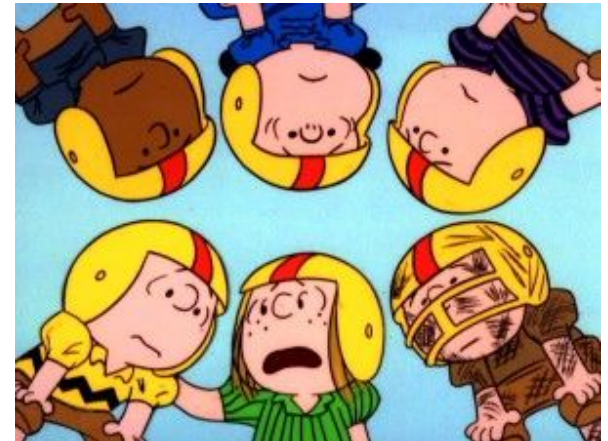
## GI Grant Proposals





# Program Coordinator as Effective Leader

## Professionalism Curriculum



# Program Coordinator as Executive

## Coordinator Educational Series



# The Project



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# Project Managers

Debbie: Program Coordinator, Project Manager



Lou: Program Director, Key Stakeholder

# Team Members



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Constance: Resident

Nine Ball: Tech Expert

Rose: Key Faculty Member

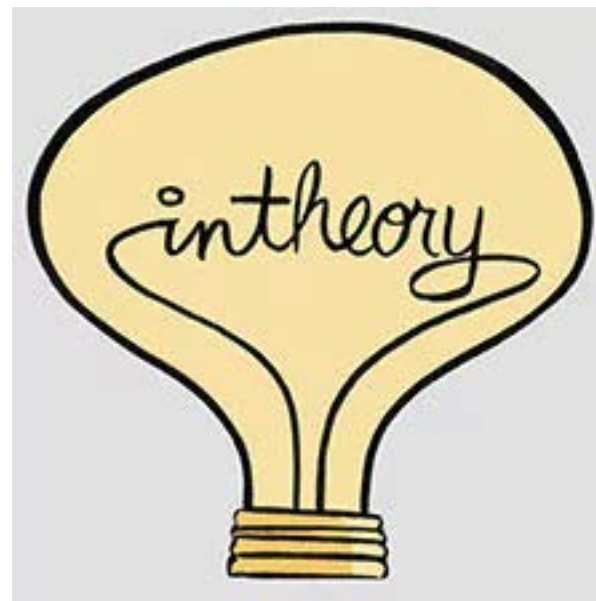


Amita: Fellow

Tammy: Peer Coordinator

# Project Management Theories

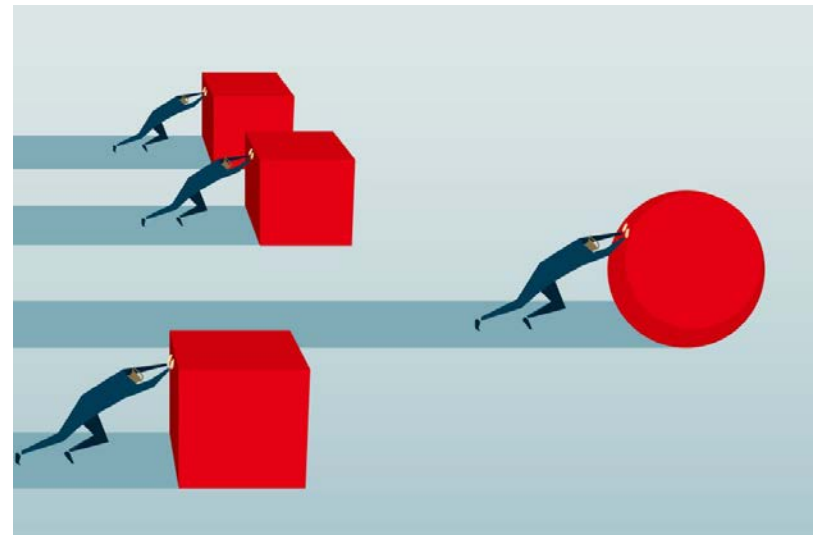
- Scientific Theory by Frederick W. Taylor
- Human Relations Theory by Elton Mayo
- Systems Theory by Ludwig Von Bertalanffy





# Scientific Theory

- Simplify tasks, divide work equally and use monetary incentives.
- Main objective here is secure maximum prosperity for each employee; this is often referred to as classical management theory
  - Humans are lab rats who will perform for cheese
  - We want to steal pretty jewels, how do we *efficiently* do that.



# Human Relations Theory

- The promotion of social interactions within an organization
- Developed around the 1950's based around Hawthorne experiment
  - Workforce movement to see labor in less industrial ways (needing praise, creativity, sunlight, etc.).
  - Holistic approach



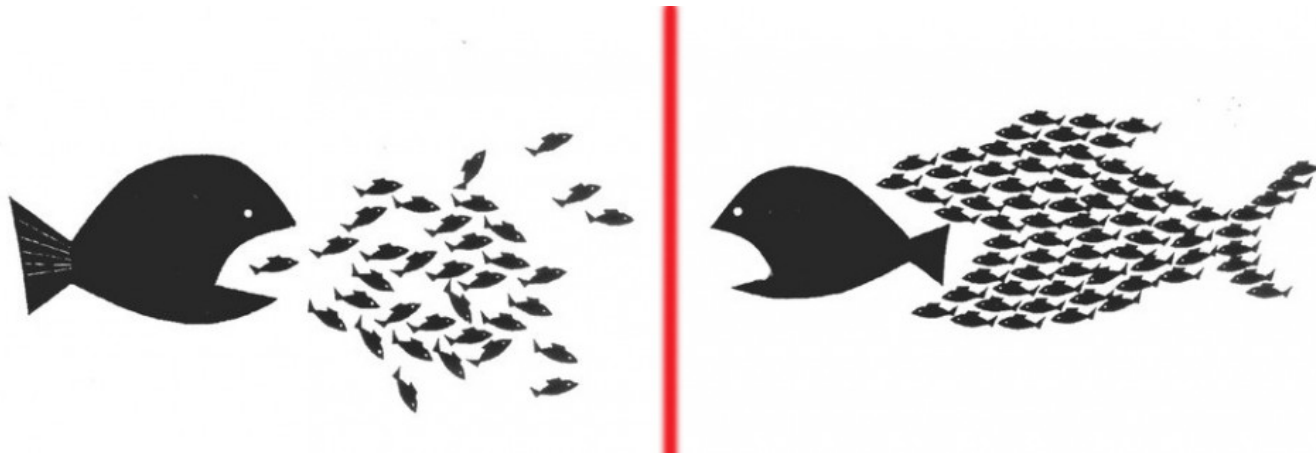


# Systems Theory



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- System-wide coordination between every department
  - Departments who play together, stay together



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# Scientific Theory



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## Think/Pair/Share

- With the three project management theories in mind, identify a time that you utilized one of them to complete a coordinator project
- Identify problems that may have arisen that still need solutions

# Scientific Human Relations Systems



# Managing a Project Without Authority

## Nuts and Bolts



- Expertise & Credibility
- Influence
- Emotional Intelligence
- Relationships

# Personal Power

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# Communication Strategies

- Be concise
- State what you need
- Be realistic
- Explain the “why”
- Try to understand the other person’s POV
- Use assertive vs. exaggerated language



# The Players



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- Stakeholders
- Allies
- Team





# “WAM” Principle



Appeal to the other person's self interest:

- What about me?
- Why should I care?
- Emotions drive our actions

# Time and Accountability

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- Give a specific deadline
- Be realistic on time commitment
- Keep people on task
- Offer to help
- Approach people before it becomes a crisis

# Scenarios



**Scenario 1:** Work Hours: You have a trainee who consistently does not submit work hours on time. Repeated reminders have been sent, and you still need a month's worth of hours.

**Scenario 2:** Recruitment: You have a faculty member who consistently signs up to interview applicants and cancels at the last minute, throwing the interview schedule into chaos.

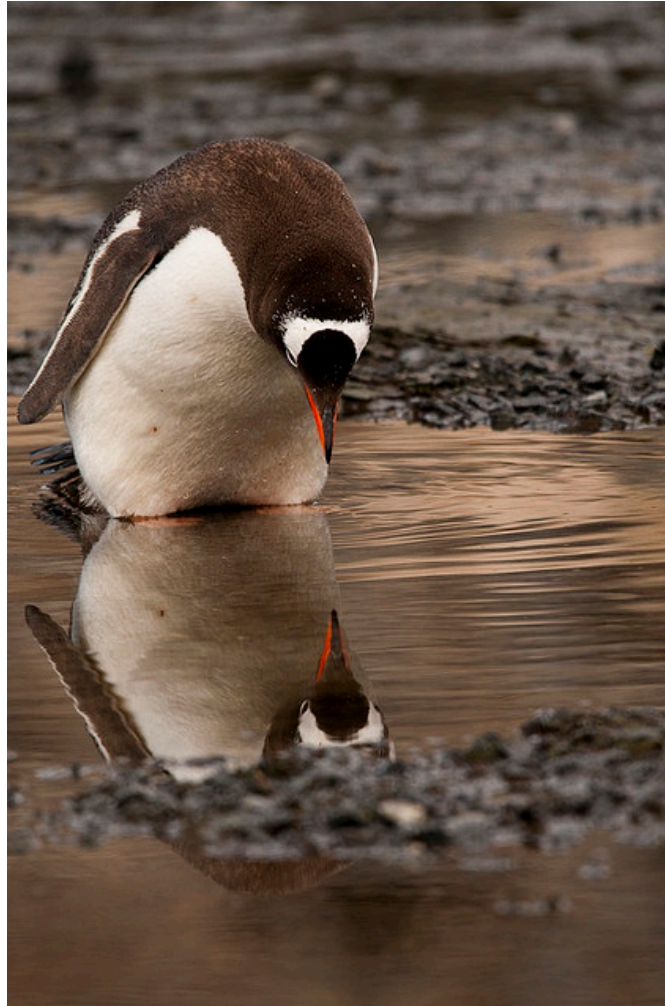
**Scenario 3:** Evaluations: You have faculty members who consistently fail to complete evaluations within the necessary two week time period. One has never completed an evaluation of your trainees.

**Scenario 4:** Essential Training: You have sent multiple emails to a resident to verify if she has completed required training, with no response.

# YOUR Scenarios



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# Conclusion

- Forget the hierarchy – we do it all!
  - We move up and down the ladder and need to be flexible to be an effective leader
- Remember your personal power
  - Find your people, build relationships, know your strengths
- Use your toolbox (nuts and bolts)
  - Find what theories and tools work best for you and your team
- *We can do it!*



- Video