

## Residents As Managers



Compliments of CORE Faculty Development

## Learning Objectives

- Discuss the importance of management skills for residents.
- Discuss management skills needed by Chief Residents.

## Why are Management Skills Important for Residents?

- Becoming a chief resident is an honor that culminates hard work and demonstration of outstanding personal traits. However, the position requires managerial skills that residents have had little or no exposure to in medical school or residency training (Colenda, 1986)

## Management Skills Needed by Chief Residents

- Managing Time
- Managing Stress
- Delegating Work
- Resolving Conflict
- Team Building
- Motivating Others



## Management Skills Needed by Chief Residents

- Clinical Teaching
- Giving Feedback
- Managing Meetings



## Management Skills Needed by Chief Residents

- Managing Time
  - Learn to prioritize your tasks.
  - Develop an organized approach.



## Management Skills Needed by Chief Residents

- **Managing Stress**
  - Organize or delegate an orientation program for all new residents and their spouses.
  - Consider if there is a need for stress seminars throughout the residency program, support groups, and an occasional retreat.

## Management Skills Needed by Chief Residents

- **Delegating Work**
  - Follow the six steps of effective delegation:
    - » Describe the framework of the assigned task.
    - » Describe the desired results.
    - » Identify available resources.
    - » Ask for a commitment.
    - » Ask for initial ideas.
    - » Agree to a timetable and an evaluation plan.

## Management Skills Needed by Chief Residents

- **Resolving Conflict**
  - Establish two-way communication with residents.
  - Let people air their own feelings.
  - Involve people in collecting information before implementing change.
  - Allow them to participate in the implementation.



## Management Skills Needed by Chief Residents

- **Team Building**
  - Build a team by managing conflict.
  - Build a team by improving communication.



## Management Skills Needed by Chief Residents

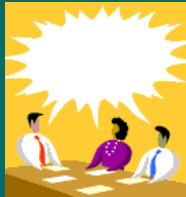
- **Motivating Others**
  - Help organize a residency program that meets lower-level hierarchical needs, so residents will be motivated by the desire and excel.
  - Motivated residents are key to a successful residency program.
  - Performance = Ability x Motivation.

## Management Skills Needed by Chief Residents

- **Clinical Teaching and Giving Feedback**
  - Review Residents as Teachers PPT.

## Management Skills Needed by Chief Residents

- **Managing Meetings**
  - Rules of communication are particularly applicable to meeting management:
    - › Based on trust.
    - › State ideas.
    - › Agreement.
    - › Win-Win.
    - › What's right, not who's right.
    - › Issue oriented.



## Residents As Managers

- **What did we learn?**
  - Management skills are important for residents to possess.
  - There are different management skills needed by Chief Residents.

## References

- Colenda, C. (1986). Psychiatry chief residents as information managers. *Journal of Medical Education*, 61:666-673.
- Whitman, N., Weiss, E., & Lutz, L. (1988). *The chief resident as manager*. Salt Lake City, Utah: University of Utah School of Medicine.