

**American Osteopathic College of  
Dermatology  
2018 Spring Current Concepts**

**Develop Your Team Around You**

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You can do what I cannot do.

I can do what you cannot do.

Together we can do great things.

- Mother Theresa

# The Strengths of Physician Leadership

- You are already a Leader.
- You have a large capacity for complexity.
- You are naturally process-improvement “engineers”.
- You know how to leverage expertise.
- You want to remain relevant.

# Me and My Strengths ....

## Concept

- What do I believe my strengths to be ???

## Reality

- What would my team perceive my strengths to be ?

# EXCELLENCE

POTENTIAL

ROOM FOR IMPROVEMENT

# Human Investment Planning

Rank the people you manage/work with starting with your best performer first and concluding with your least effective performer.

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Rank the people you manage/work with starting with the person with whom you spend the most individual (one-on-one) time and concluding with the person with whom you spend the least of your time.

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**Managing** means making the strengths of people effective. Neither the welfare approach, nor the personnel management approach, nor the control-and-firefighting approach address themselves to strength, however.

**People** are weak; most of us are pitifully weak. People cause problems, require procedures, create chores, and people are a cost and a potential “threat.” But these are not the reason why people are employed. The reason is their strength and their capacity to perform.

Peter Drucker, “Management: Tasks, Responsibilities, Practices,” 1973

# Three Key Principles of Strength Development

- Discover the activities that people do well, are interested in pursuing, and are passionate about; and encourage them to do more.
- Discover the activities that people do poorly, cannot change, or with great effort only change slightly; and draw up a strategy to manage these limitations.
- People's strengths flourish when they experience the benefits of good relationships.



# Challenges of Managing Highly Talented People

- Talk about your mission
- Manage individually
  - Understand uniqueness
  - Know goals, aspirations and needs
  - Accommodate “prima donna” behavior
- Empower them
  - Let them make choices, decisions
  - Don’t stifle them or slow them down
  - Don’t believe that you must stay out in front of them
  - Equipment and structure
- Feed their ego

# Key Leadership Questions

- Do we make improving our talent pool and retaining talent one of our top three daily priorities?
- Have we compromised our standards?
- Have we strategically created a reputation for treating each employee individually, treating them fairly, and treating them well?
- Have we branded our environment as one of a high-performance work team that celebrates winners and where work is fun?
- Does each employee know they are appreciated and valued every day?