

How to Manage a Complex Team

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DISCLOSURE SLIDE

Nothing to declare

Your Environment

Shortness of

- clinical positions
- funds and time for research

Overflow of

- demands
- duties
- political uncertainties

19 +1.45 ▲ 2.4% 1005.48 -4.89 ▼ 0.76% 1984.02 +2.60 ▲ 3.14% 1589.02 -3.14 ▲ 0.91% 4302.18 -3.15 ▲ 0.28% 2319.21 +2.89 ▲ 2.76% 1336.51 -2.67 ▼ 1.35% 1589.02 -3.14 ▼ 0.91% 195300.19 +1.45 ▲ 2.4% 1005.48 -4.89 ▼ 0.76%



Expectations in You

university, hospital, authorities, bosses, peers, colleagues, fellows, students, nursing staff, pharma companies, reviewers, journal editors, grant authorities, third party payers, conference organizers, anticorruption agencies plus conflict of interest declaration recipients, airline and hotel reservation pages, your secretary,

your team
and.....your family





**"LEADERSHIP ISNT ABOUT BEING GREAT,
ITS ABOUT ENABLING OTHERS TO BE GREAT"**

DAVID MCQUEEN

#THELEADERSHIPPROJECT



TEN THINGS SUCCESSFUL PEOPLE DO DIFFERENTLY*

1. Get specific
2. Seize the moment tot act on your goals
3. Know exactly how far you have left to go
4. Be a realistic optimist
5. Focus on getting better, rather than being good
6. Have grit
7. Build your willpower muscle
8. Don't tempt fate
9. Focus on what you will do, not what you won't do
- 10. Try to win others for your ideas and goals**

* modified after Heidi Grant, Harvard Business Review 2017

Team Management

- people selection and team leading
- mentoring, coaching and solving conflicts in your team
- management of equal opportunity issues
- management of complex situations incl. burn-out issues



Fairness in a Team

- **define everybody's position and topic of work**
- **avoid overlap of duties**
- **define clear rules of responsibilities**

Important Things to Remember when Working with a Team

- **you have to be respected**
(be a good clinician OR a good scientist OR successful in study or grant acquisition OR - best - all of this)
- **if you have no respect, you might be tempted to gain it by inadequate means which will only increase the disdain of your team**
- **try your best to be balanced and just in your decisions**
(mentoring, publication ranks, presentation opportunities, promotions)

Your Duties in a University Team

- give a clear definition who (including yourself) stands for what
- generate scientific data and publish them
(**priority no. 1 for the university**)
- reviewing and rewriting of papers of your coworkers
- management of clinical duties relative to scientific work
(**priority no. 1 for the hospital and your patients**)
- leaving a personal imprint on your local and international environment
(**priority no 1. for your career**)
- grant acquisition in basic / translational science
- acquisition of clinical studies and principle investigatorships
- time and priority management for yourself and the team members

Why make the research of your team known?

To

- the research community
- the public (remember: tax payers' money!)
- policy makers
- industry

Used for

- knowledge building (expanding on results)
- Teaching
- decision making
- **circumstantially: giving an identity to the team**

Greatest Threat in Scientific Publications

Scientific Fraud!

Remember: all authors are responsible for an article's content

Therefore: generate a SOP for review of scientific results in your team

Authorship as Key Team Factor

- **Identification of authors and other contributors is the responsibility of the people who did the work (the researchers).**
- **Team leaders should determine which individuals have contributed sufficiently to the work to warrant identification as an author.**
- **Individuals who contributed to the work but whose contributions were not of sufficient magnitude to warrant authorship should be identified by name in an acknowledgments section.**
- **All individuals who qualify for authorship or acknowledgment should be identified. Conversely, every person identified as an author or acknowledged contributor should qualify for these roles.**

Listing of Authors on a Publication

1. First authorship is self explanatory (except for large multicenter clinical trials, where sometimes you might wonder...).
2. Last authorship is usually the place of the leader of a team publishing on a team-related topic.
3. Define who is the corresponding author
4. For you, the most painful experience is the road from last to second last author, yet it shows that you have succeeded in generating an important person in the team you are leading.

Dashboard

You can access manuscripts in each peer review status by clicking on the status queue title. The number next to each status queue title indicates the number of manuscripts in that status. You may search for specific manuscripts with the Quick Manuscript Search form or conduct an "Advanced Search" by clicking the link below (the advanced search form will display at the bottom of the screen). For tips on conducting searches, click the following link: [Read More...](#)

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01. EIC Tasks



- 0 Assign AE
- 0 Make Decision

02. Associate Editor Tasks

- 2 [Select Reviewers](#)
- 0 Invite Reviewers
- 0 Awaiting Reviewer response
- 0 Provide Recommendation

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Saved Search:   Edit

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Title:

Author's First
(Given)
or Last (Family)
name:

* Keywords:

Immediate Decision

Make a Decision

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☐ Minor Revision
☐ Major Revision
☐ Reject

Decision Comments (internal use only):

Create Draft E-Mail
 ☒ Save
 ☒ Commit Decision

Reviews

reviews required to make decision

2

☒ Save

Version History

esmooopen-2016-000053
 Submitted on 20-Mar-2016

Notes

Note Title	Updated By	Updated On	Edit	Delete
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top

1 / 2

Creation of a Productive Environment



Emergence of a Destructive Force



Management of Destructive Forces in a Team

- Fact 1: Destructive forces bind more of energy and time than constructive forces.**
- Fact 2: Therefore, destructive forces are bad not only for the leader, but for the entire team.**
- Fact 3: Destructive forces need to be constructively and politely confronted, but – if continue not to be willing to cooperate – exposed as destructive to the team.**

ESMO LEADERS' GENERATION PROGRAM

Christoph Zielinski, Chair of ESMO F&A Committee

