

# Leading a Technical Team to Help Improve Clinical Outcomes in a Business World

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Healthcare is a complex business made of intricate specialties.

Leading the teams that comprise a facility can be challenging.



Leading a complex entity requires sophisticated tools and resources.



It requires active participation.

To leading a team well, you must first know the members well.



Technical people often:



- Prefer to work alone
- Have unique communication abilities
- Are not as social as other types of personalities
- Have concrete thinking
- Are organized and detailed in their work approach

Equally important to remember is within the group of technical associates are sub-personality types.

These can include leaders, followers, task masters, organizers and energizers, among other styles.

Teams are usually a melting pot of styles, all of which can influence the dynamic of the group as a whole and its results.



*So, if getting to know your team is important, how do you do it, while remaining professional?*



## Techniques to use to get to know your team better:



- Hold a special meeting
- Ask your members to share their preferences for feedback
- Solicit suggestions more frequently
- Offer help on projects

Once you have spent time really getting to know your team, your job still is not over.

Understanding is just part of the process.

You will need to do something with newly found information.

## **People want to know that they are understood.**

Your associates have shared with you. You have used commonly accepted communication skills by:

- Paraphrasing back
- Encouraging quiet members to softly engage
- Establishing informal climates that welcome dialogue
- Involving your team in objective/goal building
- Dealing with team conflict proactively

Once your team sees your ability to truly  
“hear” them ... then what?



Learning to share business information  
and coaching non-technical skills  
are part of your responsibilities.



Your technical team is likely very skilled in its respective discipline, whether it be Biomechanics, PT/OT, IT, Robotics, Sterile Processing and Environmental Services, to name a few.

However, it does not mean they are skilled in the necessities that make a business thrive automatically.

This is where you come in, again.



There are details of each specialty's business that go beyond the technical specifics of each discipline.

Your technical individuals deserve to know and understand these elements for numerous reasons.

Let us review some of these and how they relate to individuals or unique teams.



# System Interdependencies



# Politics of the Organization



# Current or Anticipated Financial Considerations of the Facility



# Strategic Initiatives That Go Beyond Their Function or Responsibilities



# Changing Business Norms



# Competition



What fosters knowledgeable individuals to work as a cohesive and well-honed team in a multi-faceted facility?



To begin to answer that question we need to discuss what are some characteristics of a successful team.



There are differences in how technical, clinical and business savvy professionals communicate.

What are these differences and how can they be bridged to improve interactions?

How does this improve business and outcomes?

# Putting It All Together



- Systems thinking and seeing the big picture
- Modifying expectations and roles
- Changing processes to fit new norms
- Building consensus
- Creating strategic plans and operational goals together with your key stakeholders

# Summary

