

# NEXT WAVE

FORUM *for* YOUNG INVESTIGATORS

in THORACIC ONCOLOGY

**Focus on Management**

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05/10/2024



I want to start by thanking  
each of you for what you  
do.

As Winston Churchill once said...

2 minutes = 2 weeks

1 hour = 7 days

4+ hours = instant

(Hence, today's challenge...)

# Management

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1. the process of dealing with or controlling things or people.  
“like the management of elk herds”

*From Oxford Languages*

- Planning
- Organizing
- Controlling
- Staffing
- Deciding
- Stewarding Resources
- Testing Results
- Others

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A restaurant, a grocery store,  
a clothing store, a bank, any  
place of business that can  
disappoint.....

Three (of many) key skills needed by managers:

1. Decision Making

2. Executing Goals Effectively

3. Time Management

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Let's make a  
few decisions.

Raise one of  
your hands –  
and leave it up.

Was your decision a  
good one?

Want to change your  
decision?

Good job!!  
Let's make  
another decision.

You receive a  
\$10,000 check in  
the mail from a  
long, lost relative.

Do you:

Put the money in your savings account?

Pay off a debt?

Buy something you have wanted but could not justify buying – due to lack of funds?

Good deal.  
Let's make one  
more decision.

You are ready to retire,  
and you have been  
offered three payout  
options for your  
retirement income.



**Option #1:** You get \$1 million in a lump sum – right now – and no more ever.

**Option #2:** You get \$100,000 per year for 15 years, then nothing else.

**Option #3:** You get \$75,000 a year for the rest of your life.

You most likely need  
more details (maybe  
lots more details)  
before you can make  
this decision – right?

Crucial to this  
discussion:

The level of the decision  
is absolutely key!!

# Keys to Effective Decision Making:

1. Understand the choices – they must be clear and distinguishable. (Framing the question.) Avoid paradox of choice.

# Keys to Effective Decision Making:

2. Fully understand the impacts (now and in the future) of the choices.

*Almost Right*  
vs.  
Probably Wrong

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Effectively

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# Keys to Executing on Goals:

- Effective Goal Setting
- Focus on Lead Measures
- Create a Controlled Sense of Urgency (a shot clock)
- Use a Compelling Scoreboard



# Keys to Execution:

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# Effective Goal Setting:

- Limit the number of goals
- Be realistic – but stretch
- Be clear – don't bundle
- Stay focused
- Keep it simple!!

# Keys to Execution:

- Effective Goal Setting
- Focus on Lead Measures
- Create a Controlled Sense of Urgency (a shot clock)
- Use a Compelling Scoreboard
- Take Risks!!

# Lead versus Lag Measures

A lag measure is the actual result you are trying to achieve – your goal.

Lead measures indicate what you need to do to get the results for the lag measure (the goal). They drive the results.

# An example – Increasing auto sales in December

Multi-Tasking  
can be difficult.  
(an exercise)



# Keys to Execution:

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- Focus on Lead Measures
- Create a *Controlled* Sense of Urgency
- Use a Compelling Scoreboard

# The enemy of urgency is

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Tomorrow  
Apathy  
Complacency  
Satisfaction with  
status quo

According to John Kotter – real change starts with creating the sense of urgency.

# Kotter's 8 Steps for Leading Change

1. **Establish a Sense of Urgency!!**
2. Assemble the Guiding Team
3. Develop a Change Vision
4. Communicate the Vision for Buy-in
5. Empower Broad-Based Action
6. Generate Short-Term Wins
7. Never Let Up
8. Incorporate Change into the Culture

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If it's important –  
measure and track...





JACKSON JAYHAWKS BASEBALL										
MARYSVILLE	1	0	0	4	0	0	1	0	0	6
LOUISVILLE	2	0	0	0	0	0	0	0	1	3
BARBERTON	0	1	1	0	0	1	0	1	0	4
COPLEY	2	1	0	1	1	0	0	2	x	7
PITTSBURGH	0	0	0	0	0	0	0	0	0	0
SANDUSKY	1	0	3	0	0	0	0	1	x	5
STRONGSVILLE	3	0	0	0	0	2	0	0	0	5
NORTH COAST	0	0	0	0	1	2	0	0	0	3
NORTH HILLS	0	2	0	0	0	0	1	0	2	5
AMHERST	0	0	0	2	0	1	0	3	x	6
BOLIVAR	0	4	0	1	1	0	0	3	0	9
JACKSON	0	0	2	1	0	3	3	0	1	10
INNING	1	2	3	4	5	6	7	8	9	10
<div> <div>UMPIRES</div> <div>PLATE 1st 2nd 3rd</div> <div>24 5 10 18</div> <div>BATTER</div> <div>23</div> <div>BALL STRIKE</div> <div>3 E 1</div> <div>OUT</div> <div>1</div> <div>via 14 HITS 11 HOME</div> </div>										
<div> <div>NEXT GAME: THURSDAY 7:30 P.M.</div> <div>SANDUSKY @ JACKSON</div> <div>PLAYER OF THE GAME:</div> <div>ALEX SANGUILLEN</div> <div>STARK - SUMMIT BASEBALL LEAGUE</div> </div>										
JACKSON	18	-	11	-	-	-	-	-	-	-
AMHERST	18	-	13	1	-	-	-	-	-	-
STRONGSVILLE	16	-	13	2	-	-	-	-	-	-
PITTSBURGH	15	-	14	3	-	-	-	-	-	-
MARYSVILLE	12	-	17	6	-	-	-	-	-	-
NORTH HILLS	11	-	18	7	-	-	-	-	-	-
LOUISVILLE	10	-	19	8	-	-	-	-	-	-
STANDINGS	W	-	L	GB	-	-	-	-	-	-

My goal of 10,000  
steps and the  
Pedometer, the  
FitBit, the Apple  
Watch, the latest  
device.

# The Compelling Scoreboard/Scorecard:

- Simple
- Easily Visible / Accessible
- Can tell at a glance if you are succeeding or not – colors, directions, etc.

Look at the  
“scoreboard” often.  
  
(Our WHSCAB 4<sup>th</sup> Floor  
Hallway experience.)

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2. Executing Goals Effectively

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Until we can manage time, we can  
manage nothing else.”

Peter F. Drucker

*The Effective Executive*

# Thoughts on Time

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- No one has more than anyone else
- You can't store it for future use
- Yesterday's time is gone forever
- Time is inelastic – the demand does not drive the supply
- It has no substitute
- We do not naturally manage our time well

# Final Thoughts on the Effective Manager

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- Excellent at short-term thinking – what is right in front of the manager
- Focuses on the bottom line – the stated goals
- Is objective in the approach
- Pays close attention to details
- Driven for results



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In the end, I  
remembered something  
about managers.....



# Questions?