Case 21
Takes a leadership approach that does not delegate because he/she micromanages

You are working with a 2nd year senior resident Tom. This is his first month on the ward, and he was a highly organized and efficient intern. You have now worked with him the past few days and notice that he checks in with each intern and runs the list multiple times a day. In some of your discussions with the interns they have noted not having enough autonomy and having too many "check the list" sessions a day. In addition, you notice that the senior is fielding a lot of the calls, and putting in all of the orders to the point where there has been duplicating orders in the chart.

You sit in on handoffs and notice that handoffs are taking extra time because Tom is interrupting the interns and asking detailed questions and clarifications on each patient and the interns look a bit worn out.

You are concerned that Tom has not fully embraced the senior role and has not been learning to delegate effectively.

Author: SP

Feedback Scripts
Case 21 – Takes a leadership approach that does not delegate due to micromanaging

Step 1: Action Identify the Trigger Behavior • *Describe specific examples*	-Checking in with the interns multiple times a day -Taking over and doing interns work -Handoff efficiency due to needing all of the details from interns
Step 2: Subcompetency Identify Milestone-based correlation • *Correlate behavior to milestone/EPA anchor*	PROF4 - Self-awareness of one's own knowledge, skill, and emotional limitations that leads to appropriate help-seeking behaviors - Level 2 PROF6 - The capacity to accept that ambiguity is part of clinical medicine and to recognize the need for and to utilize appropriate resources in dealing with uncertainty – Level 2 ICS2 - Demonstrate the insight and understanding into emotion and human response to emotion that allows one to appropriately develop and manage human interactions - Level 2
Step 3: Evidence Target High Yield Feedback Points • *Real issue behind behavior* • *Identify impact of behaviors*	Very detail oriented that leads to micromanagement of interns and at times doing the work for them -leadership development -Anxiety in not getting things done -different skillsets of interns Impact: -interns loses autonomy -interns can feel not as competent -duplication of work which can lead to patient safety issues

Step 4: Script Create Brief Script • *No more than 3-4 sentences* • *Neutral language* • *Focus on behaviors and actions*	Tom, the first time being a senior resident can be very difficult as you are learning a new role while having to adjust to different interns styles and skill levels. Especially for a person who is as detail oriented and efficient as you are, it may feel like you are losing a bit of control because the tasks are being done by someone else and differently than you would. I have observed the multiple check-ins you have with the interns, and at times you are doing a lot of their work. Do you remember this happening to you as an intern? It may make interns feel like they aren't doing their job well, or that their role isn't well defined. What are the factors that are making it difficult to delegate tasks, and how can I assist with helping you take on more of a leadership role with delegation while being able to be on top of everything at the same time?
Step 5: Strategy Describe Possible Plan for Improvement • *Create 1-2 specific methods for improvement*	• Help interns prioritize and organize their day together and have a game plan with them • Learning to play a behind the scenes role that is still attentive to patients while promoting autonomy for the intern.