

Leadership training: Optimising team management

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Presentation

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This educational presentation on team leadership in gastroenterology departments emphasizes self-awareness, active listening, and building collaborative team cultures through transparent communication and shared decision-making.

KEY POINTS

- The speaker, a department chair who moved from Amsterdam to Leiden, stresses that effective leadership requires understanding your own strengths, weaknesses, and drivers before you can guide others.
- Investing time in understanding individual team members through walking rounds and informal conversations helps leaders grasp day-to-day struggles and the department's history and position within the organization.
- Active listening without immediately offering solutions is essential; leaders should clarify understanding through questions and summarizing before problem-solving, and maintain an open-door policy for staff concerns.
- Basic rules and decisions should be developed collaboratively with the team rather than imposed from above, though the speaker acknowledged that some organizational mandates must be implemented without full explanation.
- Leaders should practice what they preach, recognize that their early opinions can silence others, surround themselves with critical voices who differ from them, and prioritize face-to-face communication over email for resolving conflicts.
- The speaker acknowledged in discussion that leadership can be lonely, requiring leaders to seek support from colleagues outside their immediate team, including other department heads and professional friends for confidential reflection.

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