


Leadership Retreat

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- ◆ Content will be 100% customized two weeks before the event to match the needs of the small retreat group. My experience tell me that the subject matter will fall into the categories outlined on the following slides.




Hiring

- ◆ Phone interview
- ◆ Illegal interview questions
- ◆ Reception room demeanor
- ◆ Time management of interview
- ◆ Employment testing
- ◆ Second interview, make expectations clear
- ◆ Status report to applicant




Training

- ◆ Orientation day
- ◆ Formal training plan and schedule
- ◆ Training manual
- ◆ Be specific in teaching
 - Task – how
 - Theory – why
 - Policy – when
 - Danger zone




The Art of Cross-Training

- ◆ Advantages
 - Easier for all staff to see the big picture.
 - May find talents people have the were going untapped.
 - Career growth by knowing more.
 - Decreased departmentalization.
 - Much easier to shift work force to fill the need.
 - Possibly less staff needed.




Art of Cross-Training (continued)

- ◆ Pitfalls of cross-training
 - Tough to find time to train.
 - Uneven pull of the load (sandbagging)
 - Task pickers.
 - Animosity.
 - Job description confusion.
 - Downsizing could cause tension.




Discipline or Firing

- ◆ Can the marriage be saved?
- ◆ Job counseling
- ◆ Probation
- ◆ Know your state laws before termination
- ◆ Exit interview
- ◆ Documentation
- ◆ Communication with staff
- ◆ Smooth transition for replacement




Reward Systems

- ◆ Goals – important that number is trackable
- ◆ Reward – consider customization of gift
- ◆ Remember appreciation
- ◆ Be thrilled to honor reward not resentful
- ◆ Short term better than long in most cases
- ◆ Written policy for staff leaving before end of goal period




Improving Internal Communication

- ◆ Memos (post and initial)
- ◆ Policy compliance
- ◆ Notebook system
- ◆ Meetings (agenda, focused, two-way talk, valued)
 - Daily
 - Weekly
 - Monthly
 - Yearly



Scripting for Tough Questions

- ◆ Right words at the right time for desired results.
- ◆ Appointments
- ◆ Examinations
- ◆ Special Tests
- ◆ Fees
- ◆ Risks and Complications
- ◆ “The Answer Book”




Policy and Procedures

- ◆ Purpose
 - Provides official policies regarding benefits and conduct
- ◆ Statement of Purpose
 - States the reason the policy exists
- ◆ Scope
 - Indicates who the policy applies to on staff.
- ◆ Responsibility
 - Denotes enforcement
- ◆ Practice
 - List rules involved
- ◆ Review and Revise




Job Descriptions & Evaluations

- ◆ Job Result Descriptions
 - KRA's
- ◆ Evaluations
 - Self review
 - Manager review
 - Goals achieved
 - Goals set for coming year
 - Incentives



Problem Coworkers

- ◆ Communicate
- ◆ See it from the other pair of shoes
- ◆ Agree to disagree
- ◆ Draw the lines
- ◆ Live by the triple greenlight




7 Boomerang Tips for Staff

- ◆ Pull your own load daily.
- ◆ When someone is having an off day, pull their load too!
- ◆ Worry about yourself and your tasks.
- ◆ Remember: Changing seats alters the view
- ◆ Every decision you make and every action you take needs to be in the best interest of the patient and practice.
- ◆ Try to live by the triple greenlight
- ◆ Dale Carnegie
 - “How to Win Friends and Influence People.”




Leadership

- ◆ Build a strong foundation.
- ◆ Establish boundaries.
- ◆ Create a communicative environment.
- ◆ Don't be a “second gesser.”
- ◆ Help people be successful.
- ◆ Set the example.




7 Boomerang Tips for Managers

- ◆ Be fair
- ◆ Empower others
- ◆ Surround yourself with good people
- ◆ Check your head circumference often
- ◆ Read the need
- ◆ Work the hours and share the bad load too
- ◆ Show genuine appreciation




7 Boomerang Tips for Doctors

- ◆ Your attitude sets the tone.
- ◆ Write it, not speak it
- ◆ Make changes quickly where needed and never more often than necessary.
- ◆ Clean out deadwood.
- ◆ Rebuild with career-minded people.
- ◆ Empower staff
- ◆ **SHOW APPRECIATION REGULARLY!**




The Silent Signals

- ◆ Body Language - The Universal Tongue
 - Do you silent signals?
- ◆ Right words, right time
 - NO
 - Actually
 - Huh? What?
 - Tell me more
 - You have to...
 - Counting on you




Triumph of the Talkies

- ◆ A skilled change means the ability to change demeanor by design as a way to connect
 - Fast vs Slow
 - Concise vs detailed
 - Energetic vs laid-back
- ◆ Know what others like and dislike
 - “You’ve got spunk”
 - Individual approach (em, call, text, note)



Leading others by example

- ◆ Calm during crazy
 - Resist being the show
 - When others perform, remove the audience
- ◆ Taboo words
 - How are you?
 - Busy
 - Oops
 - Nothing I can do
 - Policy is



Take a Bow

- ◆ Applause is Mental Caffeine,
 - Leaders - Recognize good work, credit people
- ◆ Stop waiting- start wagging
 - If no applause from the boss, applaud each other
 - Self! You rock!
- ◆ Power of the invisible impact
 - Quote from a critical care nurse
“It is quite possible that your patient could be spending his last day on earth with you, do not disappoint him.”



Contact Information

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