From “Oh, No!” to “Way to Go!”: A Path to Staff Accountability

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Objectives

• Identify what it takes to overcome the fear of having difficult, yet effective conversations with staff.

• Recognize the need for staff performance conversations.

• Demonstrate how to close the gap between performance and expectations.
What is Leadership?

Influence Outcomes
Inspire Others
Are You a “Boss” or a “Leader”?

<table>
<thead>
<tr>
<th>Boss</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drives workers</td>
<td>Coaches workers</td>
</tr>
<tr>
<td>Depends on authority</td>
<td>Depends on goodwill</td>
</tr>
<tr>
<td>Inspires fear</td>
<td>Inspires enthusiasm</td>
</tr>
<tr>
<td>Says “I”</td>
<td>Says “WE”</td>
</tr>
<tr>
<td>Places blame for the breakdown</td>
<td>Fixes the breakdown</td>
</tr>
</tbody>
</table>

- A sign of an effective leader is the ability to motivate and empower staff members to work together toward a common goal.

- Lead your team by defining a culture of teamwork and excellence through:
  - Your Own Performance
  - Service Based Leadership
  - Authentic Leadership
Performance (Yours)

• Lead by Example
• Be The **TOP** Performer
• Strong Performers Motivate Others
• Know Your Stuff!
• Be Prompt

Authentic Leadership

• Lead as you are
• Be true to yourself
• Don’t imitate others
• Adopt ideas to your style
Service Based Leadership

• Take care of those you lead
  • Show genuine interest
  • Get to know your people
  • Open communication
• Encourage the success of others

3 Steps for Success
Clearly Define Expectations

Provide Resources
Hold People Accountable

Performance Reviews

I'm so excited for my annual performance review, today!

Said no one, ever.
Performance Conversations

Poor Performers

Reasons for poor performance:
• Inability to do the job
• Role Ambiguity
• Lack of Training
• Lack of Confidence to do the job
• System Problems
• Attitude of Resistance or Refusal
Dealing with a Difficult Employee

- Meet in a private setting
- Confidentiality
- Timely feedback
- Be Constructive and Instructive
- Keep it Professional
- Be Specific
- Make the point and ask for verbalization of understanding
Dealing with a Difficult Employee

- Address one issue at a time
- Listen to their perspective
- Anticipate negativity
- Do not apologize for the confrontation
- Facilitate resources for success
- Don’t “sandwich” the issue
- Address the obstacles
- Follow up

Script Examples

- **State Your Observation**
  - “Here is what I perceive is happening” or “here is what I observed”

- **Listen**
  - “Tell me your thoughts. I’d like to hear your perspective” or “please share with me your perspective of what occurred”.

- **Summarize**
  - “Here’s what I heard you say”

- **Specific Expectations**
  - “Here’s what needs to be done differently”

*From What You Accept Is What You Teach*—Michael Henry Cohen
Script Examples

• Feedback
  – “Would you please tell me your understanding of my expectations for change”

• Strategies
  – “Let’s talk about the steps you are going to take”

• Monitoring
  – “Here’s how I will know if the positive change has occurred” or “here’s when we will meet again to discuss progress on this issue”.

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Script Examples

• Consequences
  – “The next time an incident like this occurs, the following disciplinary action will be taken”.

• Resources
  – “Is there anything I can do to help you improve”?

• Summarize Understandings
  – “Do you understand my expectations and the potential consequences for not meeting these expectations”?
Strong Leadership is the Key!

If you think you're leading and no one is following you, then you're only taking a walk.
Afghan Proverb / @InspiringThinkn
References:
“What You Accept Is What You Teach”-Michael Henry Cohen
“Leading From The Front” – Courtney Lynch & Angie Morgan
Various Harvard Business Review Articles

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