Good Is Not Good Enough: How To Get Their Best

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When we talk about "getting their best", are we concentrating on the wrong person?

Is it their best we are trying to achieve - or our best?
Can we do it *without* them?

“What kills a skunk is the publicity it gives itself”

Abe Lincoln

What is it that *we* have to do to get them their best?

- **Competitive salary**

  We need to be aware of community trends and salaries to ensure that we are being fair and competitive – or they are easy “prey” for groups looking to add to their staff.

- **Equipment to do their jobs**

  Give them the equipment to do their jobs *efficiently, safely and timely*. Equipment that is constantly being repaired or is sub-par sends a bad message to the techs – especially if they are constantly being monitored for speed and efficiency.
• Open Door Policy

Are you available to them—and willing to let them vent, discuss concerns and just talk? If they can’t talk to you—they will talk to each other !!!!

• Do you support them?

“A pat on the back is only a few vertebrae removed from a kick in the pants, but it is miles ahead in results”
Elia Wheeler Wilcox

Or...do they feel they have been thrown to the wolves?
• Do you educate them and take an active role in their (and your) future?

Training your staff so that their skills are as reliable and consistent sends the message that your patients and their future are important to you and the practice.

CONGRATULATIONS!

Captain of the Team

“You do not lead by hitting people over the head – that’s assault, not leadership”.

Dwight Eisenhower

“People ask the difference between a leader and a boss. The leader *leads*, and the boss drives!”

Theodore Roosevelt
* What is your leadership style?
* Are you a "shoulder to shoulder" boss?
* What are asking your staff to do - can you do it? Do you have to be able to do it?

If you are a tech:
Schedule yourself into clinic from time to time... but not as the boss. Let them Lead!

If you are not a tech:
Be in the clinics...not a "drive by"!
Talk with them, answer a phone, ask them what they need to help make their jobs more efficient.

This is not about being "best friends"... there is a very fine line between friendly and friends. Your employees need you more as a "boss" than as a friend and you must treat all staff equally - favoritism will rip your clinic apart.
The quarterback of the team (you) is also part of the team (them) but there is no question who is calling the plays and who is the boss.

Support input and allow your staff to share their ideas toward a better solution – but as I have “uttered” in many a suggestion overload frenzy: “I greatly appreciate the input, but truly…. this is not a Democracy” 😊

When people compliment you for the great job the clinic or techs are doing - make sure to include them in the accolades. Give them credit as well. Without their work - you wouldn’t have achieved that goal.
**What Are You Looking For vs. What We Get**

"Strength lies in differences, not in similarities"
Stephen Covey

When we look for new staff, we are all looking for superstars. A hero, the game winner. But what we often get are "people". These people have (2) paths:

**Path One: Superstardom**

This is the employee that makes you look like a genius for hiring them! They are the diamond in the ruff - and you do the dance of joy because you found them. These folks are far and few between...
“As long as you’re going to think anyway, think big”
Donald Trump

Path Two: Average Guy

This is what we more commonly find... just a group of everyday players.
But on any given occasion, any given day, given the chance - those everyday players can put together a team that no one can beat.
That’s the team I want…
everyday players with “wanna”

"If a man does his best, what else is there?"

George S. Patton

“Fit”

“Your’re missing the best players!”

“I’m not looking for the best players, Craig. I’m looking for the right ones”

Herb Brooks
Finding the right mix of staff is often a daunting challenge. In the "old days" I used to have in depth discussions with applicants regarding their background, their inspirations, their hobbies....

Favorite singer male & female !!!!!!!!!!
I have changed my style.
Now: I tell them what I am looking for, what I want them to achieve and how we operate. And... where I see them fitting into our practice.

Then I ask them what they want!
And they always say: "I want to learn more and grow because I am not able to grow any further in the place that I am currently at!"

Then... they smile because they think that was the answer that I wanted to hear 😊
And I smile and say "Good"... and then I tell them that they cannot come here unless they want to learn and grow... that I am going to do everything I can to teach them and help them become their best! But... they cannot work here unless they grow.

The look on their face is priceless!

What Do You Have Now?

What is the personality of the clinic?

* Do you have the right mix of personnel?
* Who are your leaders and can they lead?
* What are your trouble spots?
* Does the team play fair?
* Does your team "talk"?
• What is the personality of the doctors?

Make sure that criticism and applause from the doctors to the staff is meted out fairly and not due to personalities. You should be the one disciplining the staff. When the doctors do it—they are in the heat of the moment and it can sometimes come out harshly. The doctor usually forgets it immediately but the tech is devastated for days and thinks the doctor “hates” them… or that another tech is their favorite, and therefore they don’t have a chance.

Worker Bees

“Who do you play for ??”

“Rob McClanahan – UMINN, St Paul”
“Jack O’Callahan – Charlestown, Mass. BU”
“Dave Christian – University of No.Dakota”
“Mike Eruzione – Winthrop, Massachusetts.”

“Who do you play for ??”
“I play for the United States of America!”

from the movie “Miracle”

Employee goals are not always the same as yours. Be careful of pushing the “worker bees” who are happy doing the “routine” job!

If you push them too hard – they may leave.
I had an employee that I thought would be outstanding in diagnostics. She just wanted to be a general tech. When I approached her to "move up" she said: "You might as well get a gun and shoot me in the head!"

So what did I do? Left her where she is at!

My job is to give her the opportunity and ability to learn all she can - and then help her make the choice right for her.

In your office you are going to have techs that are eager to excel in the "star" position - as well as having the core people that will get you there...they are strong as the "pacers" and are the real backbone of the team!
You need an even mixture of stars and team. If you have too many of either, you will never get anywhere.

On the other hand... life is like a dog sled team - unless you are the lead dog, the view never changes!! Make sure your team gets a chance to see a different view from time to time.

Superstars vs What We Get

"When you put on that jersey, the name on the front is a hell of a lot more important than the one on the back!"

Herb Brooks

You've got to get them to work as a team!

Very often a team takes on the personality of the coach. You need to identify your strategy, your goals and your plans for the future to your staff.
If you have no idea where your clinic is going... then how can you expect them to have an idea.

* They expect a plan
* They seek leadership
* They behave as they see others behave
* They seek fairness and behave in kind

You have got to find a way to get the best from each one of your staff - from the superstar to the everyday worker - and then blend all that talent into a team.

Identify the weaknesses and build around them.
Do They Fail Us...Or Do We Fail Them?

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self restraint enough to keep from meddling with them while they do it “

Theodore Roosevelt

Are You Leading The Way - Or Just In The Way ?!

“Delegating works, provided the one delegating works, too. “

Robert Half
How Do We Fail To Lead?

- Failure to recognize and promote them
- Failure to support them
- Don’t care about them as people – only as workers
- Do not allow them to be empowered to make routine decisions (micromanage)
- IF they do make a decision, fail to support their decision...or help them grow from that decision (right or wrong)

Employees will try to make decisions, step up and take responsibility and do the right thing. If all they ever hit is a brick wall - they will stop stepping up...and just exist.

“Grass is Greener”

“When science discovers the center of the universe, a lot of people will be disappointed to find they are not it!”

Bernard Bailey
Staff is going to leave - and when they do it causes a massive ripple in the flow of the universe. The techs that “stay behind” often hear about high salaries being offered and how they are missing the boat!

When I left my old job to come to the job I am now at...people would ask me “Is the grass greener there?” and they would wait anxiously for the answer.

And after awhile, I came to this realization....

The grass is always greener ........

But the “cows” are the same... newer pastures, same issues, same problems!
And when it happens…… it is almost always going to be about money! Staff see the “dollar and hour” number, not:

* benefits
* pension
* profit share

When It’s Time To Go...How Do You Handle Damage Control”

“The first task of leadership is to keep hope alive”

Joe Ballen

“We didn’t lose the game - we just ran out of time.”

Vince Lombardi
• Do you hire them back?
• Some people need to leave even if it causes disruption and staffing issues