

Promoting from Within: The Kiss of Death or the Ultimate Honor ?!



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Rules Of The Road

- How do you gauge who is ready to be "moved" up
- What's the goal of moving them
- How far do you move them - and how fast
- Are you setting them up to fail

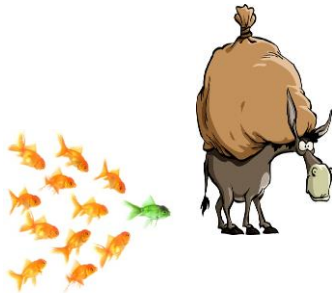


Identify The Criteria

- You have an opening immediately and need someone to step into that role
- You have a position opening in the future and have time to "pick and choose"
- You have time to train
- You have to train on the fly



What are the skills/tools the candidates possess that intrigues you and what makes them a good candidate?



Candidate To Whom ?

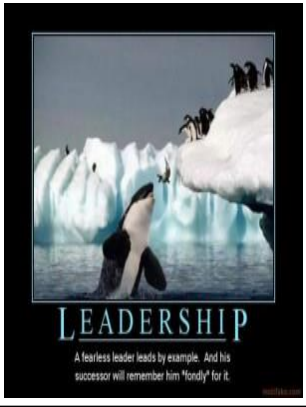
You



Staff

Doctor

Outside world that doesn't know/ appreciate their quirkiness




What Skills Do They Need To Be A Lead/Manager

- Can they "walk the walk" ?
- Are they certified?



- Do they have "wanna" or are they doing this:
 - * Because you are in a bind
 - * They want the power but not the pain
 - * They perceive there will be perks over their fellow techs
- Do they have strong skills:
 - Clinical
 - People



How Do They Handle.....

- Staff controversies
- Physician Issues



What's Their Personality ?



Loyalty

Do You Trust Them ?

Does the Staff Trust Them and Follow Them?

Will The Doctors Follow Their Lead?



What If They Betray You... Or The Group?

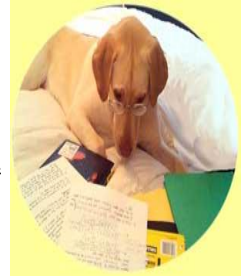
- YOU chose them....
- Not only do they fail - but you do as well since you chose them
- Staff trusted you - and YOU did this to them... so now they have a lack of trust in YOU

Sometimes, the person you'd take a bullet for ends up being the one behind the gun.

Chiquita, La Poppe

Watch The Popularity Contest With the Doctors

The Doctors will often try to sway who should be the next Lead. Be very careful of this influence. It is often driven by this criteria - **they LIKE them best.** Skill is not the major part of their criteria - although they will tell you this is the best candidate. Your staff knows this person is the doctor's pet....and will not follow them, work for them or work with them. They will undermine the new Lead - and you - by default!



Run Your Choice For The Next Lead By A Few Doctors

Advise a few of the doctor's of your intentions - and your decisions.



You may need the support down the line. Make sure you have doctors that have some power in the practice.

Technician Envy

There will be technicians that will be unhappy with your final decision, and may begin:

- * a smear campaign
- * backstabbing
- * sabotaging
- * "throwing you/them under the bus"

They feel they were a better choice for the role and you are holding them back.



They may go on a real campaign of disruptive behavior and "acting out" over your choice. IF you are lucky, they will approach you before this occurs and you can get a jump on it. But, in most cases, they will do this behind the scenes and you will find out about it from other staff members that are caught up in it.




While you are making your decisions as to who should be "promoted" you need input. But a "secret" is not secret if more than two people know it ! You must have faith and trust in your staff so that you can ask them their input without it getting out among the crowd. Once it gets leaked it will take off like ripple in pond- it is a hard process to stop.



Gather your input, then make your decision. Make sure the information you seek is **OBJECTIVE** – not subjective information on:

- * personality
- * ethics
- * sympathy
- * compassion
- * interpersonal communication
- * goals
- * are they trainable ???!

Analyze the facts, and then make your decision.




Can They Handle The Heat ????

One key area the other technicians watch very closely is how the "newbie" behave under fire from the Doctors. Do they:

- * stand their ground
- * throw others under the bus
- * take the responsibility and fix it
- * go in a room and cry
- * abandon ship and every man for themselves


How about heat from YOU ???



"C'mon, c'mon – it's either one or the other."

What Is Your Criteria For Choosing Them?



- Backbone
- Self Confidence: They tell me they can do this!
- "Wanna": years of service and/or title does not mean you are owed this.
- Is their name on everyone lips: I know I am half way there when the staff comes to me to recommend someone and it is not "personality contest"



Ask Them If They Want This ! It Doesn't Matter If YOU Want Them !

The Cornea Specialist was getting creamed every day in clinic. He wanted a "Gal Friday" and I needed someone to keep him on task, watch his schedules and make sure he stopped biting off more than he could chew in a given day!

I told him who I could give him, because she would be the best at it, and he agreed. When I told her of this "honor" I was bestowing on her - she cried! This was a strong, confident technician with impeccable skills. She cried and asked me what she had done to deserve this.

If they say they don't want to - should you decree it?

My first reaction would be - NO...do not decree it. Chances are it can go 50-50. They will either pull up the nylons and do a great job, or they will internally implode themselves to prove they shouldn't be doing this job.

Whatever occurs, chances are good they will not be happy, nor will others, and probably will leave or force you to fire them from the position.


Gibb's Rule # 51

Sometimes – You're Wrong!

Yes...it can happen to you, and it has happened to me. I have promoted/hired my share of "serial killers".

The chaos can be quite damaging to all involved - but especially to you: your confidence, confidence others have in you and the background chaos it has caused to all.

Then you need to start all over and figure out what you did "wrong". Maybe you did nothing wrong- you just got the wrong signals crossed!

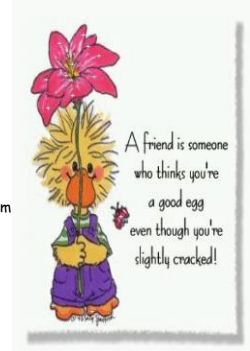


Tips To Ensure Success

1. **Make sure you include the other Leads** (if you have them) so they have your back and the new Lead's back. They can deflect a lot of negativity by simply saying that they agree with the choice.
2. Make sure the Leads are all on the same page to ensure that there are no mixed messages being sent to staff.
3. **Announce the new Lead, and your support of this person, at a meeting so the general staff** knows you are behind this new Lead. Don't assume they "know".



2. **Discuss at length the difference between "friends" and "friendly"**. Many new leads are very worried that they will lose their friends. It's a hard discussion, and one fraught with fear over this potential loss that will often keep them from accepting the role. While they will always be friends, when they are in clinic, their word is the word - and a friend would understand that. Difficult to get them talked off the ceiling in this area.



3. **Have a Mentor for the new Lead** Make sure they have someone that will check in on them behind the scenes. While all of the Leads and you will make sure they are on the right foot, make sure one of the "seasoned" leads is watching out for them. The new Lead will gravitate towards the Lead they trust the most. When this occur, make sure this Lead understands how important it is to get them off on the right foot.



4. **Give them encouragement as well as scenarios of when they need to "call for help"**.

I often find that many new Leads will try and solve ALL issues themselves so they can show me, and the Doctors, that they can solve them on their own. Very often, this causes them to go to places they often can't or shouldn't handle, and then I have to dig them out. While even though the doctors may have "helped" her into a less appealing result, they will still look at the Lead as someone who potentially can't cut it.



5. **Help them understand, and manage, the new POWER they have as a Lead.**

Leads have the ability, and the power, to make decisions for the group without seeking permission. This can be very heady for a newbie - and many do not handle it well.



From the movie:
Bruce Almighty

- **Make sure they clearly understand what your expectations of them are, and what their role is.**

Make sure they know where they fit into the master plan, where you fit in, and what their role is to you. Also, redefine what their role is to you! As Leads, they are looked at with a more critical eye. The stakes are higher - and so are the gains. They have to know the master plan to be successful.



Make sure they realize that there are a number of "teams" they are interacting with: Front Desk, Administration, Doctors and the general technicians. They need to be aware of all of them.

They need to be constantly alert for areas of potential trouble. Watch trends and trust the past. The past is useful a picture to the future.



There is, and always will be, a pecking order. As Susan Sugarbaker said (Designing Women TV Show)

"Life is like a dog sled team - if you aren't the Lead dog, the view never changes"

The view is always nicer and clearer from the top, therefore people will always strive to get there !



But always remember.... you are NOT # 1....you are Number (insert how ever many people you are over).

When you are over people, it automatically makes you be placed under them.

YOU



Your Number One JOB Is To Take Care Of The TEAM

This means you MUST know something about the team. Here's one way:

We have quarterly meetings. Everyone gets a "packet" with the agenda. Often this is mass produced. One meeting, I created a face sheet for each packet and I placed each staff's name on it with a picture that would correlate to them. They had so much fun with that...and were surprised by their pictures. Our quietest gal had been the captain of the Woman's Rugby club - who'd have guessed ?!



How Do I "Take Care Of Them ?!

REVIEWS:

I have often heard new Managers talk that they worry about two areas in particular:

- * reviewing people they used to work side by side with
- * giving someone a "bad" review



Part of moving up means that the roles you have now will have changed, and sometimes drastically, as opposed to what they used to do.

The key to performing a "good" review, is to always remember the following:

- a. If you don't "see" it.... Check it out before you discuss it
- b. Always be FAIR in your assessment
- c. Use the review as a moving forward point. Discuss successes, goals, their plans and yours. Don't talk about something that happened in February!



d. "I don't want to give them a "bad" review !

You aren't giving them a bad review.... the type of review they get depends on their past behavior - not your current review.



Unfortunately, in this case, it is usually not the message that upsets the staff member, it is the messenger. THEY know they had a bad year... but they don't want you talking them about it.

BE AVAILABLE TO TALK - AND MAKE IT SAFE !

Anybody can visit me at any time, and they can vent and get a "little crazy" with me (I do remind them to remember who I am ☺). If they can't vent, talk, rebut, discuss, postulate, theorize and comment to you - they will find someone that will listen.



DEVELOP MANUALS AND PROTOCOLS. GET A TECHNICIAN MANUAL SO THE TECHNICIANS KNOW WHAT IS EXPECTED FROM EACH PROCEDURE - AND HAVE IT AVAILABLE IN THE CLINIC.

Review these routinely with the staff. Include all: lab testing, how to order and MRI/XRAY, contact numbers, procedure for referring to another provider and safety information regarding each clinic.



LET THE STAFF "RUN" CERTAIN PARTS OF THEIR WORLD

For example, we do not have "seniority" with vacations. We have a vacation schedule. You get on the list versus being bumped. Also, we have Saturday clinics. We do this "voluntarily". IF they are ill or signed up for a day they can't now do - they need to find a person to work. Same with late night closings. IF something comes up, they are responsible for a closer



Besides taking care of them...sometimes you also have to take one for the team.

While it is painful, it is very appreciated when the Manager steps in front of the rabid grizzly!



Promoting People Up

Staff feel:

- * Appreciated
- * Empowered
- * Noticed
- * Hard work paid off
- * Gives them a chance to shine



Benefits:

- They learn to work in a TEAM
- They often pass those concepts down
- "See the other side" when they are living it
- Self Worth
- Ownership
- Gives the others something to aim for



"Thank you for calling Customer Service.
If you're calm and rational, press 1.
If you're a whiner, press 2.
If you're a hot head, press 3...."



Don't promote the "popular" choicepromote the person that people will follow.

*Anyone can be a Lead - and anyone can declare themselves the Lead.
The question is not whether or not they can Lead - the question is - will anyone FOLLOW them?*

Thank You and Have a Great Day ☺



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