



UNIVERSITY of MARYLAND
MEDICAL CENTER

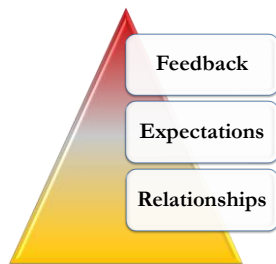
Friend, Foe or Leader

Who are you and who do you want to be?

Jeffrey Jones, Kim Reck & Julie Riddler
NP/PA National Conference, September 9th, 2011

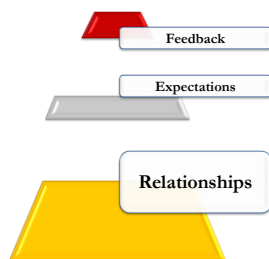
Session Goals

- Build relationships for better communication
- Establish expectations for effectiveness and efficiency
- (Re)Align behavior through feedback for results



Are You A Friend?

- An overemphasis on building relationships
- Failure to set clear expectations
- Failure to provide corrective feedback



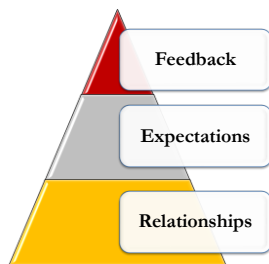
Are You A Foe?

- An overemphasis on corrective feedback
- Failure to set clear expectations
- Failure to build healthy work relationship



Are You A Leader?

- Balance:
 - Relationship Building
 - Setting Expectations
 - Providing Feedback



Building Relationships



connecting with others

Building Relationships

What is important to them?

What are their needs?

What is important to you?

What do you have to offer?

forging strong relationships

Building Relationships

Page Email Phone Video In-Person

establishing a communication style

Establish Expectations

Action Verb	Measureable Result	Timeframe
Limit number of missed shifts	To 2 per month	For the next 12 months
Decrease unit turnover	By 10% annually	Over the next 6 months
Improve patient satisfaction scores	To the 70 th percentile	In the next survey

anatomy of an expectation

Establish Expectations

- What is it that you want?
- Why is it significant?
- When do you want it completed?
- What will get in the way of success?
- How will you monitor performance?
- Do you have shared understanding and commitment?

communicating expectations

(Re)Align Through Feedback

- Given with Care
- Given with Attention
- Invited by the Recipient
- Directly Expressed
- Fully Expressed
- Uncluttered by Evaluative Judgment
- Well Timed
- Readily Actionable
- Checked and Clarified

establishing a feedback style

(Re)Align Through Feedback



3 Positive
interactions for every

1 Negative
interaction

From: *How Full Is Your Bucket?*
by Tom Rath & Donald Clifton

getting the mix just right

(Re)Align Through Feedback

Ask each employee:

- For **what** do you like to be recognized?
- **How** do you like to be recognized?
- **Who** do you want to recognize you?

meaningful recognition

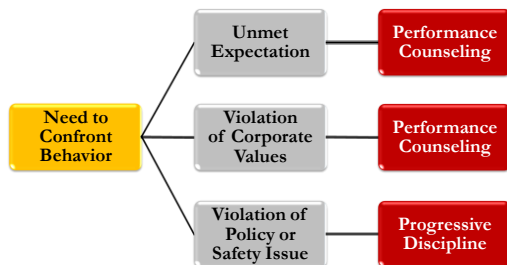
(Re)Align Through Feedback

Trying out recognition:

- **Who** will you recognize?
- For **what** will you recognize the employee?
- **How** will you recognize the employee?

practicing recognition

(Re)Align Through Feedback



dealing with difficult feedback

(Re)Align Through Feedback

Motivation

- Connect to what is meaningful
- Describe the impact on others
- Describe the natural consequences

Development

- Identify (in)abilities
- Identify who else might be involved

Barriers

- Identify organizational barriers

practicing performance counseling

(Re)Align Through Feedback

Corporate Policy

- Tell the employee you need to consult HR
- Contact your HR Generalist
- Follow the corrective action process

Safety Issue

- Remove yourself from the situation
- Contact security immediately
- Ensure others are not in harm's way

taking immediate action
