



Introduction to Laboratory Management and Leadership Concepts

Module 1: Managing the Laboratory Organization





ACKNOWLEDGEMENTS

- Ministry of Health and Social Welfare - Tanzania
- World Bank
- ECSA- HC
- EAC





Learning Objectives

- Describe key elements of the organizational structure
- List four management functions and describe a situation in which each is required
- Describe the difference between the role of a leader and manager; and how each role is important to laboratory functions
- Give three examples of learned, leadership skills





Today's Agenda

- The Quality System
- Organizational Functions
 - Organize
 - Plan
 - Direct /Coordinate
 - Control
 - Make Decisions
- Leadership vs. Management
 - Traits of Effective Managers and Leaders
 - Communication
 - Motivation/Mentoring and Coaching
 - Collaboration and Conflict
 - Change Management
- Module Summary





The Laboratory Organization

Management's Job:

- To accomplish goals
- With people
- Using resources effectively
- In a quality organization





The Laboratory Organization

- A working structure that:
 - Ensures efficient and high quality work in the laboratory
 - Is committed to quality systems from top management
 - Plans and organizes the quality plan/program





The Laboratory Organization

- A working structure that:
 - Allocates sufficient resources to implement and monitor a quality operation
(Ex. Quality Coordinator)
 - Builds in quality systems at all points in the laboratory workflow
 - Defines the role of all staff in quality system





What questions do you have thus far?





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Organizational Functions

Management is needed at every level in the organization to:

- Organize
- Plan
- Direct/Coordinate
- Control
- Make Decisions





Organizing

- Organograms
- Job Descriptions
- Staffing and Scheduling
- Facility Design
- Workflow/Process Design
- Defined Policies and Procedures





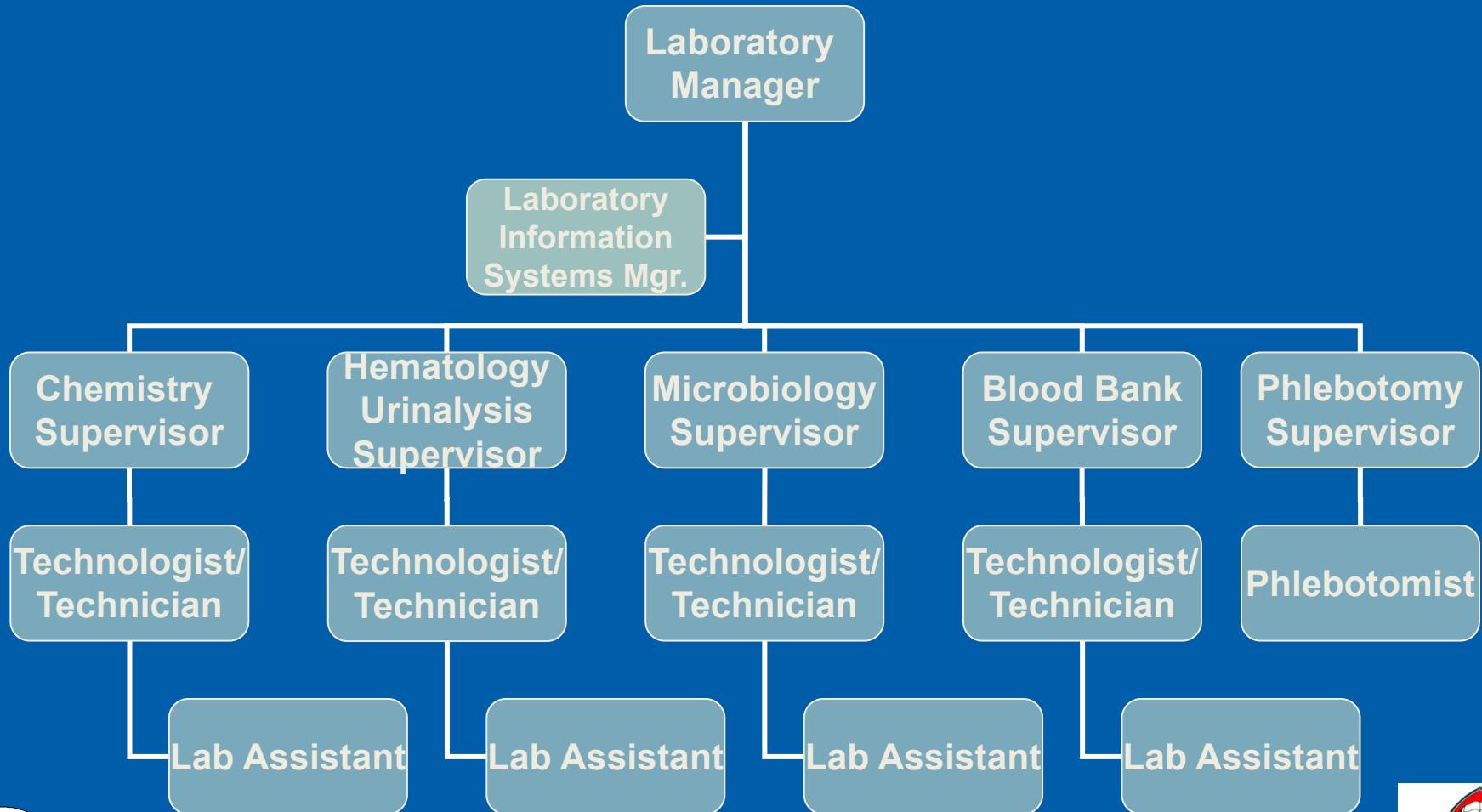
Organogram

- Organizes jobs along lines of authority
- Defines reporting structure and span of control
- Defines authority to make decisions and accountability for results
- Works together with job descriptions to define the working structure of the organization





Eg. Organogram





Exercise: Gap Analysis

- What does your hospital or laboratory need to have in place for an effective management structure versus what is available today?





Exercise: Gap Analysis

- What does your laboratory need to have in place for an effective management structure versus what is available today?





**What questions do
you have about
the organizing
function of
management and
organograms?**





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Discussion: Organizing Your Time

- How can you better manage your time on a daily basis?





Organizing Your Time

- Organize available time each day (planner or calendar); set aside time for staff interactions , planning, and administrative functions
- Create and manage a to do list; accomplish the number one priority first and work down the list; check off completed items
- Determine best use of time available each day - the 20 % that will yield most results





Organizing Your Time

- Schedule routine daily functions at the same time each day if possible - email, voicemail, reading mail
- Do not allow time wasters to get in the way; manage interruptions
- Organize the office with a place for everything- keep desk and files clean and organized
- Date stamp everything that enters the office; enter due date on all items with a deadline





Organizing Your Time

- Touch paper only once- move to the outbox or completed area, to files, or to trash
 - Manage mail daily- in one day, out the next
 - Identify the fastest, most efficient way to work
 - Meet only if necessary and keep short
- Say no to things that drag on productive time





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Planning

- Development of short term (operational) and long term (strategic) plans for where the laboratory will go in the future
- Determining the best use of resources to accomplish the goals and objectives of the





Operational Planning

- Short-term plans developed to guide operations
- Annual operating plan based on the strategic priorities of the organization
- Planning on implementation of specific projects, for example, new equipment





Project Planning

- Define project goals and objectives
- Decide on project owner
- Develop the project plan with required resources
- Gantt charts help to plan the tasks that need to be done in the project including when they are scheduled and the resources needed
- Gantt charts help to work out the critical path the implementation of tasks will follow
- Project management software like Microsoft Project can be used to produce Gantt charts used for planning and implementing major projects





Planning Tools: Gantt Chart

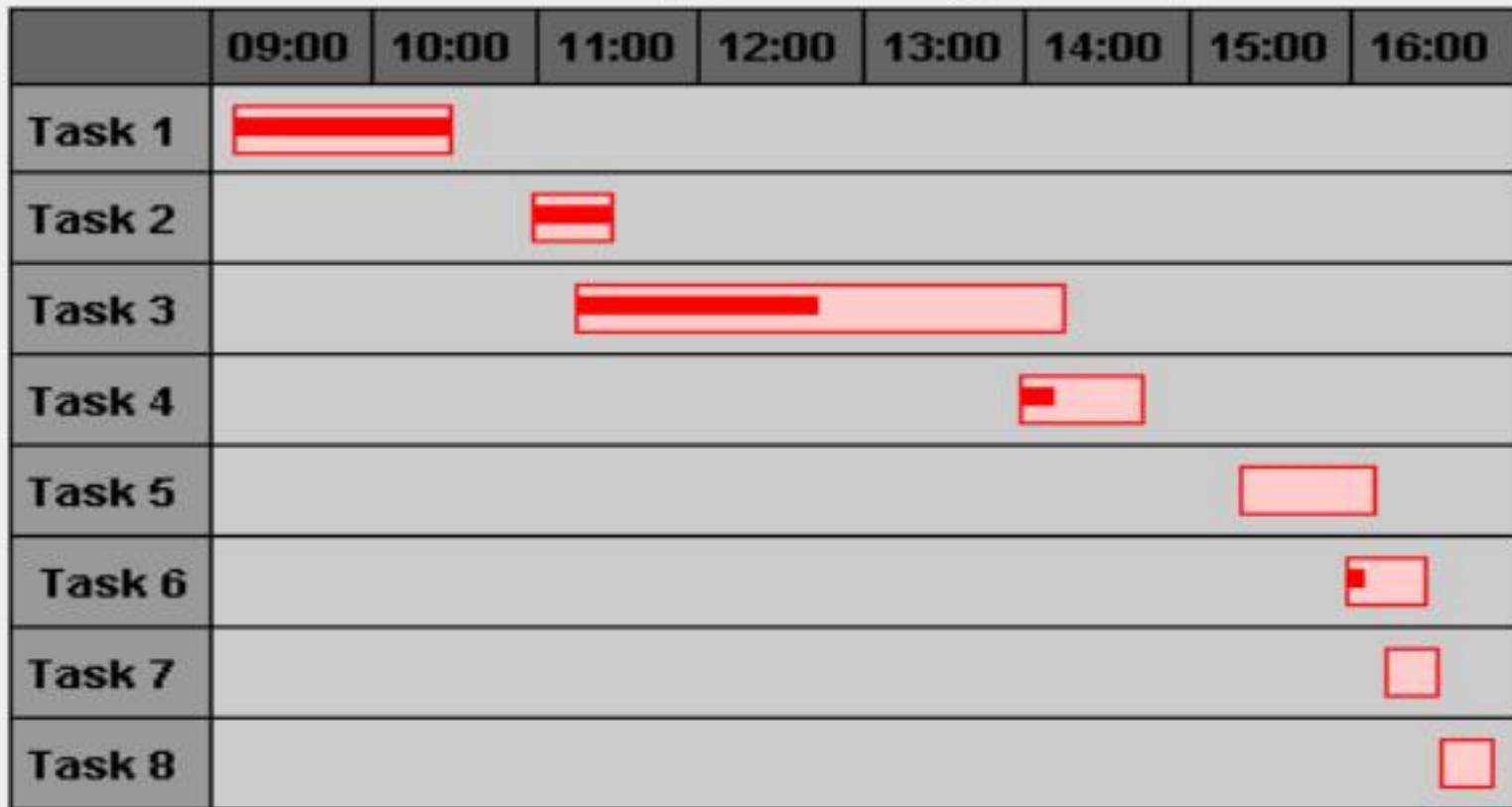
- List all tasks for implementation of the project
 - List the task with earliest start date, length of time to complete the step, and whether it is sequential (dependent on previous step) or can be done in parallel; list all resources needed to complete each task
 - Use graph paper and put days/weeks across the top and task list on the left
- Plot tasks on graph paper as a bar either parallel or sequential (Gantt chart)





Sample Gantt Chart

GANTT chart with percentage complete bar





Planning Tools: Action Planning Grid

- List all actions/steps on the left of the grid
- Across top create columns - who will complete the task, when it will begin, and the deadline for completion and status comment





Task	Assigned To	Start	Due	Status





Exercise: Gap Analysis

- Work in pairs
- Develop a project plan for the implementation of a new analyzer/method in your laboratory using tools described.





What questions
do you have
about project
planning and
Gantt charts?





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Directing

- Gaining the commitment of the employees to achieve organizational/departmental goals
- Tied directly to leadership and communication skills





Coordinating/Delegating

- Assuring that activities are coordinated to achieve maximum productivity
- Key aspect is ability to delegate and track/manage all projects





Delegation Process

- What to delegate
 - Routine tasks that are not management sensitive
- Who to choose
 - A willing candidate with the talent and experience needed for success
- How to delegate
 - Define goals, expectations, timelines, and report back intervals
 - Delegate responsibility and give authority





Exercise: Gap Analysis

- Are tasks delegated appropriately within your laboratory?
 - Are there tasks that your manager or supervisor could delegate to you?
 - Are there tasks you could delegate to others?





What questions do you have about the coordinating and delegating function within the organization?





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Controlling

- Ask, “Are we doing things right?”
- Establish laboratory standards and measure performance against the standards
- Take corrective action when activities fail to meet the standards or are “out of control”
- A data-based approach avoids over-controlling (Hands on Eyes on)



MOHSW best practices for lab operations





E.g. Operations Best Practices

- Personnel - % of employees not meeting certain critical competencies is higher than other laboratories
 - Action: in-service on identified problematic competency areas and redo competency assessment
- Quality - QC out of control
 - Action: follow SOP for out-of-control situations; troubleshoot the problem; rerun patient samples





The Best Practices

- Specimen acceptability rate - more than 95%
- Phlebotomy wait time - less than 30 min.
- Test turnaround time - rapid HIV results in a day
- Quality control assessments - performed daily





Discussion

- What would be the best practices you would track in your lab?
- What would represent acceptable performance?





What questions do you have about the controlling function within the organization?





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Decision Making

- Establish a structured decision-making process such as decision tool
- Involve those directly affected by the decision and those with direct knowledge of the problem
- Consider degree of acceptance
- Consider impact on other departments or customers





Factors in Good Decision Making

- Getting all of the facts - a systematic approach
 - Involving people closest to the action
 - Good implementation strategy
 - Good communication of the decision
- Knowledge of the job





Factors in Poor Decision Making

- Not enough information
- Emotion-based decisions
- Not enough input from others
- Lack of experience with the problem
- Fear of consequences of making the wrong decision
- Poor implementation/communications





Decision Making Alternatives

- Leader/Manager Make Decisions
 - Decision must be made rapidly in a crisis
 - Leader has all of the information needed without input
- Leader/Manager Help Group Make Decision
 - Consensus decision -buy-in to the decision is critical
 - Decision will benefit from the input of others close to the issues





Consensus/Collaboration

What is consensus?

- Collaborative approach to decision-making
- Involves a group in making decisions
- Does not mean everyone is in agreement
- Does mean everyone has been heard and will support the ultimate decision
- Tends to be a slower process





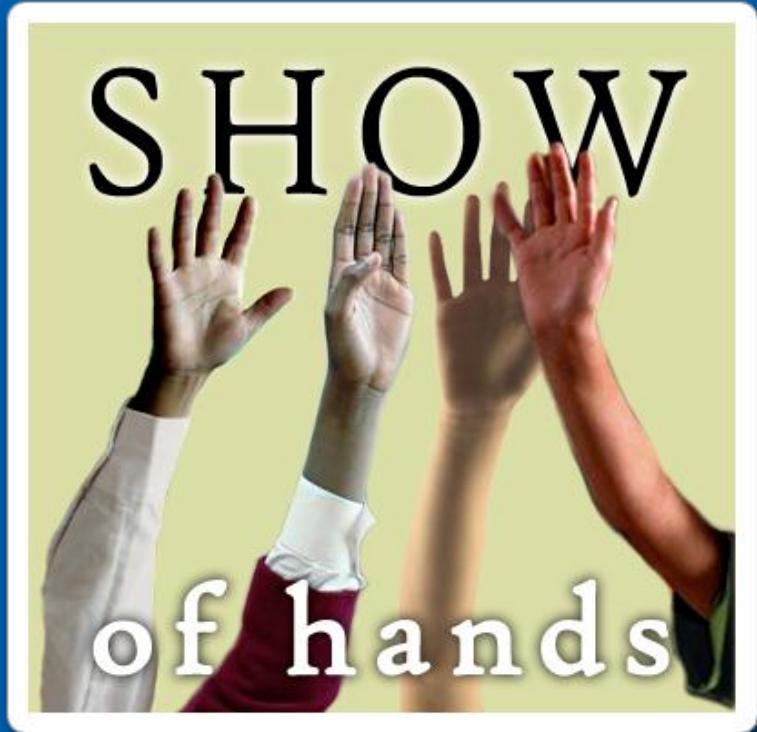
Pitfalls of Consensus/Collaboration

- Collaboration is bad when “groupthink” occurs
- Focus of consensus may be on getting everyone to agree versus solving the problem
- Differences may not be expressed to avoid conflict and get to an easy solution
- Consensus is a long process and can delay project implementation





What questions do you have on the decision making function of the organization?





Case Study

- Draw the Organogram for your laboratory and where you fit in
- Keep in mind who will perform the management functions of planning, directing, coordinating, delegating, controlling, and making decisions





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Management vs. Leadership

“ The manager coordinates the cutting of a path through the jungle by the workers while the leader makes certain we are in the right jungle”

- Stephen Covey





Discussion

- Describe the most effective manager you have had. Was that person also a leader?
- Describe the best leader you have ever worked with. Was that person your manager?





Management vs. Leadership

(Continued)

- Management describes a role in the organization
- The manager:
 - Administers and maintains
 - Focuses on the present realistic situation
 - Focuses on systems and structures
 - Relies on control
 - Day to day operations
- Managers are people who do things right





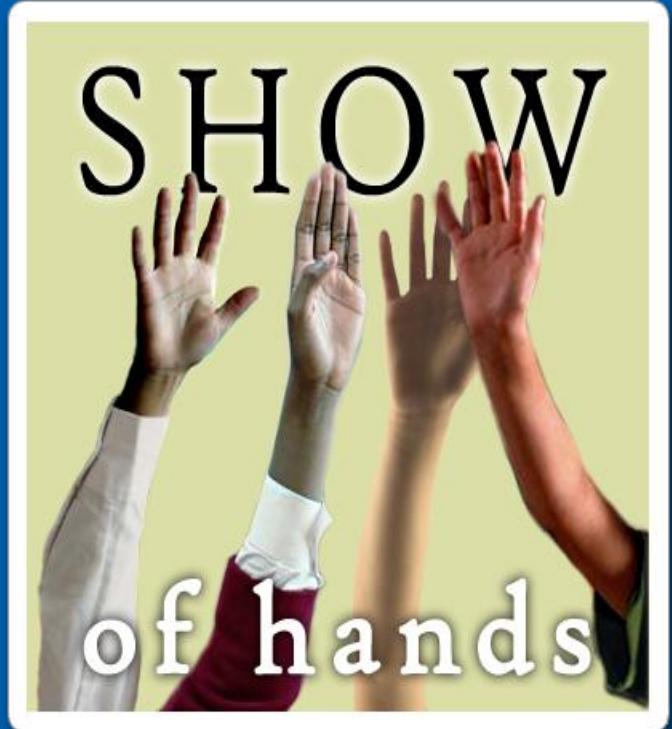
Management vs. Leadership (Continued)

- Leadership describes a set of personal behaviors
- The leader:
 - Innovates and develops
 - Investigates reality
 - Focuses on people
 - Inspires trust
 - Has a long-range perspective
- Leaders are people who do the right thing





What questions do
you have on the
differences
between
management &
leadership?





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Traits of Effective Managers

- Maintains control of operations by meeting operational standards
- Assures high testing quality and customer service
- Assures staff compliance with policies and procedures
- Accomplishes goals; makes good decisions
- Manages resources effectively including time
- Delegates effectively to others; completes projects within deadlines





Traits of Effective Leaders

- Establishes and communicates goals
- Creates shared vision and commitment
- Competent, confident and caring
- Visible, positive, optimistic
- Honors all commitments
- Risk-taker and problem solver
 - Seeks mutually beneficial solutions
 - Admits Errors/Failures





Traits of Effective Leaders

(Continued)

- Good listener
- Creates environment for success
 - Effective coach and mentor
 - Provides effective feedback
 - Involves others and values their viewpoints
 - Shares Information
 - Trusts others and is trustworthy





Discussion

- Are leaders born or made?
- How do you develop leadership and management skills?
- Is there a leadership role in your future?





Examples: Learned Leadership Skills



- Specific examples of leadership skills that can be developed include:
 - Communication
 - Coaching
 - Motivating
 - Conflict management
 - Change management





**What questions do
you have on
leadership
traits so far?**

**What questions do
you have on
management
traits?**





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Effective Communication Skills

- Communication skills are important for success
- Good communication is important for maintaining patient safety and customer satisfaction





Types of Communication

- Oral
 - Verbal
 - Non-verbal
 - (body language)



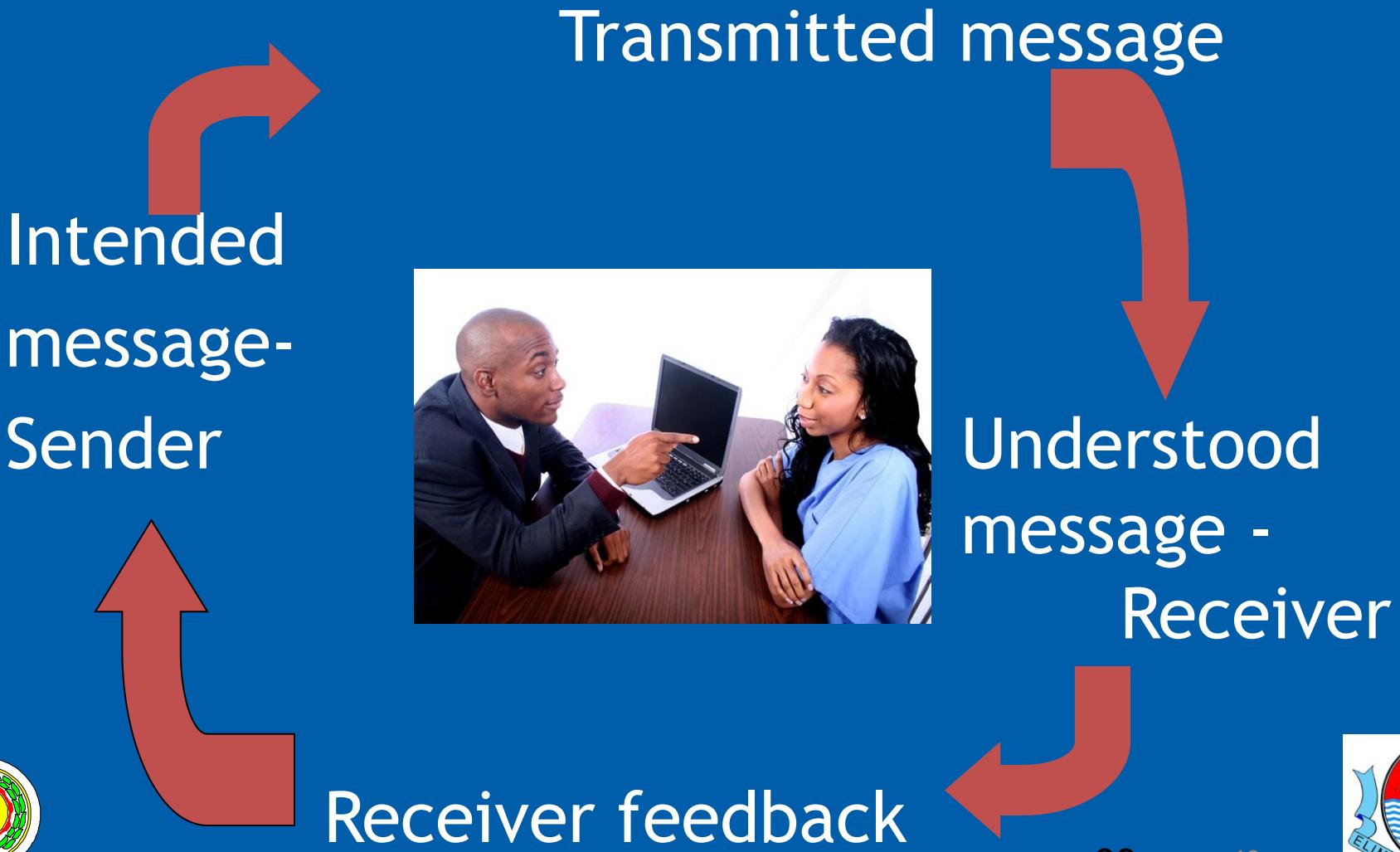
- Written





Oral Communications

- Communication as a dynamic process





Discussion

- In each of the following cases, how does the difference in the sender and receiver affect the “message” being transmitted from one to the other?
- What steps can each take to improve communication?





Emotional Barrier to Communication



- Can you think of other emotional barriers?





Physical Barrier to Communication

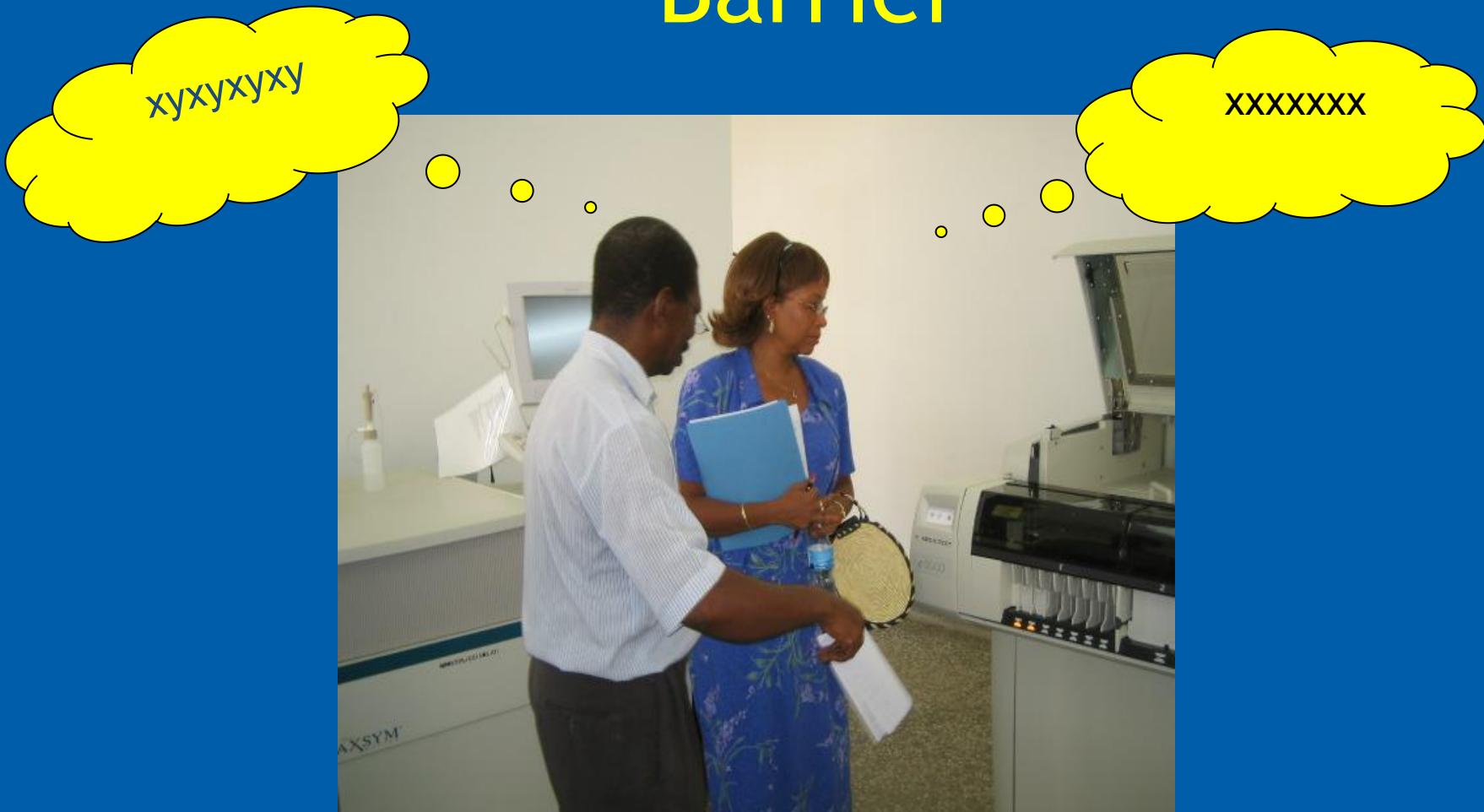


- Can you think of physical barriers?





Cultural / Language / Gender Barrier





Effective Speaking and Listening

I don't understand.

Hello? Are you listening?





Effective Speaking

- Explain the goal of the communication to the listener
- Speak slowly and clearly in adequate volume
- Appropriate eye contact
- Be clear and to the point





Effective Speaking (Continued)

- Use simple language
- Use assertive language
- Vary tone and pace of voice
- Avoid slang and jargon





Effective Listening

- Active listening process
 - Give full attention to the speaker
 - Listen without interrupting
 - Listen for facts, feelings, and omission
 - Remain open-minded and non-judgmental





Effective Listening (Continued)

- Active listening process
 - Use non-verbal communications such as nodding and appropriate eye contact
 - Restate your understanding of the speaker's message





Group Work

- Work in pairs
- Share a conversation when you thought someone was rude, bossy, unclear, short, etc.
- Discuss what else could have been happening from the other person's point of view?
- Discuss how you could have gotten more information to clarify if your perception of the communication was accurate? ⁷⁹





Written Communication

- Better for communications that require limited non-verbal or verbal feedback
- Ideal for documenting a communication that has occurred





Written Communication

(Continued)



- Use concise, simple statements good grammar, and spelling
- Organize ideas in logical sequence
 - Conclusion or central theme first
 - Then supporting information





Types of Laboratory Communications

- Clearly written policies and procedures
- Friendly and responsive customer communication
 - Answering questions
 - Resolving complaints
- Effective verbal communication with:
 - Patient
 - Care Providers
 - Team Members



Scripted/guided communication with patients





Group Work:

- Break into groups of four
- One person plays an impatient nurse needing a result that is not ready
- One person plays an overworked lab tech
- Two others are listeners
- Listeners provide constructive feedback on lab tech's communication, then switch roles





What questions do
you have on
communication
skills?





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Motivating

- Can you motivate other people? How?
- Types of motivation:
- Internal- motivation from within to do a good job
- External- motivation from outside such as recognition and pay
- Primary way management can motivate staff- remove the demotivators.





Coaching and Mentoring

- Leaders/managers use coaching and mentoring skills to develop other leaders
- Mentor role models the behaviors of a good leader and manager
- Mentor is willing to share information to develop others
- Mentor has earnest desire to see others succeed





Coaching and Mentoring

- Coaches ask effective questions that stimulate learning
- Coaches get people to solve their own problems making them self-sufficient
- Coaching uses a positive, supportive approach to modify behavior





What questions do you have on motivating/mentoring and coaching?





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Conflict Management

- Common barriers to collaboration
 - The need to be right
 - Poor listening
 - Placing blame
 - Not sharing information
 - Believing there is only one way (your way)





Conflict Styles





True or False? Conflict is...

- Natural and inevitable
- Conflict is just a difference
- Conflict can be constructive
- Conflict can promote better solutions
- Conflict is a necessary part of team building
- Avoided at all costs





Types of Conflict

- Role/Status
- Values
- Perception
- Divergent goals
- Expectations





Considerations in Conflicts

- Decide whether or not to address the conflict
- If important, confront the problem
- Don't spend too much or too little time to resolve conflict
- Be patient as well persistent
- Define the manager's role in mediation of conflicts between staff





Mediation - A Model for Problem Solving

- Separates the people from the problem
- Focuses on interests not positions
- Creates options for mutual gain
- Inserts objectivity into the process





Conflict Mediation Process

- Set ground rules for the session
- Each party expresses their issue to third party
- Identify the interests behind the different positions





Conflict Mediation Process

(Continued)



- Each party listens until they understand the other person's issues
- Generate a compromise that may serve both interests
- Write up the agreement





Case Study

- A staff member comes to you as the manager complaining about another staff member who is not cooperative and avoids doing his share of the work. She has numerous examples of the staff member's negligence. What do you do?





What questions
do you have on
handling
conflict?





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Change Management

- Change is an event planned or unplanned
- Transition is the personal response to change
- People resist change as change represents loss (the end of something)
- Stages of change - relief, insecurity, grief, anger, renewal





Change Management Strategies

- Explain the rationale for change
- Allow staff to express their concerns
- Empathize with a sense of loss - “the way we used to do it”
- Express confidence in them and their capacity to adapt to the change
- Engage the employees on how to manage the change process





Change Management Strategies

- Start with an “easy win”
- Provide support and continuing communications during the chaos stage
- Deal assertively with any undermining behavior
- Recognize the past as you celebrate the new
- Continue to monitor the progress on the implementation of change and make adjustments





Change Communications

- What is changing and why?
- What will be actually different because of this change? What will improve for them?
- Who is going to lose what?





What
questions do
you have on
change
management?





Case Study

Your lab has just been notified that you will be acquiring new automated chemistry, hematology, and flow analyzers. The workflow and duties will change significantly.

- How will you implement and communicate the changes?
- What change management strategies would you use?





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Module Summary

- What are the key functions of managers within any organization?
- What is the difference between management and leadership?
- What are 3 key management skills?
- What are 3 key leadership skills?
- Can they be learned?
- Why are both roles critical in the laboratory?





What questions do you have on the Management & Leadership Concepts?





Thank you

