

Scott & White

• **Healthcare – Round Rock**

**Training for Clinic Managers &
Supervisors**

Southern Region – Austin/Round Rock



Introduction

Companies are faced not only with the challenge of replacing existing managers, but the need to add new managerial staff. According to a recent hiring survey conducted by Management Recruiters International, Inc., mid-managers, executives and professionals are in great demand. More than half of the companies surveyed indicated that they are planning increases in their mid management and professional staffs.



Introduction cont

As the population continues to age and baby boomers begin leaving the job market, experts predict that there will be serious shortages of employees to fill high-level professional, managerial and technical spots.

Whether your replacement needs are the result of tragedy, transition or trial and error, considering the issue of succession *now* can help you accomplish these staffing changes smoothly, with minimal disruption to your internal processes and a seamless transition for your customers.

What can we do? We can implement a formal, well-organized succession-planning program designed to identify potential gaps and develop tactics for filling those gaps.



Outline

- Succession Planning
- Mentoring
- Setting Goals and Objectives
- Communication Throughout the Organization
- Conflict Resolution
- Trait Theory
- Servant Leadership



Succession Planning

Planning for both the foreseen and unexpected absences of people who hold key roles in an organization is a task which we as employers often avoid or engage in only in an informal manner. Without concentrated effort on this activity, known as succession planning, a business that has been successful can quickly fail if one or more of its leaders are lost. When succession planning is carefully conducted and the plan periodically reviewed, extended and costly vacancies can be avoided. Succession planning has to be a priority for every business and should be part of its strategic business plan.



What is Succession Planning?

Succession planning is the process of identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions which are key to the success of business operations and objectives.

Succession planning involves:

- Understanding the organization's long-term goals and objectives
- Identifying the high-potential candidates and their respective developmental needs
- Determining workforce trends and predictions



Why is it Important to Have a Succession Plan?

- To avoid extended and costly vacancies in key positions and assure the stability of business operations
- To provide meaningful developmental opportunities for both the organization and its employees as it targets key leadership positions at varying levels
- To help develop a diverse workforce by enabling decision makers to look at the future make-up of the organization as a whole



Steps Involved in Succession Planning

1. Identifying legal and diversity issues to consider
2. Establishing present and future leadership roles and objectives
3. Selecting key employees
4. Evaluating the strengths, weaknesses and readiness for succession in key employees
5. Planning for the individual development of and ways to retain key employees
6. Identifying “emergency” positions without successors
7. Planning for positions that cannot be filled internally



Steps Involved in Succession Planning

Step 1: Identifying Legal and Diversity Issues

- When positioning employees for succession, avoid “like-me” approaches
- Many top performing companies rely on diverse workforces and leadership
- Organizations tend to take comfort in advancing those employees to key positions who closely resemble incumbents in ways such “as age, education, leadership style, industry experience, career trajectory and of course, race and gender*”
- Assessment tools can be used to reduce biased selection practices
- Discrimination laws require inclusion of all qualified employees regardless of race or gender.



Steps Involved in Succession Planning

Step 2: Establishing Present and Future Leadership Roles and Objectives

Ask questions to assess what tomorrow's business and roles may look like:

- How will the state of the business today affect the business operations of the next 1-5 years?
- What operations are critical to the future of the business?
- Will reengineering, process improvement or technology impact the business in the future?
- What job functions, if any, will be consolidated?
- Will the projected workload volume increase or decrease?
- Will staffing levels change? If so, how?
- What skills and abilities will be needed to match these changes?



Steps Involved in Succession Planning

Step 3: Selecting Key Employees

- The incumbents in key positions identify employees available for succession into their positions
- Profile of candidates are developed:
 - A history of performance reviews and accomplishments, including years of relevant experience, education and credentials are compiled for profiles.
- Cross-departmental leadership/key decision makers must be involved in the plan throughout the process to represent their selections and discuss concerns with one another. Identifiable gaps need to be temporarily or permanently closed in the event of an emergency replacement of a candidate in another department

Steps Involved in Succession Planning

Step 3: Selecting Key Employees (cont'd)

- Selection is based on available candidates. There will be some available candidates who are ready while there will be some who will not meet the demands of critical positions and in some cases there will be no identifiable candidate for succession at all
- A common method used to chart the available candidates and their readiness level to succeed is a 9-box grid
- The 9-box grid helps management to visualize the available successors along with the strengths/weaknesses in the plan
- The next slides depict an example of a 9-box grid and a sample “readiness” chart



Sample 9-Box Grid

<i>Potential</i>	Satisfactorily Placed	High Professional	High Potential
→ → →	Remain at current level of organization, in current or similar role; has likely achieved highest career level.	Able to do the work of bigger jobs at the same management level in the next 1 to 2 years.	Able to do the work at the next management level in 3 to 5 years or sooner.
↑	Box 4	Box 2	Box 1
<i>Outstanding/ Excellent</i>	Highly valued, seasoned professional in current role; remain at current level.	Does extremely well at current job with potential to do more, give stretch assignments to help prepare leader for next management level.	Consistently performs well in a variety of assignments, prime targets for recruitment by other companies.
↑	Box 7	Box 5	Box 3
<i>Effective</i>	Probably solid performers in current roles. Could progress higher in specialty and become a box 4.	These individuals should be considered for a bigger job at the same level if they can deliver better results.	Current role may still provide opportunity for growth/development; focus should be on helping them improve performance.
↑	Box 9	Box 8	Box 6
<i>Needs Improvement</i>	Consider reassignment, reclassification or exit.	Tight performance management is crucial, consider helping leader manage time more effectively.	Maybe job mismatch, new hire with lots of potential, or new assignment. May require coaching to improve performance.



Sample Readiness Level Chart

Succession Plan
Organization Name, Department Name

Key Position Title	Incumbent Name	Position Vulnerability			Succession Candidate Names		
		Open in < 1 Yr	Open in 1–3 Yrs	Open in 3 + Yrs	Ready in < 1 Yr	Ready in 1–3 Yrs	Ready in 3 + Yrs



Steps Involved in Succession Planning

Step 4: Evaluating Strengths, Weaknesses and Readiness for Succession in Key Employees

- Once candidates have been identified for succession and skills required for current and future succession have been identified, assessment tools may be used to determine skill deficiencies that may presently exist. There are a number of approaches which may include:
 - 360 surveys (can include feedback from peers, direct reports, line management and other relevant sources- such as clients, customers, vendors and/or suppliers)
 - Leadership evaluations by independent third party consultant
 - Existing performance review information and feedback from management



Steps Involved in Succession Planning

Step 5: Planning for the Individual Development and Retention of Key Employees

- Once strengths and weaknesses have been identified, action plans for development of strengths and reduction of weaknesses should be created
- Common action plans include leadership development programs and skill specific educational programs, such as finance for non-financial managers, but may also include an internal mentoring program



Steps Involved in Succession Planning

Step 6: Identifying Emergency Positions without Successors

- Emergency positions are those where no successor is available or no successor with developmental potential exists
- Emergency positions are critical because the organization has already determined the key roles and future organizational needs. When a succession plan has a vacancy, the organizational operations may be at risk in the event of a departure
- In the case where no developmental potential exists in an employee, organizations need to ask themselves whether this employee has the ability to bring value to the organization. In some cases an exit plan may be appropriate



Steps Involved in Succession Planning

Step 7: Planning for Positions that Cannot be Filled Internally

- Where no successor exists, the organization will need to consider external recruitment strategies and develop a recruitment plan and in the interim consider cross-departmental succession opportunities
- This situation can be beneficial in that it presents the opportunity for the organization to bring fresh and diverse talent into the organization



Communicating the Plan to Employees

- Determine the method of communication; all staff meetings, employee newsletter, public affairs announcement, etc
- Take this opportunity to inform employees about the benefits of developing a succession plan and how it affects them
- Employees recognize that the organization's management looks toward the future with optimism and invests in employee development and growth



Mentoring

Mentoring is a brain to pick, an ear to listen, and a push in the right direction.

John Crosby, American Businessman

An effective mentoring program supports the development of leaders while simultaneously fostering healthy work relationships. It helps develop the strategic direction and continuing growth of the company through succession planning. A successful mentoring program requires significant management as well as employee support and commitment.



Objectives

- Define mentoring
- Cite the reasons a mentoring program is important to an organization, to a mentor and to a mentee
- List the characteristics/components of a good mentor/mentee relationship
- Explain how our mentoring program works
- Describe how to evaluate a mentor/mentee relationship



What Is Mentoring?

- **Mentoring** is a career development method whereby less experienced employees are matched with more experienced colleagues for guidance either through formal or informal programs
- Employees (mentees) pair with more experienced co-workers (mentors) in order to gain knowledge, skills, experience, information and advice
- Anyone at any job level may participate and benefit from a mentoring relationship



Importance of a Mentoring Program

A mentoring program is important to an organization because it:

- Encourages mutual loyalty between employee and employer
- Increases employee retention
- Promotes diversity
- Helps new employees acclimate to job and company culture more quickly and increases their learning curve
- Improves organizational performance
- Increases employee productivity
- Creates a greater sense of involvement in their company and career
- Increases employee morale
- Supports innovative work environment
- Increases creativity and exposure to new ideas
- Contributes to the development of a cooperative, productive and service-oriented environment



Importance of a Mentoring Program (cont'd)

A mentoring program is important to a mentor because it:

- Represents making a difference to the organization, profession and the mentee
- Provides the fulfillment and satisfaction of helping others
- Gives “payback” for the support received from others in the past
- Expands effective communication skills
- Increases experience and skills for career development
- Provides an opportunity to communicate corporate values
- Creates a sense of team within work group
- Creates work allies



Importance of a Mentoring Program (cont'd)

A mentoring program is important to a mentee because it:

- Helps provide professional development
- Demonstrates the employer recognition of knowledge, skills and abilities of the mentee
- Usually helps to advance career more quickly
- Increases confidence
- Develops creative and independent thinking
- Helps acclimate the mentee to his or her job and company culture more quickly
- Assist in the transition to workplace and life after college for new graduates
- Help off-site employees feel more in touch socially and professionally
- Results in a greater awareness of organizational politics and culture
- Provides an appreciation and effective use of networking
- Develops proactive approaches to tasks and projects
- Creates a movement toward “expert” status



Characteristics of a Good Mentoring Relationship

- Genuine interest from both the mentor and the mentee
- Time to participate
- Commitment
- Confidentiality
- Clear, open, two-way communication
- Excellent listening skills
- Self-motivation
- Mutually established and clear goals



Setting Goals & Objectives

Of all the functions involved in management, planning is the most important. As the old saying goes, “Failing to plan is planning to fail”. Setting goals and objectives is the first and most critical step in the planning process. Employers need to be sure all employees are well trained in how to set these important performance measurements.



Objectives

- Recognize the difference between goals and objectives
- Understand the importance of setting goals and objectives
- Describe how goals and objectives are set at Scott & White
- State SMART objectives



Goals vs. Objectives

Although the terms “goals” and “objectives” are often used interchangeably, there is a difference between them:

Goals

- General
- Intangible
- Broad
- Abstract
- Strategic – long-range direction, set by top executives

Objectives

- Specific
- Measurable
- Narrow
- Concrete
- Tactical – short-range, set by managers to accomplish goals



Importance of Setting Goals & Objectives

- Planning is the most important management function
 - As the old quote goes, “*Failing to plan is planning to fail*”
- Setting goals and objectives is important because it is the first and most critical step in a company’s planning process



How We Set Goals & Objectives

- At Scott & White top management establishes our corporate goals each year and for the next 3-5 years as part of the company's strategic plan
- Under our Management by Objectives (MBO) process, individual managers use these goals to set their departmental objectives, their own objectives, and their employee's individual objectives
- We evaluate quality of performance of managers and employees based primarily on their accomplishment of these objectives



SMART Objectives

At Scott & White we set SMART objectives

- S** **Specific**
- M** **Measurable**
- A** **Achievable**
- R** **Realistic**
- T** **Time-oriented**



Specific Objectives

Specific objectives are:

- Concrete
- Detailed
- Focused
- Well-defined
- Straight-forward
- Action-oriented



Specific Objectives cont'd.

Set objectives that are specific

- What am I going to do? Use action verbs such as *develop*, *execute*, *conduct*, *build*
- Why is it important to do this?
- Who is going to be involved?
- When do I want this to be completed?
- How am I going to do this?



Measurable Objectives

- Measurements for objectives help you know when you have accomplished them
- If you set an objective that is measurable, when you complete it you have tangible evidence of completion



Communication Throughout the Organization

Impact of Communication

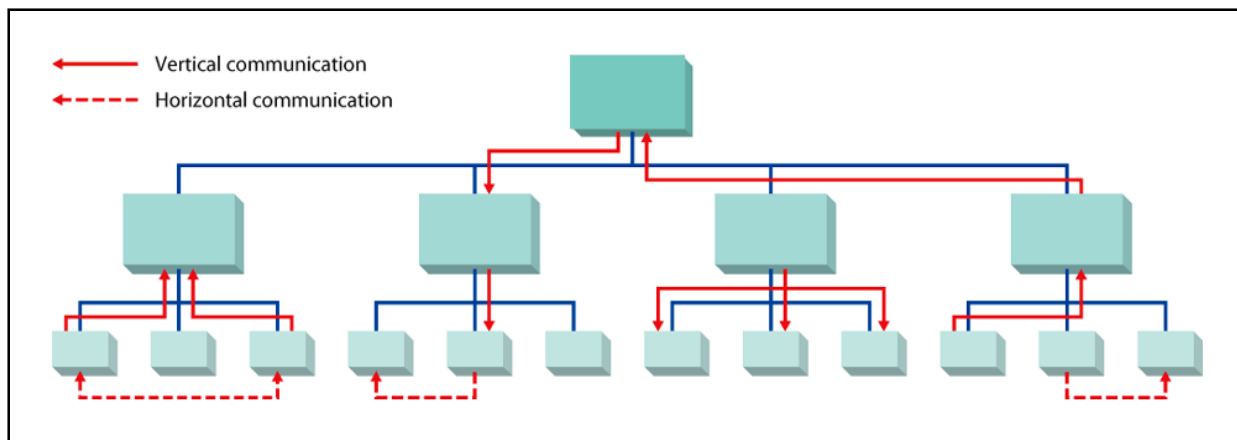


Vertical Communication

Communicating Through Filters to Break Down Barriers

Targeting Your Message for High Impact Results

Communicating for Value and Influence



Vertical Communication

Communication that flows up and down the organization, usually along formal reporting lines where status and power are unequal among participants

Upward communication

Messages from subordinates to superiors that are more
Subject to distortion

Types of messages: job-related problems, fellow EEs,
perceptions of policies, tasks & procedures

Downward communication

Official communication flowing down the hierarchy from
superiors to subordinates

Types of messages (job instructions, job rationale, practices &
procedures, indoctrination, feedback)



Vertical Communication

Upward Communication

Pros

- Manager's learn what is going on
- EEs gain from the opportunity to communicate upward
- Promotes morale among employees
- Facilitates downward communication

Downward Communication

Pros

- Efficient & fast
- If done right, can build a culture of engagement
- Most effective if top managers communicate with supervisors and supervisors communicate with staff



Vertical Communication

Upward Communication - Cons

- Not enough superiors encourage subordinates
- Employees fear of reprisal – afraid to speak their minds
- Managers give impression they do not have time to listen to EEs
- Information overload
- Filtering – some information is left out
- Messages become distorted with personal interpretation

Downward Communication - Cons

- Managerial control
- Management strategies often lack two-way focus
- Messages are not packaged well
- Information overload
- Filtering tendency to withhold information
- Messages distorted by adding personal interpretation



Communicating Through Filters to Break Down Barriers

Technical Barriers

- Physical surroundings – noise, people, objects
- Rumors and untruths (he said, she said, they said)
- Information overload
- Message delivered to the wrong audience
- Misreading or avoiding non-verbal elements
- Organizational culture
- Slowed communications (physical or technical)
- Cultural, linguistic, generational, status, gender, other diversity barriers
- Lack of basic communication skills



Communicating Through Filters to Break Down Barriers

Psychological Barriers

Perceptual Barriers

- Selectivity in filtering out unpleasanties or recalling unheards
- Retention filtering of “feel goods” and forgetting “feel bads”
- Filtering through distorted perceptions

Experiential Barriers

- Difficulty to understand things not personally experienced
- Filtering adaptation with lack of subject knowledge

Emotional Barriers

- Filtering through stress, tension, fear, anger, and other emotions creates barriers that hinder ability to deliver or hear messages clearly and candidly
- Emotional filtering influences both what is said and what is heard

Defensive Barriers

- Filtering adjustments to avoid personal inadequacies that reduce self-esteem
- Filtering tendencies to blame someone else for a problem



Targeting Your Message for High Impact Results

Builders 1901-1942 68m

- Theme: “always faithful”
- Work Approach: Work as team under chain of command

Baby Boomers 1943-1960 77m

- Theme: “do your own thing”
- Work Approach: Individual, do own work but play by rules

Generation X 1961-1981 44.6m

- Theme: “get real”
- Work Approach: Individualistic, do what need to be done in the fastest way

Generation Y 1983-2002 77m

- Theme: “believe in yourself”
- Work Approach: Team player, work in teams where everyone counts



Targeting Your Message for High Impact Results

Gender Considerations

Male to Male

- More formal
- Relevant to job

Male to Female

- Sympathetic
- Relevant to job

Female to Female

- More social
- Less relevant to job

Female to Male

- More courteous
- More relevant to job



Targeting Your Message for High Impact Results

Status Considerations

Upward Communication - How high up are you going?

Downward Communication - Are you talking down?

Cultural and Linguistic Considerations

What cultural barriers exist within your team or your organization?

Have you researched cultural barriers to gain understanding of how best to deliver your message for optimum reception?

Have you educated others to those barriers to increase understanding?

Other Diversity Considerations

What other diversities/disabilities exist within your team or organization?

Have you researched these diversities to gain understanding of how best to target your message for optimum results?

Have you educated others to these diversities to increase understanding?



Communicating for Value and Influence

Completeness

- Deliver a well-rounded message by including necessary information
- Provide answers to all questions posed as well as those predicted
- Take time to offer something extra when appropriate

Conciseness

- Keep your message to the point and avoid wordy expressions
- Include only material relevant to the situation and the listener
- Avoid repetition unless warranted

Consideration

- Focus on the audience and align with organizational culture
- Show how your audience will benefit from your message
- Keep communication positive and focused on improvement



Communicating for Value and Influence

Concreteness

- Be specific with facts and figures
- Demonstrate action with words
- Paint a picture with the use of image building words

Clarity

- Communicate using precise, concrete and familiar words
- Construct clear and effective sentences



Communicating for Value and Influence

Courtesy

- Show sincerity, tactfulness, thoughtfulness, and appreciation towards the audience
- Express respect for your listeners
- Use non-discriminatory non-verbal communication

Correctness

- Use the right level of communication
- Ensure message is accurate in facts, figures, and words
- Ensure correct grammar and punctuation in written communication



Conflict Resolution

Stages of Conflict

- The approach
- Listening
- Identifying what you can and cannot do
- Action
- Follow up



Benefits of Conflict

- Opens the lines of communication
- Creates opportunities to fix things
- Leads to problem-solving
- Increases sharing of different points of view
- Enhances understanding
- Encourages collaboration
- Motivates
- Increases trust and rapport when handled well



Understanding Employee Conflict

Competition – Win/Lose

- I'm right, you're wrong!

Avoidance – Lose/Lose

- Talking about it won't help, he/she's too stubborn!

Accommodation – Lose/Win

- I don't have time to argue ~ so we'll do it your way!

Compromise – Lose/Lose

- The best way is to do this, but then one of us will be unhappy so let's meet in the middle.

Collaboration – Win/Win

- Why don't we meet to brainstorm on a solution?



Causes of Conflict in Teams

- Diversity of people
- Frequent change
- Stress of doing more with less
- Confusion over responsibilities
- Miscommunication
- Lack of knowledge



Tools for Resolving Conflict

- Rapport within the team
- Ownership
- Positive reinforcement
- Disciplinary action



More Tools for Resolving Conflict

- The 3-Step Process
- Everyone tell it like they see it (ground rules)
- Get everything on the table ~ facts & feelings ...**CREATE UNDERSTANDING!**
- Focus on the Future – Respect feelings and opinions and move beyond the situation.



Trait Theory

Leadership Traits: represent the personal characteristics that differentiate leaders from followers

Historic findings reveal that leaders and followers vary by

- Intelligence
- Dominance
- Self-confidence level of energy and activity
- Task-relevant knowledge

Contemporary findings show that people tend to perceive that someone is a leader when he or she exhibits traits associated with intelligence, masculinity, and dominance people want their leaders to be credible leaders are honest, forward looking, inspiring, and competent



Key Leadership Traits to Develop

- Self-Confidence
- Trustworthiness
- Assertiveness
- Emotional Stability
- Sense of Humor
- Self-Awareness and Self-Objectivity
- Cognitive Skills
- Emotional Intelligence
- Passion and Enthusiasm



Transactional versus Charismatic Leadership

Transactional Leadership: focuses on the interpersonal interactions between managers and employees

Transactional Leaders

- Use contingent rewards to motivate employees
- Exert corrective action only when employees fail to obtain performance goals



Charismatic Leaders

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graph LR; A[Charismatic Leaders] --> B[Vision and Articulation]; A --> C[Personal Risk]; A --> D[Sensitivity to Environment]; A --> E[Sensitivity to Followers]; A --> F[Unconventional Behavior];
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Vision and Articulation

Personal Risk

Sensitivity to Environment

Sensitivity to Followers

Unconventional Behavior

Developing Charisma

- Communicate a Vision
- Make frequent use of metaphors and analogies
- Inspire trust and confidence
- Be highly energetic and goal oriented
- Be emotionally expressive and warm
- Make ample use of your true stories
- Smile frequently, even if you are unhappy
- Be candid
- Make everyone feel that he/she is important
- Make non-verbal signals of self-confidence
- Be willing to take risks



Developing Team Leader Skills

- Build a Mission Statement
- Show your team members that they are trusted
- Encourage team members to recognize each others accomplishments
- Establish a sense of urgency and High Performance standards
- Encourage honest criticism
- Use team symbols
- Use peer evaluations
- Help team members see the 'Big Picture'
- Minimize formation of 'In-groups' and 'Out-groups'



Servant Leadership and Super Leadership

Servant Leadership represents a philosophy in which leaders focus on increased service to others rather than to oneself

A superleader is someone who leads others to lead themselves by developing employees' self-management skills

Superleaders attempt to increase employees' feelings of personal control and intrinsic motivation



Developing your own Leadership Potential

- Acquire broad experience
- Model effective leaders
- Self-develop leadership traits
- Become an integrated human being (know thyself)
- Practice a little leadership
- Help your leader lead



Servant Leadership

Characteristics

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization



Listening

The servant-leader will reinforce these skills by a deep commitment to listen intently to others. He or she seeks to listen receptively to what is being said (and not said!)

Spears, L. C. (2003). Introduction: Understanding the growing impact of servant-leadership. In *The servant-leader within: A transformative path* (pp. 13-28). New York: Paulist Press.



Empathy

People need to be accepted and recognized for their special and unique spirit.

Spears, L. C. (2003). Introduction: Understanding the growing impact of servant-leadership. In *The servant-leader within: A transformative path* (pp. 13-28). New York: Paulist Press.



Healing

Servant-leaders recognize that they have an opportunity to help make whole those with whom they come into contact

Spears, L. C. (2003). Introduction: Understanding the growing impact of servant-leadership. In *The servant-leader within: A transformative path* (pp. 13-28). New York: Paulist Press.



Awareness

Awareness helps one in understanding issues involving ethics, power, and values

Spears, L. C. (2003). Introduction: Understanding the growing impact of servant-leadership. In *The servant-leader within: A transformative path* (pp. 13-28). New York: Paulist Press.



Persuasion

The servant leader seeks to convince others rather than coerce compliance.

Spears, L. C. (2003). Introduction: Understanding the growing impact of servant-leadership. In *The servant-leader within: A transformative path* (pp. 13-28). New York: Paulist Press.



Conceptualization

Dream great dreams and think beyond the day-to-day realities

Keep a journal

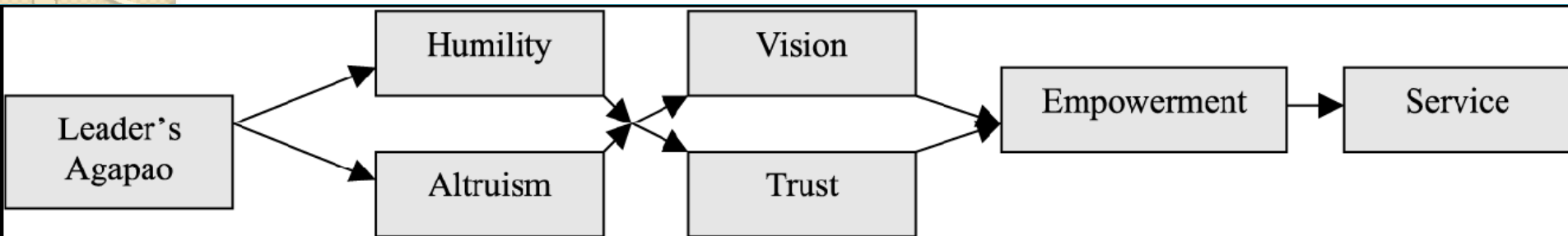
Find a mentor

Vision quest

Spears, L. C. (2003). Introduction: Understanding the growing impact of servant-leadership. In *The servant-leader within: A transformative path* (pp. 13-28). New York: Paulist Press.



A new model for Servant-leadership



Patterson, K.A. (2003), "Servant leadership: a theoretical model", Dissertation Abstracts International, Vol. 64 No. 02, p. 570, UMI No. 3082719.

- 1. teachable;**
- 2. concern for others;**
- 3. controlled discipline;**
- 4. seeking what is right and good for the organization;**
- 5. showing mercy in beliefs and actions with all people;**
- 6. focusing on the purpose of the organization and on the well-being of the followers; and**
- 7. creating and sustaining peace in the organization – not a lack of conflict, but a place where peace grows.**

The End.....

