

Wash, Rinse and Repeat:

*A Three Step Approach to
Effective Leadership*

Brent Lawless, Ed.D

lawlesso@aol.com

Human Scavenger Hunt

Find as many different people to affirm and initial these statements. When you find someone who can, see if they can also affirm and initial one of your statements. When you have completed all items, go back to your seat. First person seated, WINS!!!

1. _____ Has been a manager for less than 1 year (or never been a manager).
2. _____ Has been a manager for 10+ years.
3. _____ Has fired an employee.
4. _____ Has never fired an employee.
5. _____ Can tell you the name of their favorite boss and why.
6. _____ Has ever had a bad experience with a boss.
7. _____ Has someone at work who encourages them.
8. _____ Loves being in a management/leadership position.
9. _____ Spends the most time with their best staff.
10. _____ Has someone at work who cares about them.

Recommended Reading

Extraneous Reference:

The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results (2012). Gary Keller & Jay Papasan: Bard Press, Austin, Texas.

Essential Reading to Understand the Principles of Effective Supervision:

The One Minute Manager (1982). Kenneth Blanchard & Spencer Johnson: William Morrow and Company, New York, New York.

The One Minute Manager Meets the Monkey (1989). Kenneth Blanchard, William Oncken, Jr. and Hal Burrows: Company, New York, New York.

First, Break All the Rules: What the World's Greatest Managers Do Differently (1999). Curt Coffman & Marcus Buckingham: Gallup Press, New York, New York.

Daily Meditations on Professional Growth and Leadership:

Jumpstart Your Leadership (2014). John C. Maxwell: Center Street, New York, New York.

Jumpstart Your Growth (2015). John C. Maxwell: Center Street, New York, New York.

Advanced Reading to Understand What Great Managers Do Differently:

Good to Great: Why Some Companies Make the Leap...and Others Don't (2001). Jim Collins: Harpers Collins Publishers Inc, New York, New York.

No Excuses! The Power of Self-Discipline (2010). Brian Tracy: MJF Books, New York, New York.

Focused Reading on Personal Accountability (Customer Service) and Difficult Personalities:

QBQ! Question Behind the Question (2001). John Miller: Denver Press, Denver, Colorado.

Emotional Vampires at Work: Dealing with Bosses and Coworkers Who Drain You Dry (2013). Albert Bernstein: McGraw-Hill Education, New York, New York.

Vision

- *Certainly a leader needs a clear vision of the organization and where it is going, but a vision is of little value unless it is shared in a way so as to generate enthusiasm and commitment. Leadership and communication are inseparable.* – **Claude Taylor**
- *The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow an uncertain trumpet.* – **Theodore Hesburgh**
- *Leadership is the capacity to translate vision into reality.* – **Warren Bennis**

Character

- *Ninety-nine percent of leadership failures are failures of character.* – **Norman Schwarzkopf**
- *The high destiny of the individual is to serve rather than rule.* – **Albert Einstein**
- *Almost always, the creative dedicated minority has made the world better.* – **Martin Luther King, Jr.**
- *I cannot give you the formula for success, but I can give you the formula for failure, which is: Try to please everybody.* – **Herbert Swope**
- *The best minute you spend is the one you invest in people.* – **Kenneth Blanchard and Spencer Johnson**
- *When there is danger, a good leader takes the front line. But when there is celebration, a good leader stays in the back room. If you want the cooperation of human beings around you, make them feel that they are important.* – **Nelson Mandela**
- *Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.* – **Sam Walton**
- *You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case.* – **Ken Kesey**
- *Management is about arranging and telling. Leadership is about nurturing and enhancing.* – **Tom Peters**
- *The key to successful leadership today is influence, not authority.* – **Kenneth Blanchard**
- *Become the kind of leader that people would follow voluntarily; even if you had no title or position.* – **Brian Tracy**
- *The job of a leader is to build a complementary team, where every strength is made effective and each weakness is made irrelevant.* – **Stephen Covey**
- *Be willing to make decisions. That's the most important quality of a good leader.* – **T. Boone Pickens**
- *Example is not the main thing in influencing others, it is the only thing.* – **Albert Schweitzer**
- *A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.* – **Rosalynn Carter**
- *Leadership and learning are indispensable to each other.* – **John Fitzgerald Kennedy**

Performance

- *Perform at your best when your best is required. Your best is required each day.* – **Coach John Wooden**
- *The greatest danger for most of us is not that our aim is too high and we miss it, but rather that it is too low and we reach it.* – **Michelangelo**
- *Whatever your life's work is, do it well. A man should do his job so well that the living, the dead, and the unborn could do it no better.* – **Martin Luther King, Jr.**
- *If we take people as we find them, we may make them worse, but if we treated them as though they are what they should be, we help them to become what they are capable of becoming.* – **Johann Wolfgang von Goethe**
- *There are two types of people in the business community: those who produce results and those who give you reasons why they didn't.* – **Peter Drucker**
- *A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better.* – **Jim Rohn**
- *Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.* – **Peter Drucker**
- *True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well.* – **Bill Owens**
- *Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it.* – **H. James Harrington**

(Attachment A)

CTL Work Expectations

1. The primary duty of a CTL is to **TAKE CARE OF STAFF and PATIENTS** by providing effective leadership, oversight, supervision, coaching, and training of clinical staff.
2. CTLs are expected to hold clinical staff accountable to their work expectations and provide a work environment that fosters the greatest chance for their success.
3. Progress notes and POCs are expected to be approved within 24 hours. New case assignments and changes in assignments are expected to be made within 24 hours.
4. CTLs will hold weekly team meetings that effectively communicate need to know information to their staff as well as provide training to increase professional development and clinical skills.
5. CTLs will provide the needed structure to weekly MD Staffing such that the MD's time is valued.
6. CTLs will monitor service activity weekly to determine coaching needs.
7. CTLs will meet with each staff monthly for supervision/coaching regardless of performance and every 3 months will document a quarterly supervision of performance.
8. CTLs will conduct monthly chart audits and submit findings to PM by the 10th of each month. The scores and scoring instrument must also be shared with staff and used as teaching opportunities.
9. CTLs are expected to maintain an open-door policy for staff needs for the better part of each day.
10. CTLs are responsible for the day-to-day operations and workflow of the entire clinic with PM support.
11. CTLs are expected to recognize that their staff's use of PTO is primarily elective and approval is at the CTLs discretion. Prior to signing, performance, timeliness of requests, and coverage for patients must be considered. Prior to approval, staff must provide a plan of coverage and a plan to address patient needs while out that is acceptable to the CTL.
12. Disciplinary consequences shall be applied promptly, uniformly and fairly across staff in accordance with the progressive sanctions noted in the Employee Handbook.
13. Patient Care Surveys are expected to be completed monthly to ensure patient needs are being addressed.
14. CTLs are employed in a position of leadership and are expected to be a role model to all clinic staff and continue to develop their leadership skills through professional development opportunities and reading. What is learned from these experiences should be shared with the PM during supervision.
15. Ultimately, CTLs are responsible for the performance of their team, and the quality of the care being provided to our patients.

I have reviewed the above and understand what is expected of me in my position as a CTL.

Printed Name

Signature

Date

(Attachment B)

Purpose of Monthly Supervision Meetings

1. Establish a relationship and rapport with your staff.
2. A positive relationship maximizes the ability of a manager to influence staff.
3. Evidence supportive intentions and behaviors towards staff.
4. Let staff know that you care about them and their experiences both as an employee and a person.
5. Allows a manager to share insights about how others have been successful in the same position.
6. Coaching for success.
7. Empower staff to create solutions to known problems in the work environment.
8. Inspire staff to grow professionally and strive for excellence.
9. Educate staff on expectations.
10. Document attainment of performance expectations.
11. Monthly allows for at least 12 opportunities annually to assist staff in meeting targets compared to only 4 times through quarterly supervision or 1 time through an annual performance evaluation alone.
12. Regular meetings allow staff to know where they stand such that surprises are minimized, and transparency is maximized.
13. Identify barriers to meeting expectations, but more importantly solutions to overcome the barriers.
14. Documentation of plans for improvement, as needed.

I have read and understand that my Practice Manager expects Clinical Team Leaders to use monthly supervision as an opportunity to support the success of their staff through positive work relationships. These relationships have the ability to influence staff in understanding and meeting expectations. When staff evidence difficulty in doing so the expectation is for a Clinical Team Leader to help them identify barriers and co-create solutions via non-threatening and non-punitive interactions (i.e., verbal, behavioral, and written) in accordance with the Agency Standards of Behavior.

Clinical Team Leader Signature

Date

Great Leader Performance Maximizers

- Have a vision.
- Are predictable.
- Make decisions.
- Honor commitments.
- Publicize performance.
- Be Yourself, Be Genuine.
- Be Nice, Hire Nice People
- Remain calm during a crisis.
- Credit staff for good outcomes.
- Understand that they can't "fix" staff.
- Spend the most time with their best staff.
- Use the word "Instead" to impact change.
- Leave things better than they found them.
- Command respect versus demand respect.
- Identify their Super Stars, Middle Stars, Falling Stars.
- Accountable for creating solutions to poor outcomes.
- Hold staff accountable in supportive and respectful ways.
- Recognize the power of diversity, inclusion, and belonging.
- Control their words and behavior to bring out the best in people.
- Hire for talent (not trainable) vs. skills and knowledge (trainable).
- Focus staff performance around the organization's Mission/Vision.
- Put the Right People in the Right Seats on the Right Bus (Jim Collins).
- Read, attend seminars, and watch videos. Experience is not enough.
- Go beyond celebrating differences (i.e., seat at the table and a voice).
- Instill a service message ("What can I do?" - QBQ). Everything is our job.
- Recognize heroes in every role. Every role performed at excellence deserves respect.
- Understand they are on stage every day, and behavior is magnified and sets standards.
- Focus on measurable outcomes. What can be measured counts. What can be counted matters. All things can be counted. Measure everything.
- Study your best. They are the marker of performance potential. Measure everyone based on the best performance versus an arbitrary target or average.
- Raise the bar. Average and mediocre are not performance standards that will lead to excellence.