Hire, Retain & Motivate the Best Employees

Objectives

1. Identify the factors that frustrate and drive away good employees
2. Define steps to retain and motivate employees
3. Articulate the cultural values important to employees
4. Categorize coworker personality and generational differences and how to work with each

Running off the good ones
Why Good Employees Quit

- Overwork people
- Do not recognize contributions & reward good work
- Do not care about employees
- Do not honor commitments
- Hire & promote wrong people
- Fail to develop people’s skills
- Fail to engage creativity
- Fail to challenge intellectually

Translation

Bad Bosses

Hire, Retain & Motivate
The Process

Hire the right people
- Attitude
- Do not settle
- Pay a fair wage

Train them
- Onboarding
  - What
  - How
  - Why

Establish expectations
- Job description
- Code of Conduct
- Legitimate performance reviews

Empower them
- Give them the tools
- Feedback

Interviewing
- If you’ve previously reported to multiple supervisors at the same time, how did you get to know each person’s preferences and juggle conflicting priorities?
- Tell me about a workplace conflict you were involved in, either with your peers or someone else in the company. How did you manage that conflict, and were you able to resolve it?
- Describe the most challenging supervisor you’ve ever worked with. What was the most difficult thing about that relationship from your perspective, and how did you manage it?
- What would a previous boss say is the area that you need to work on most? Have you taken steps to improve in this area, and if so, what have you tried to change?
- Tell me about a day when everything went wrong. How did you handle it?
- What type of working environment brings out your best performance? Your worst?
- If business priorities change, describe how you would help your team understand and carry out the shifted goals?

Pay Attention
- Failure
- Teamwork
- Interaction
- Genuinely interested
- Body language
- Advancement
What Is Really Important

- Intelligence
- Energy
- Integrity
- Attitude

Employee Evaluations

- Be direct & specific
- Don’t wait for annual evals
- Honor in surprise

- Document
- Be honest – not everyone “meets expectations”
- Be consistent
- Use only permissible metrics
- Avoid criticism for approved leave or bona fide complaints
- Task not person
- Provide a plan for improving any deficiencies

Start with Good Reviews

- Evaluation
  - OUTSTANDING
  - Excellent
  - Very Good
  - Average
  - Below Average

- Stop low performers from spreading negativity
- Differentiates high & low performers
- Builds your confidence & momentum
Effective Communication

Leaders

- Effective: 93%
- Ineffective: 7%

Employees

- Effective: 89%
- Ineffective: 11%

Performance: Won’t vs. Can’t

- Won’t: Do not understand → Explanations → Comply → Success → Termination
  - Do not want to → Warning → Comply → Success → Termination
- Can’t: Training → Success → Termination

What Exceptional Leaders Know

- Culture
Culture
Set of shared attitudes, values, goals and practices that characterizes an institution or organization

Engaged Employees = Successful Companies

Know Where You Stand

Staff Turnover

- < 10%
- 10-15%
- 16-20%
- 21-25%
- > 26%

Engaged Employees = Successful Companies
202%
Outperform those without by up to...

Calculating Employee Turnover

Practice wide

Department specific

Look for patterns

# Departing Employees ÷ Total # Employees × 100 = Turnover Percentage

Create the Right Culture

- Employee surveys
- Retention interviews
- Ongoing education & training
- Reward success & achievements
- Eliminate problem employees
- Treat them like adults
- Let employees have ownership
- Be accessible, honest & authentic

Retention Interviews

- What makes for a great day at work?
- On a scale of 1 to 10, how happy are you with your job?
- Does the job described to you before you started match what you have experienced?
- Do you have a clear understanding of the company’s goals and how your contributions fit into those goals?
- Do you know where you stand in terms of your performance?
- What has been the most impactful to your personal development and success?
- What has been the most challenging part of your role?
- If you could wave a wand and change something here, what would it be?
Staff Development

- Do you have a specific budgeted line item for staff development for all of your staff?
- Do you keep track of the training each staff member receives?
- Do you discuss the importance of training in your staff meetings?
- Do you have a budgeted amount of CME for clinical staff, non-clinical staff and business office staff?
- Do you encourage staff to attend CME conferences or workshops?
- Do you set yearly goals with all of your employees and help them address any weaknesses they may have by offering CME and/or the opportunity to attend other appropriate conferences?

Keys to a Culture of Trust

- Rethink what an "open door policy" really means
- Explain decisions
- Listen first, respond second
- Be an advocate
- Assume the best

Embrace & Manage the Differences
Traits & Characteristics

Perfectionism
- Get it right
- Fears criticism

Introverted
- Get along
- Fears loss of security

Approval Seeking
- Get appreciated
- Fears rejections

Extroverted
- Get it done
- Fears failure

People Focus
- Attainment Seeking

General Population - DISC

Controlling 49%
Approving 30%
Alertness 15%
Achievement 15%

Physician Population - DISC

Controlling 29%
Approval Seeking 15%
Alertness 15%
Achievement 7%
Generations in the Workplace

- Traditionalists (1%)
- Baby Boomers (34%)
- Xers (29%)
- Millennials (34%)
- Zs (2%)

Generational Characteristics

<table>
<thead>
<tr>
<th>Generation</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists 1925-1945</td>
<td>Consistency, uniformity, privacy, authority, formal, hardworking, struggle with change, LOYAL</td>
</tr>
<tr>
<td>Baby Boomers 1946-1964</td>
<td>Optimistic, career-identity, team oriented, relationships, hardworking, overly sensitive, OPTIMISTIC, COMPETITIVE</td>
</tr>
<tr>
<td>Generation X 1965-1980</td>
<td>Technoliterate, think globally, independent, hardworking till 5, impatient, SKEPTICAL</td>
</tr>
<tr>
<td>Millennials 1981-2000</td>
<td>Optimistic, civic duty, social, diversity, want value to work, struggle with hierarchy, REALISTIC</td>
</tr>
<tr>
<td>Generation Z &gt; 2001</td>
<td>Expect immediate information from management, impatient, instant gratification, want mentors as managers, DREAM JOB</td>
</tr>
</tbody>
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Views on Advancement & Entitlement

- Traditionalists: Seniority
- Baby Boomers: Experience
- Generation X: Merit
- Millennials: Contribution
Employee Conflict

When to get involved
- Employees are threatening to quit
- Disagreements are getting personal
- Coworker respect is disappearing
- Affecting morale and organizational success

Conflict Resolution

Go directly to source
Bring parties together
Agree to resolution

I have given you the opportunity to resolve this but you do not seem to able to do that…

Understand Who You Are Talking To

- Communication
  - Mode – face-to-face, phone, emails, texts
  - Style – formal, abbreviations
- Negative stereotypes
  - Lazy & entitled vs difficult & stubborn
- Cultural expectations
  - Time spent vs performance
Takeaways

- Make sure employees know what is expected
- Provide appropriate supervision
- Allow employees to express opinions safely
- Maximize use of skills & talents
- Be flexible but consistent
- Provide opportunities to learn

Resources

- [5 Ways to Motivate Your Employees](https://business.linkedin.com/talent-solutions/blog/employee-retention/2015/5-ways-to-motivate-your-employees-without-spending-any-more-money)
- [9 Things That Make Good Employees Quit](http://www.talentsmart.com/articles/9-things-that-make-good-employees-quit-172420765-p1.html)
- [9 Things That Motivate Employees More Than Money](https://www.inc.com/ilya-pozin/9-things-that-motivate-employees-more-than-money.html)
- [Fabrizio, Nick, What is Your Staff Development Plan?](https://www.mgma.com/practice-resources/mgma-connection-plus/online-only/2017/may/to-keep-top-talent-talk-to-employees-about-their-workplace-needs)
- [Geis, Shannon, To keep top talent, talk to employees about their workplace needs](https://www.mgma.com/practice-resources/mgma-connection-plus/executive-view/2017/november-december/hitting-the-culture-reset-button-for-your-medical-practice)
- [Heathfield, Susan, Top Ten Ways to Retain Your Great Employees](https://www.thebalance.com/top-ways-to-retain-your-great-employees-1919038)
- [The Real Reason Good Employees Quit](https://www.forbes.com/sites/lizryan/2017/03/31/the-real-reason-good-employees-quit/#7fb7cf494b4e)