

## Administration & Staff: The "Great Communicators"



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## Traits of Good Communicators

1. Be articulate
2. Be down to earth
3. Be semi -informal
4. Don't forget to be humble - share the accolades
5. Be the leader - but remember the people that "got you there".



WE, ALL, US



I", "ME," "MYSELF"

### TEAM WORK ALWAYS WIN'S

Give everyone credit and use "we" "all" "us"  
rather than 'I', 'me' and 'myself'.

**IF YOU'RE NOT  
PART OF THE  
TEAM, YOU'RE  
PART OF THE  
PROBLEM!**

3. Be willing to admit when you have made an error
4. Use humor, emotion and stories to relate to your staff
5. Get your point across in a **simple, concrete way.**
6. Don't imply and don't "hope" they get the hidden message.



## TIPS

### Always be honest - even when the news isn't good !

If they don't feel they can trust you - or they *perceive* that they can't trust you - they will not open up to you and share their ideas and/or thoughts. When that trust is established, they will invest their time and themselves in *you* and the group. But trust continually needs to be earned by words - and actions.

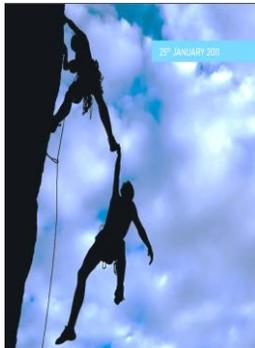


"Me, I'm dishonest, and you can always trust a dishonest man to be dishonest. Honestly, it's the honest ones you have to watch out for"



Captain Jack Sparrow

You can't demand trust, it needs to be earned. It doesn't come with your title, years of experience or education. "Keep in mind people will forgive many things where trust exists, but will rarely forgive anything where trust is absent."



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### It's ok to get personal - but don't be buddies:

Watch the "group spansks". These are the e-mails "addressed" to one or two people in your group, but get mass sent. The people it pertains to will **NEVER** get the point. And the people it does NOT pertain to will be hurt, angry and feel betrayed. If you have a point, call the person, or better yet, go see them and TALK to them.



BUT....this does not mean you should be their "buddies". I advise my staff that they do not need me for their "friend". **I am their boss** - and they need me to teach them, protect them, and ensure that they have a good, safe work environment. While I would love it if somewhere in our relationship they consider me a friend - I am not going out for drinks or girls night out. They need me way more as their boss versus their friend.

People don't care how much you know until they know how much you care!

~ John C. Maxwell

**When you speak,  
know something about  
what you're talking about!**

You need to have a clue about the field you are working in.

If you have no technical experience, you do not have "street cred" with the technicians *and* very few of them will give you the time of day. You may be a business genius - but to the staff, you have no clue about patient care.



"I know nothing about the subject, but I'm happy to give you my expert opinion."

actlikeman.org

## Examples-Good

- Mandela: "Unrelenting dedication"
- Dick Costolo (CEO of Twitter) - routinely uses humor - specifically self-deprecating humor - to connect with his audience.
- "Crossing party lines to unite and speaking out for controversial issues in the height of his own campaign for re-election". -Chris Christie



John Kennedy - "One of the *things I remember* most about Kennedy was that he was a master communicator, able to use charm and a sense of humor to add levity and disarm what could otherwise be a sticky situation".



www.dpkpr.com



"We are more than just a team though -- we are a family. We watch out for each other, care for each other, and go above and beyond for each other because we believe in each other and we trust each other. We work together, but we also play together. Our bonds go far beyond the typical "co-worker" relationships found at most other companies" (Zappos Business Philosophy)

## Definition of Communication

"To have an interchange, as of ideas."

"To be connected, one with another"

"Exchange information: to give or exchange information"



## Examples - Bad

- **Verbal abuse:** "In the eye of the beholder".

IF you have something to say, pull them aside and do it you and them. Do not do this in public as it may turn on you very quickly.

- It' not all about you ; stop thinking about YOU and focus on them. You might be a really likeable person - but that's not what they will get out of it.



Warnersbrothers.com

## Traits of Poor Communicators

- Veering away from problems instead of dealing with them head on
- Showing arrogance rather than humility
- Failing to deliver when key opportunities arise.
- When you make a mistake, admit it! Everyone knows you did - *don't* deflect to others.



"My manager *never* shares the credit for successes....but man, when all hell breaks loose, she sure is willing to share that !



Effective communicators know how to separate the issue /behavior from the person, but manage to be soft on the person and tough on the issue.

Ineffective communicators will do the opposite. They "get personal" by being tough on the person, and minimizing or ignoring the issue /behavior.



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## Staff Reaction

Remember when you threw a shoe at me and I fell somewhere behind the bed?



I remember too.

## What The Staff Communicates: "Say"

- Don't send me an e-mail. I'm in clinic and won't get it for 5 hours
- Get out of your office and into the clinic every once in awhile so we know you know where we are !
- Classes are mandatory for me - but how come you never go ?!



- Don't talk to me about other staff. You're "badmouthing" someone I like - *you just don't know I like them!*

- Don't make promises you have no intention of keeping

- How come everyone else in the group knows but us?

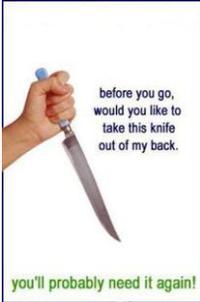


- Please don't have favorites
- Never talk money with staff - except their money!




### What Administration Communicates: Back At You

- Stop going behind my back
- Don't threaten me with the doctor
- Be careful telling me you might leave - I might help you go !
- Don't lie to me
- I believe you when you tell me something -stop talking over my head



- You tell me you want responsibility and to give you the opportunity to grow...but you don't step up to the plate and be responsible.



### What I Hear From Your Staff

- There is no advancement available for me - the only people that get advanced are "the favorites"
- They (Administrator or Doctor) don't even know my name
- She's a "white" shirt !
- You never see her, and she doesn't ever return your call, but she says she is here 60 hours a week.
- All we hear is the bad news.... never the good

### Time Tested Tips

Sometimes, the journey of a thousand miles ends very, very badly.



**Tip 1 : "Your lips are moving but all I hear is blah, blah, blah !"**

Do you have a system in place for conflict resolution, between:

- \* you and an employee
- \* employee to employee
- \* doctor and employee



**Encourage discussion** - no news is not always good news. You don't always have to make a change - but you do have to listen !



**Tip 2:** When all else are losing their heads - keep yours.... If you are the first one off the ship....whose directing people to the lifeboats ??!



Technicians will use your own words against you. For example: If you are commenting on them performing sloppy work because they carry information forward, don't tell them they need to increase the pace of their seeing patients. They will tell you they don't have time because they have to write everything down every time! Give them examples Of **WHAT** you mean.... "focus on the patient they have and - less chit chatting between patients!"



### Tip 3: Expect the Unexpected.....

Your staff needs to "feel":

- \* appreciated
- \* taken care of
- \* part of the team
- \* valued
- \* able to grow
- \* good pay



### Tip 4: Let the inmates run the asylum every once in awhile !

We had a major problem with vacation schedules. It lived in a book that one person had control over. When it came time for days off, staff felt it ended up being a popularity contest - and it probably was ! The staff disliked the supervisor because they had no control over their time. "It was a secret."



### Tip # 5

**Consistency** in the education of the technical staff is crucial to ensure that everyone is performing at the same standard.

\* Make sure the staff that is training the new staff are not playing "telephone" - passing along bad habits, poor technique or sloppy patient care to the new hires.

\* Make sure the message is **consistent** regarding clinic policies and procedures.



### Now let's talk about .....



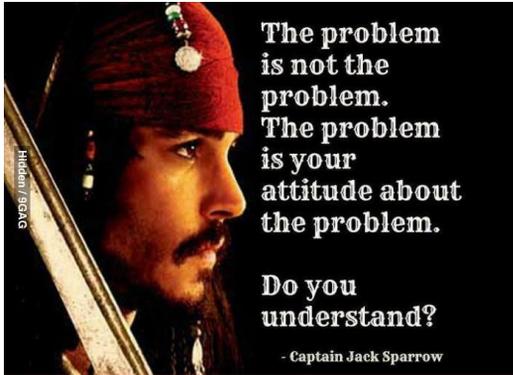
## What Happens When:

### 1. The Doctor clearly has favorites and the staff come to you:

This happens a lot unfortunately. The Manager/Administrator is "over" the staff, except this one technician. It creates a very tense working relationship for the favorite technician, the "left behind" technicians and you.



The problem becomes focused on you! You will be called: inattentive, "afraid", "blind" and eventually they will get angrier at you then the Doctor. Most technicians will not get mad at the Doctor. They will put themselves in a tizzy trying to get the Doctor's attention - just like kids with mom and dad. It often leads to "any attention is good attention"...even BAD behavior.



You can't throw the Doctor under the bus - but you have got to talk with the Doctor to advise them that their behavior is causing major disruption among the staff. Believe it or not - they usually do not see their behavior and are usually unwilling to change.



## What Happens When....

2. What if it's even worse - the Doctor and the staff are having a relationship or they are married to the Doctor ?!

Answer:



## To Improve Your Communication With Your Staff:

• IF you make a mistake - admit it and then move on !

You can't apologize continually because then it becomes ineffective - but then again, if you are having to apologize a lot, re-assess your management style. Either toughen up or loosen up!

I'M SORRY!



## RESPECT

To get it,  
you must give it.

- **"Just because you are the boss - doesn't mean you 'are all of that !"**

Your title is simply that - a title.

Nothing comes with it but the things you earn.

You are entitled to no more than what you show your staff : honesty, loyalty, respect, dignity and kindness. If you want to have it - you have to give it !



**Identify the "serial killers" and get rid of them NOW!**

You have them in your group - and they are ripping your team apart. They are insidious and cancerous and they are torturing the other staff who are waiting for you to make them go away.



**I hate gossip...but not all gossip is bad.** Some of your best information will come from gossip. You need to have a "detector" that will allow you to differentiate between gossip and the real information. The only way to "fine tune" your detector is to have staff feel comfortable enough to share what they know. They will if given a chance.

**who gossips to you will gossip about you.**

**"If you have something to say - say it to me!"**

On the other hand - you are NOT allowed to gossip about others! These discussions will get back to the staff and it will be exponentially worse because it was YOU. You are supposed to be "their protector" - not another person they need to worry about. IF you have a problem with them ....then talk with THEM.

**"Believe half of what you see and none of what you hear"**

There are times when you need to put your neck on the line and stand up for your staff when you hear the doctor or patient say  
Ex: they were rude - for the simple reason that you have never known or seen the staff behave this way in the past. But the key is - you have to "know" them to know this purported behavior is different from norm



**Keep your friends close and your enemies closer !**

Don't forget -you are an employee as well. While you and the doctor go way back, and are friendly, they are the boss and you can be replaced. Keep business in the forefront. That way your feelings won't get hurt, nor will you feel betrayed, let down or used. It's a job - not a right.



**Always keep 'em guessing....some  
might say the shark is smiling!**



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