

Laboratory Results: Beyond Patient Testing

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Patient Results

Pre-analytical

- Collecting
- Handling
- Processing



Analytical

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Post-Analytical

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Leadership Results

Pre-analytical

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Analytical

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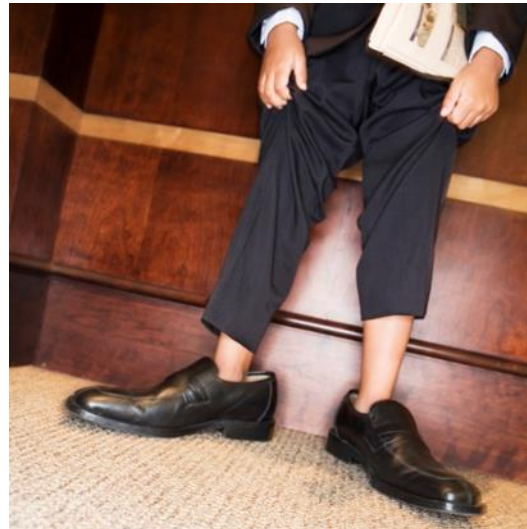
Post-Analytical

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Development:

...to bring out the capabilities or possibilities of;
bring to a more advanced or effective state.....

...to cause to grow or expand



Leader Development vs. Leadership Development

“...the expansion of a person’s capacity to be effective in leadership roles and processes...”

self-management

social skills

work facilitation capabilities



“...the expansion of the organization’s capacity to enact the basic leadership tasks needed for collective work: setting direction, creating alignment, maintaining commitment.”

Functions of a Supervisor

- Planning
- Organizing
- Staffing
- Leading
- Controlling

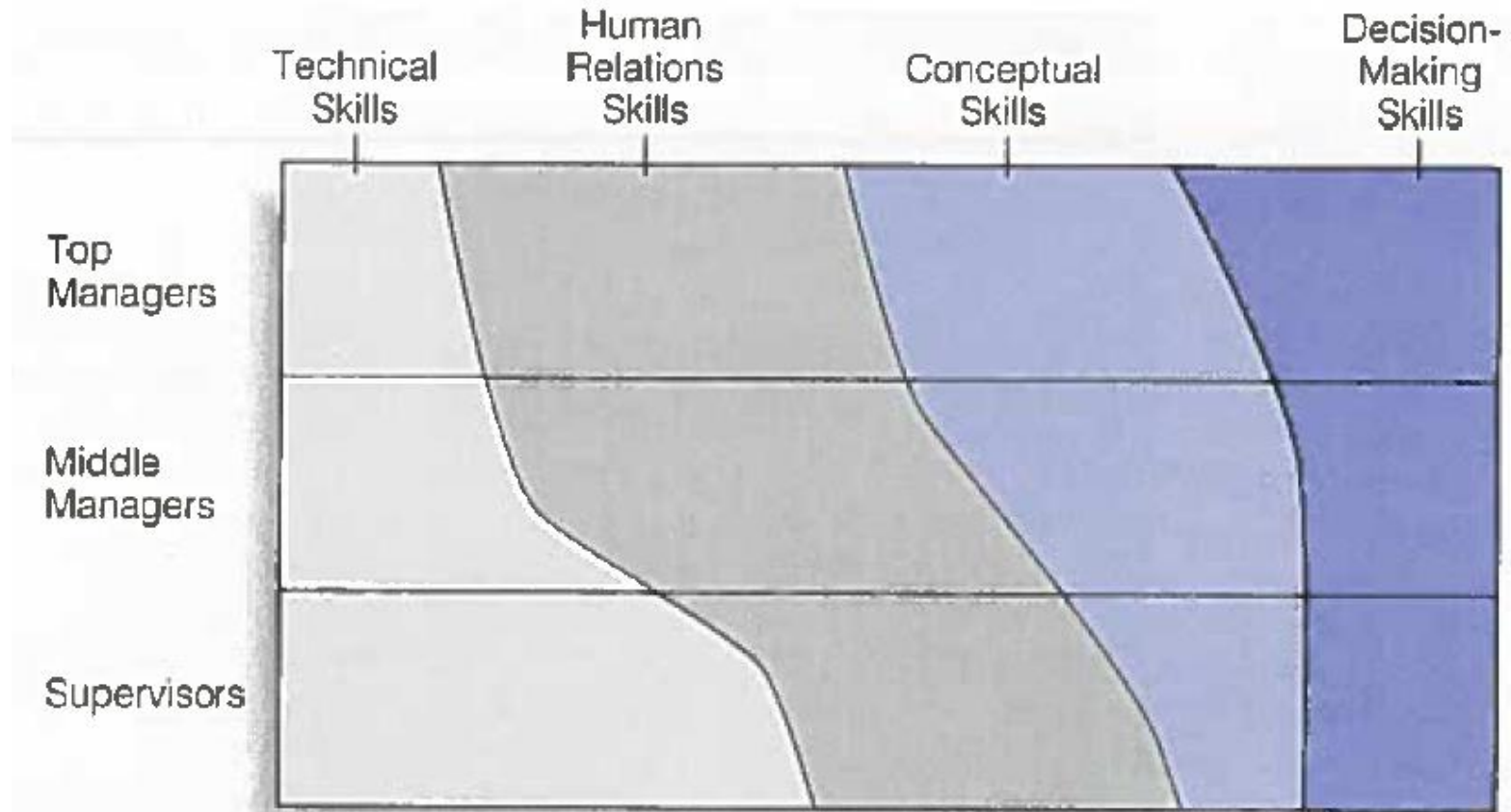


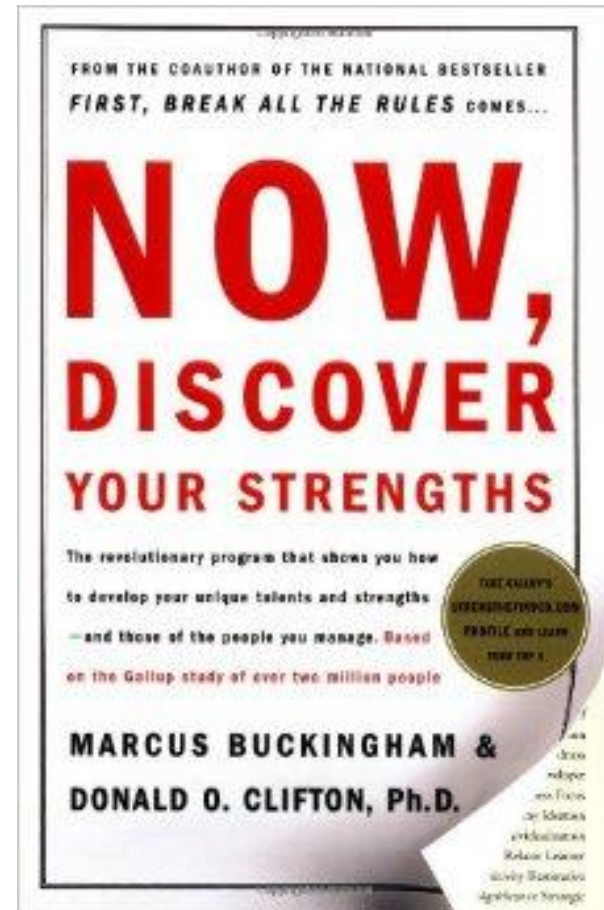
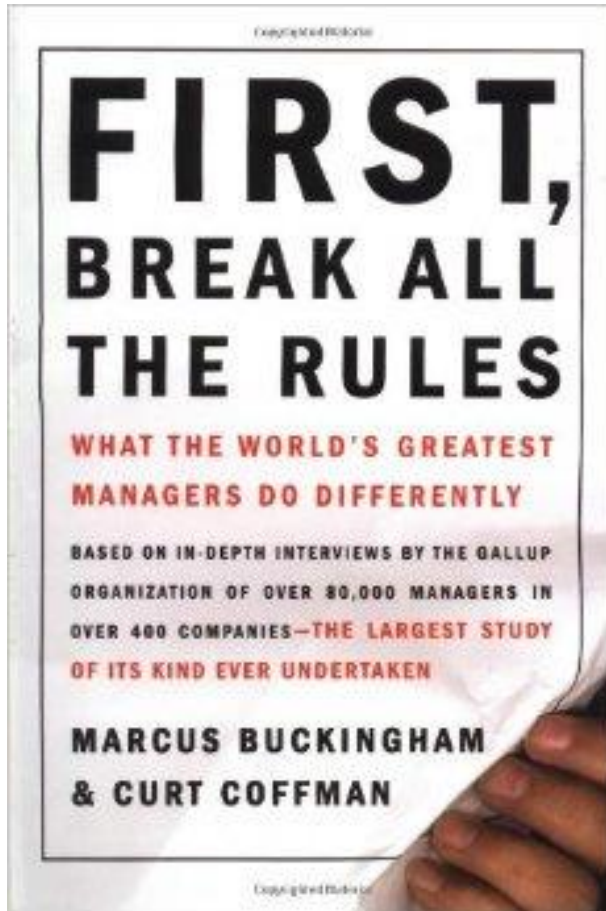
Skills of a Supervisor

- Technical Skills
- Human Relations Skills
- Conceptual Skills
- Decision-making Skills



Supervisory Skills





1ST Neuron created
– 9,500 created
every second for 120
days

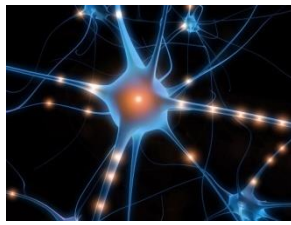
Neurons start
connecting through
axons

1 hundred billion
neurons have formed
15,000 connections
each

Many of the synaptic
connections have been lost.
Genetic inheritance and early
childhood experiences
determine smoother pathways.



42 days
gestation



7 months
gestation



Birth



3 years



15 years

Definitions

- Talent: naturally recurring patterns of thought, feeling, or behavior.
- Strength: consistent near perfect performance in an activity
- Skill: steps of an activity or how-to's (can be taught)
- Knowledge: facts and lessons learned

Is Supervising Right for You?

1. Do you consider yourself a highly ambitious person?
2. Do you sincerely like people and have patience with them?
3. Could you assume the responsibility of decision making?
4. Would you enjoy learning about human behavior?
5. Would you be happier with more responsibility?
6. Would you rather work with problems involving human relationships than with mechanical, computational, creative, clerical, or similar problem?
7. Do you desire an opportunity to demonstrate your leadership ability?

Average Managers vs. Great Managers



Example Strengths

- Empathy
- Achievement
- Adaptability
- Developer
- Harmony



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Analytical

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Post-Analytical

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Leadership Results

Pre-analytical


- Define expectations as a supervisor
- Assess skills and knowledge of the individual
- Assess the motivation of the individual to supervise

Analytical

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Post-Analytical

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Patient Results	Leadership Results
<p>Pre-analytical</p> <ul style="list-style-type: none"> • • • 	<p>Pre-analytical</p> <ul style="list-style-type: none"> • • •
<p>Analytical</p> <ul style="list-style-type: none"> • Performance of selected laboratory test 	<p>Analytical</p> <ul style="list-style-type: none"> • • •
<p>Post-Analytical</p> <ul style="list-style-type: none"> • • • 	<p>Post-Analytical</p> <ul style="list-style-type: none"> • • •

“...10% of their leadership training is coursework, 20% is learned from a mentor, boss, or your peers; and 70% is on-the-job experiences where individuals are put in challenging situations.”

-- Nov/Dec 2009 Healthcare Executive

“...top-performing companies provided their employees with 30% less classroom training.”

-- Targeted Learning





“Leaders are not trained, they are transformed. Potential leaders already have the education and training to fulfill the requirements of their job. But they may not demonstrate the vision and courage to act as leaders.”

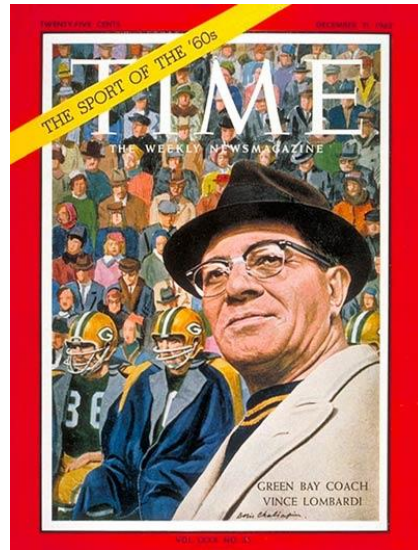


When Lincoln took office, he brought with him less experience than almost any other president – before or since – yet historians consider him one of the greatest presidents in U.S. history. What made him great was his ability to put his ego aside and learn from others... Lincoln knew he could learn a lot more from candid people than he could from those who always tried to protect his feelings, or who were afraid to speak frankly because he was in a position of power.”



"Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal."

-- Vince Lombardi

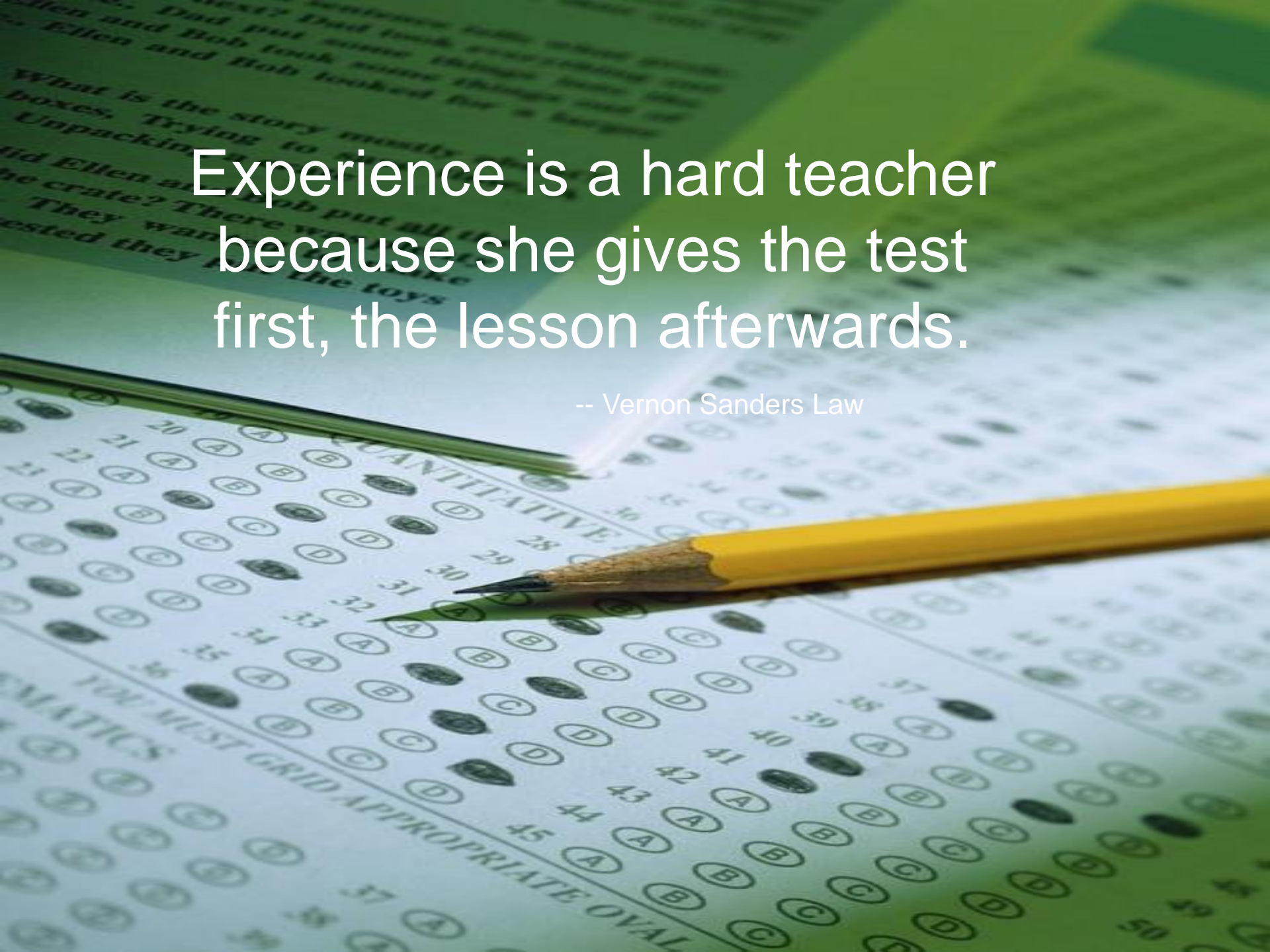


"Half the leaders that I have met don't need to learn what to do. They need to learn what to stop."

-- Peter Drucker

Experience is a hard teacher
because she gives the test
first, the lesson afterwards.


-- Vernon Sanders Law



Mentoring

- Establish the mentoring expectations
- Mentee takes the lead



Patient Results	Leadership Results
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<p>Analytical</p> <ul style="list-style-type: none"> • Performance of selected laboratory test 	<p>Analytical</p> <ul style="list-style-type: none"> • On the job or experiential learning • Mentoring from an experienced leader
<p>Post-Analytical</p> <ul style="list-style-type: none"> • • • 	<p>Post-Analytical</p> <ul style="list-style-type: none"> • • •

Patient Results

Pre-analytical

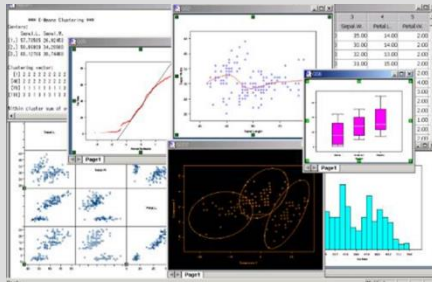
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Analytical

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Post-Analytical

- Recording
- Reporting
- Interpreting



Leadership Results

Pre-analytical

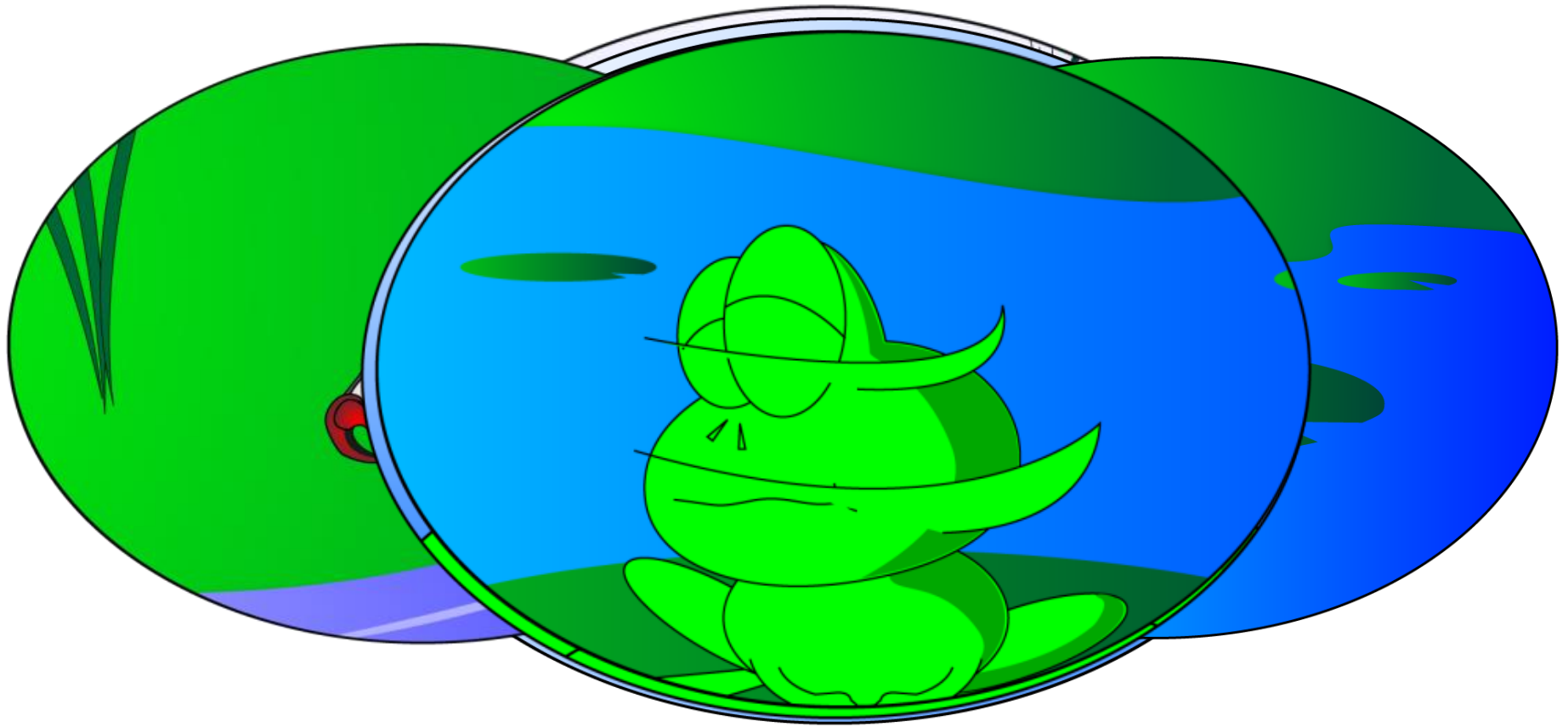
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Post-Analytical

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Why do we shy away from feedback?

- Hurt feelings
- Look stupid

One large reason is FEAR!
Never fear feedback

FEAR ITS ABSENCE!



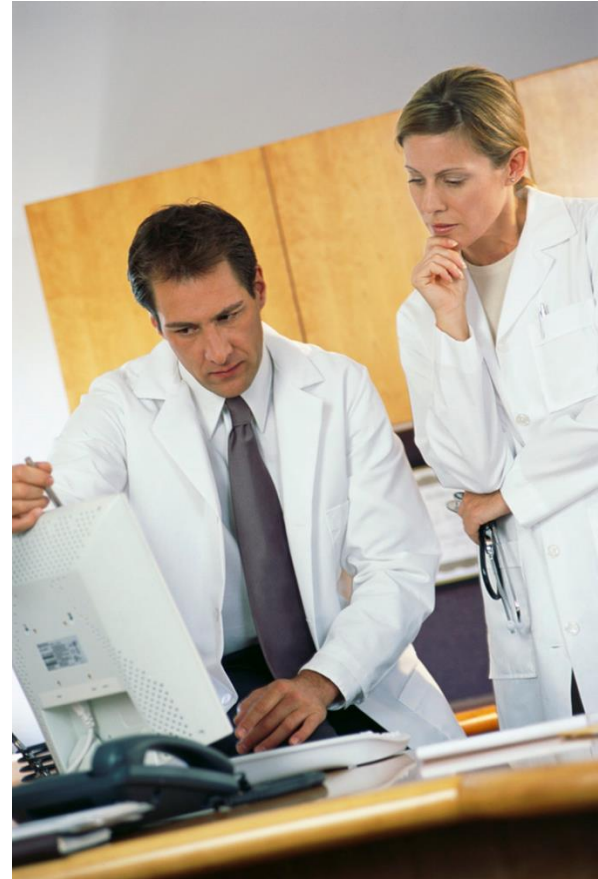
The Gift of Feedback

- Silence
- Positive
- Negative
- Specific



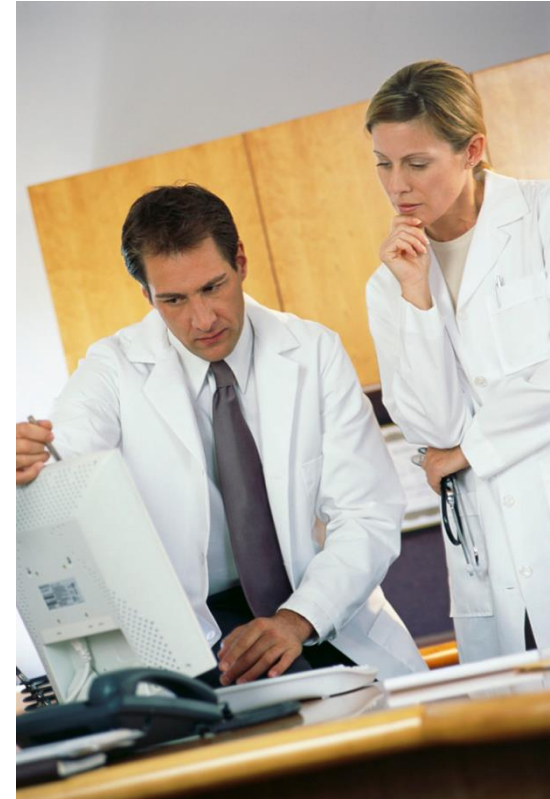
Example of Silent Feedback

A manager hands in a report to her director and waits for a month without a receiving a reaction. The manager wonders, “What did I do wrong?”



Example of Negative Feedback

A supervisor becomes upset at an employee who consistently makes typing errors. “Don’t you know anything about the English language?” he yells. “It’s amazing you ever finished high school!” The manager slams a recently typed document on the employee’s desk.



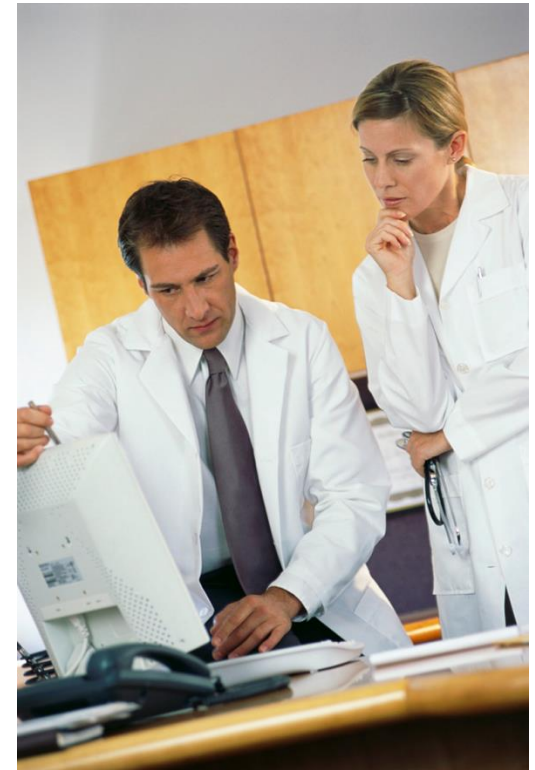
Example of Positive Feedback

An employee received praise from a supervisor during an annual evaluation. “You’re doing a great job,” she’s told. “Keep up the good work.” As the employee leaves the supervisor’s office, she wonders, “What exactly am I doing well? I want to keep doing it, but I’m not sure what “it” is.



Example of Specific Feedback

A supervisor tells an employee that they appreciate how detailed they are on the quarterly reports. He continues with, “I like the way the data is compiled and organized into an easy to read format with section headers. I also like the color coding, that makes my job so much easier. I would, however, like you to use a sixth column to show the sales projections for each quarter.” With the specifics given, the employee is not left to guess about how they are doing on the quarterly report.

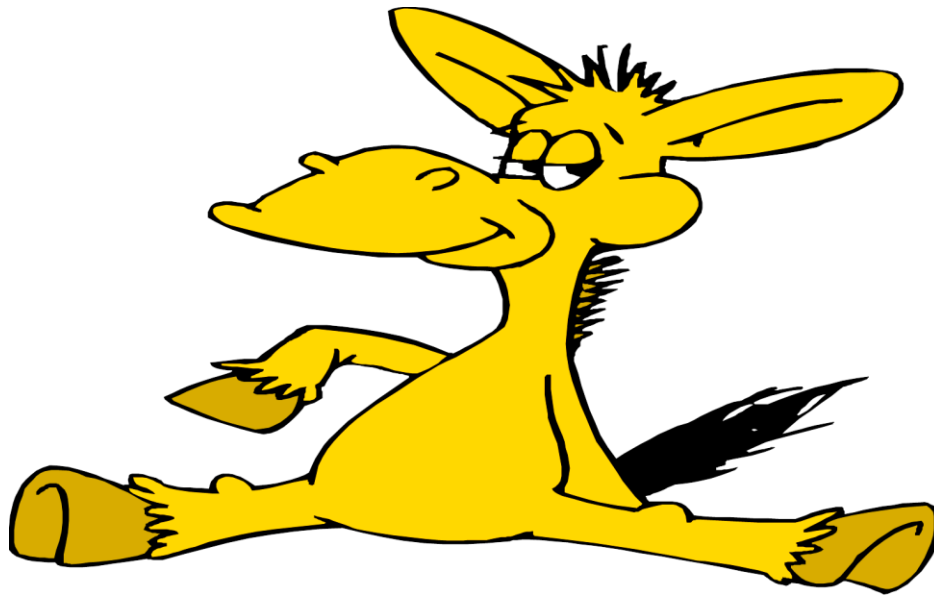




Don't reject the Gift simply because you don't like or respect the giver—or because you suspect their motives

It may be more comfortable working with diplomats, but you learn a lot more from straight talkers

If someone tells you you have ears like a donkey, pay no attention. But if two people tell you, buy yourself a saddle.



Reflected Best Self Exercise

Personal Strength:

Example:

Personal Strength:

Example:



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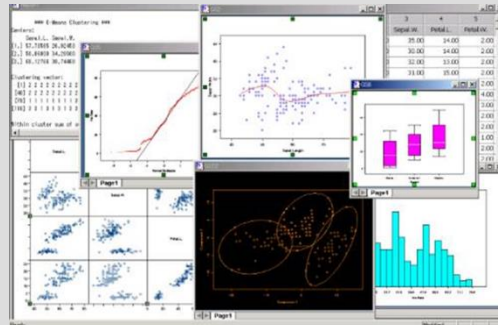
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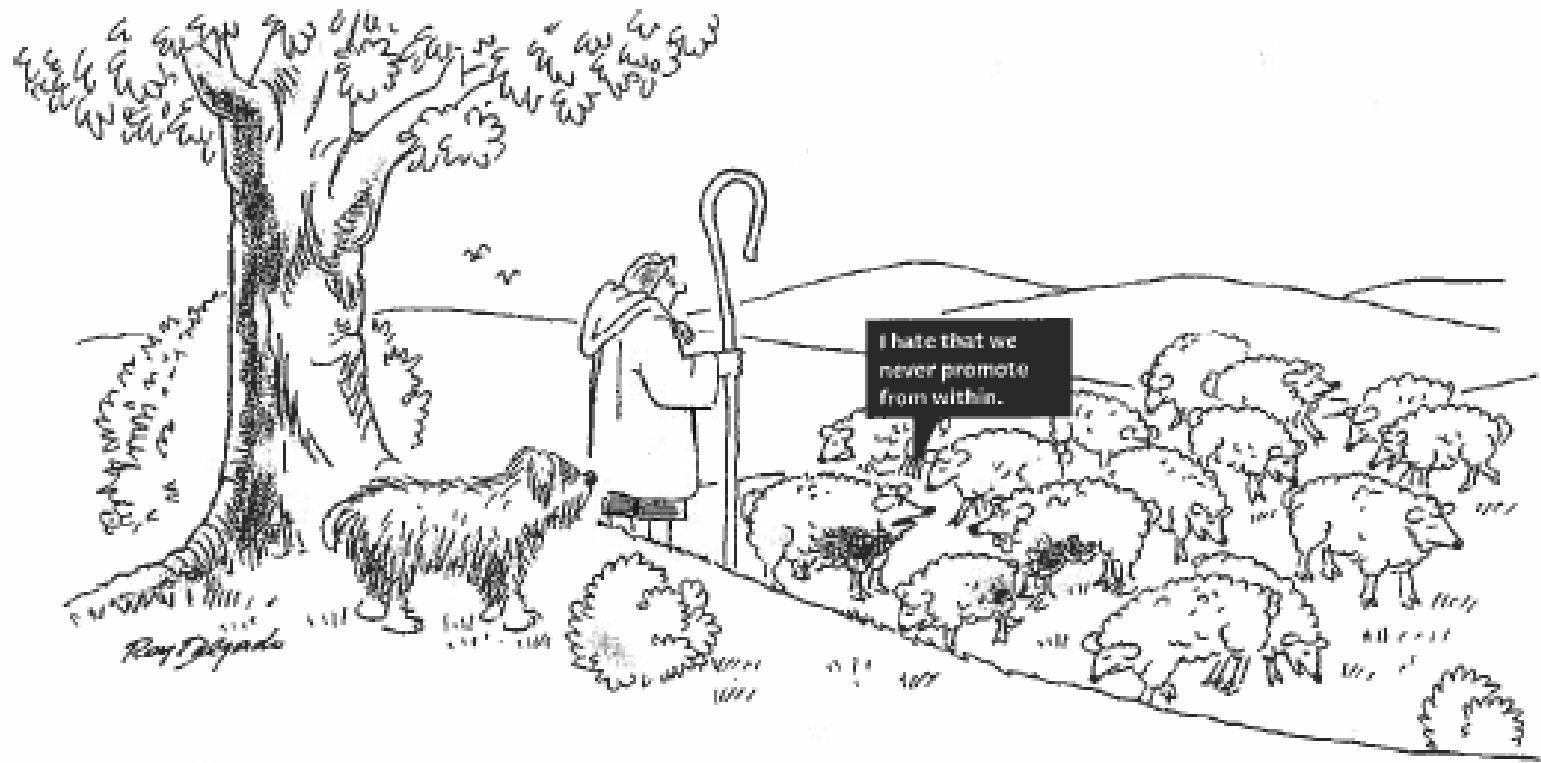
Analytical

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Post-Analytical

- Feedback

Strategic Humor



“...there isn't a one-size-fits-all development program. Healthcare organizations do not have to go out tomorrow and start developing internal leadership academies and formal corporate universities to start down the path of providing effective leadership development.”

-- Nov/Dec 2009 Healthcare Executive





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