

2015
BEYOND THE LAB
LONG BEACH 10.26-10.28

ASCP PROUDLY HOSTING

7000 Managing Your First 90 Days as a New Laboratory Director or Manager: Pitfalls and Promises of Your New Position

Joshua Hayden, PhD DABCC
Juan David Garcia, MBA

ascp.org/ascp2015

Speaker Disclosure

In the past 12 months, I have not had a significant financial interest or other relationship with the manufacturer(s) of the product(s) or provider(s) of the service(s) that will be discussed in my presentation.

Joshua Hayden, PhD DABCC
Juan David Garcia, MBA

ascp.org/ascp2015

Some questions...

- What brought you here today?
- Are you currently in or moving to a new leadership role?
- How do you prepare for a new leadership role?

More Than A Specimen

Work Transitions for Leaders

Percentage of Fortune 500 company
leaders who change jobs



A transition every 1.5 years

- 20 years of experience
- 4 Promotions
- 4 Moved to different roles
- 4 Moved to different company
- 2 Moved to different territory

More Than A Specimen

Major goal for a new leader

You have **90 days*** to demonstrate that you are an
asset to your organization.

*The President of the United States gets 100 days.

More Than A Specimen

Top Ten Challenges in first 90 days

- | | |
|----------------------|---------------------------------|
| 1. Keep your balance | 6. Match strategy to situation |
| 2. Learn fast | 7. Negotiate success |
| 3. Build your team | 8. Achieve alignment |
| 4. Create coalitions | 9. Expedite everyone |
| 5. Secure early wins | 10. Promote your work and ideas |

"The First 90 Days: Critical Success Strategies for New Leaders at All Levels"
Michael Watkins

More Than A Specimen

A blueprint for your first 90 days...

Focus on learning Focus on Implementing and Teaching

http://www3.canisius.edu/~itsdocs/CST/cst2/cst2_print.html *More Than A Specimen*

A blueprint for your first 90 days...

Learn your Lab Develop your strategy Begin implementing your ideas

Week 1 Week 2 Week 3 Week 4 Week 5 Week 6 Week 7 Week 8 Week 9 Week 10 Week 11 Week 12

More Than A Specimen

A blueprint for your first 90 days...

Learn your Lab Develop your strategy Begin implementing your ideas

Week 1 Week 2 Week 3 Week 4 Week 5 Week 6 Week 7 Week 8 Week 9 Week 10 Week 11 Week 12

More Than A Specimen



Getty Kouros...Greece, 530B.C. or modern fake?

Real?

Forgery?

Day One (first impressions)

First impressions impact long term relationships

"Blink: The Power of Thinking Without Thinking"
Malcolm Gladwell

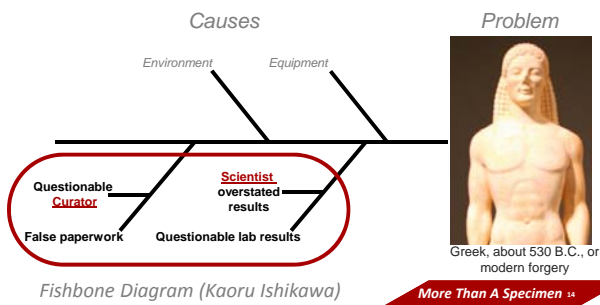
1. Keep your balance

- Learn fast but don't rush
- Make your team feel ok
- Use advice from your peers



More Than A Specimen 13

How did this (possibly) happen?



2. Learn Fast

- People
- Politics
- Culture
- No really...all of your people
- Night shift are people too!



← Don't be this guy

More Than A Specimen 15

2. Learn Fast

It is NOT your position, it is your relationships

A manager's **credibility** and **positive working relationships** with their employees determine their ability to implement ideas.
(Becoming the Boss, Harvard Business Review, Linda Hill)



← Be this guy



More Than A Specimen 14

Learn your people (and yourself).

Dunning-Kruger Effect



	Total score self-eval	Total Score Peer eval
Employee A	5.0	3.0
Employee B	3.5	4.0

Evaluation Questions...rate yourself 1 (low) to 5 (high)

1. What is your quality of work?
2. Attendance and punctuality
3. Knowledge of the area
4. Teamwork

Self-assessment is one of the least reliable means of determining competency.

More Than A Specimen 15

3. Build your team



Soccer fans in Europe have chosen their 2014 dream team, and with the said player's January market value today, according Football Observatory, it will take an insanely sum of \$745,000,000 to assemble the star studied team <http://citizenotoboh.com/?p=67#sthash.o6jklTh.dpuf>

More Than A Specimen 16

3. Build your team



What types of “players” are in your laboratory?

More Than A Specimen 19

3. Build your team

Types of Players:

- I'm too busy!
- Show me the money!!!!
- I've been doing this for 20 years.
- I'm young...I'm smart...I'm lazy
- I will work on it later.
- Knows everything...refuses to teach anything
- What is Google?
- Cannot be done

More Than A Specimen 20

3. Build your team

Assess your team (direct and indirect)

- Previous Performance Evaluations
- Technical Competence
- Other signs:
 - Energy
 - Body Language
 - Focus
 - Relationships
 - Trust



More Than A Specimen 21

3. Build your team

Explore Options:

- Reassign functions?
- Relocation?
 - Hold poor performers accountable
 - **Over 50% of employees rated their bosses poor at holding employees accountable**
- Align your team
- Succession Plan
- Backup plan for your team members



More Than A Specimen 22

Develop backups



Yes, Dr. Important we do perform that test. But the tech is on vacation. Can the patient stay alive til next week?

More Than A Specimen 23

3. Build your team



- Create the core team
- Balance your team
- Mentor the team
- Align the goals
- Retain the good people



- Team building exercise too soon
- Talk about previous leadership
- Too many changes
 - **“Change fatigue” too many changes is the best way to ensure nothing changes**
- Shake the tree too hard

More Than A Specimen 24

4. Create coalitions

The **Godfather** principle - get people on your "List"

- Map the influence network
- Identify winning vs blocking alliances
- Connect with key players
- Build partnership
- Reach out



More Than A Specimen 23

A blueprint for your first 90 days...



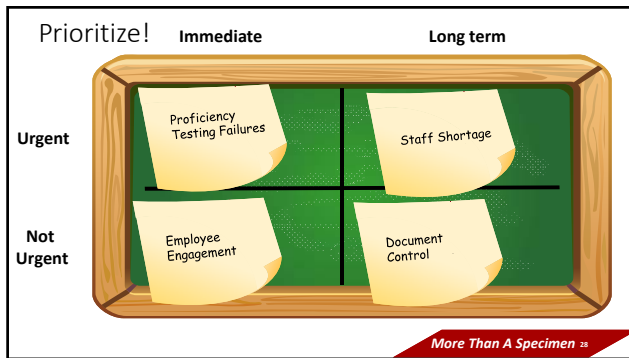
http://www3.canisius.edu/~itsdocs/CST/cst2/cst2_print.html

More Than A Specimen 24

Welcome to your new lab!



More Than A Specimen 25



Tips on identifying problems in your lab

- Review last inspection records (internal and external)
- PT performance
- Turnover rate
- 1:1 meetings

More Than A Specimen

Communication

Expiration: 10 / 11

More Than A Specimen

Communication



RBR is not only for
critical values!!!

'Operational Definition'

More Than A Specimen 33

Communication

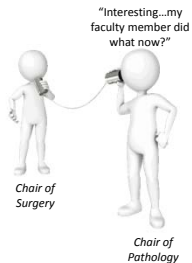
- Establish clear norms about communication
- Learn the communication style of your team
- Provide environment and time for employees to provide feedback

Juan was doing laundry this weekend and accidentally washed a red shirt with his whites and turned his clothes pink! Even his underwear



More Than A Specimen 34

Communication strategies



- Assess employee needs, involve them!!!
- Disseminate information
- Involve senior leadership (VPs, Vice Chairs...)
- Communicate outcomes

More Than A Specimen 35

Top-Down or Bottom-Up communication



More Than A Specimen 34

Communicate



- Management to employees
- Make employees aware / explain
e.g. standards, requirement
- Demonstrate management supports
- Useful in critical situation

- Employees to management
- Gather information about:
 - **employee needs, perceptions, and opinions.**
- Useful when innovation is needed



More Than A Specimen 35

Communicate with IT...



Communicate.. How to say, "I'm sorry"?

- Acknowledge your mistake and apologize
- Accept responsibility
- Express regret
- Provide assurance that it will not be repeated

More Than A Specimen 37

A blueprint for your first 90 days...



More Than A Specimen 38

5. Secure early wins

- Build credibility
- Develop the virtuous cycle
- Create momentum
- Employee engagement
- Customer service

To be an asset to your organization, you must first be an asset to your team.

More Than A Specimen 39

5. Secure early wins



Be there weekends/downtimes support your team!!!

More Than A Specimen

Which problem to attack first?

1. A small number of urine drug screen confirmations (4 per year) performed in-house. Technologists and supervisor unhappy about maintaining testing for low volume test
2. Clinical service is requesting new testing be added for sirolimus (immunosuppressant). New testing is achievable with existing instrumentation
3. Director can't remember code to open door to lab
4. Certified medical technologists retrieving samples from specimen processing (~15 min round trip) multiple times per day.
5. Challenging new technology (mass spectrometry)- difficult to hire/train certified medical technologists
6. Alternative proficiency testing performed in sub-optimal manner. Supervisor feels it is adequate. CAP inspection window in a few months
7. Unnecessarily repeating acceptable results. Sub-optimal and unnecessarily costly workflow for 25-OH vitamin D analysis

More Than A Specimen

Prioritize!

	Immediate	Long term
Urgent	<p>Alternative proficiency testing performed in sub-optimal manner. Supervisor feels it is adequate. CAP inspection window in a few months.</p> <p>A small number of urine drug screen confirmations (4 per year) performed in-house. Technologists and supervisor unhappy about maintaining testing for low volume test.</p>	<p>Clinical service is requesting new testing be added for sirolimus (immunosuppressant). New testing is achievable with existing instrumentation.</p> <p>Challenging new technology (mass spectrometry)- difficult to hire/train certified medical technologists.</p>
Not Urgent	<p>Director can't remember code to open door to lab</p>	<p>Unnecessarily repeating acceptable results. Sub-optimal and unnecessarily costly workflow for 25-OH vitamin D analysis.</p> <p>Certified medical technologists retrieving samples from specimen processing (~15 min round trip) multiple times per day.</p>

More Than A Specimen

More Than a Specimen campaign



More Than A Specimen 43

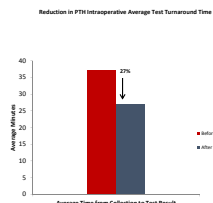
More Than a Specimen campaign

- **Engagement** (making meaningful progress at work) is the primary motivator for employees
 - Money? Fear of discipline?
- A **majority** of your employees are likely not engaged
 - Only 32% reported being engaged in a 2014 Gallop poll

More Than A Specimen 44

6. Match strategy to situation

- Define your **strategy**
 - You have to have a strategy!
- What is the lab's weak point
- 200 employees in a department of more than 500... That is your strategy



More Than A Specimen 45

7. Negotiate success

- Know your boss
- Clarify what is expected of you
- Understand your boss's priorities (e.g. Residency program, Employee engagement, finances..)

More Than A Specimen

8. Achieve alignment

- Identify your lab goals
- Align your team goals with your organizations goals
- Help your organization achieve its goals
 - HCAHPS

More Than A Specimen

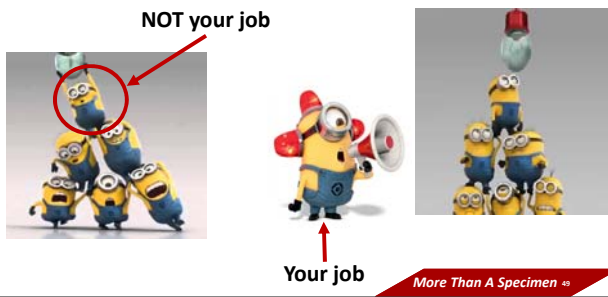
9. Expedite everyone

- Help others to ease into your transition
- Your transition impacts ~10 members of your team
- Lead by example
- Show your support



More Than A Specimen

9. Expedite everyone



10. Promote your work and your ideas

- Mental break from your old Job
- Don't be afraid to try new alternatives
- Be open to new ideas

More Than A Specimen 49

Somehow we manage...



More Than A Specimen 51

Acknowledgements

Central Laboratory at NewYork-Presbyterian/Weill
Cornell Medical Center

Department of Pathology and Laboratory Medicine
Weill Cornell Medicine

Minions say, "Thank you for your time!"
Banana!

More Than A Specimen 53

