



MD EXPO

October 17-19, 2019 • Baltimore

This presentation will address:

- The importance of effective engagement
- Recognizing work personalities
- Develop active listening skills and understanding
- Clear communication: learn savvy communication techniques
- How to foster a solid relationship with others (win-win situation)



AI

- Ask AI about the worst experience with a department leader
- Best experience (Leaders) and why

Effective Engagement Building Relationships

- Why is effective engagement important? It puts the person at the center
- It's the fourth pillar of emotional intelligence
- You have to understand your “customers” needs, you need to keep their attention...keep their business
- Knowing their priorities and demonstrating your value
- Give some examples
- Take some pictures of AI?
- How to make this interesting.....

Effective Engagement Building Relationships

- If you're from the old school of business, you were taught to leave your emotions at the door, it's all about professionalism and keeping your feelings to yourself
- But emotional intelligence research states it is not the best way to approach
- High performers know that their associates and people they engage with can't leave all of their emotions at the door before they come into work
- They gauge the other person's mood and decide to stay quiet or actively engage

Effective Engagement

- Building trust- Foundation structure of any relationship. If you are not capable of keeping someone's trust, then you have no right to expect someone to trust you, even more so in the workplace.
- Earn it
- Maintain it
- Communicate

Work Personalities



Directive (Coercive)



Directive (Coercive)

Primary objective of immediate compliance from employees.

- The “do it the way I tell you” manager
- Closely controls employees and YOU
- Motivates by threats and discipline

Directive (Coercive)

Advantage:

- There is a crisis
- When deviations are risky
- They have zero excuses within the workplace
- Boost in productivity
- Eliminate insubordinates
- Enforces the rules

Directive (Coercive)

Disadvantage:

- Not popular
- Lead to employee retaliation
- Must be feared to be effective
- Micromanaged

Authoritative



Authoritative

- Visionary
- Provides long-term direction and vision for employees
- “Firm but fair” manager
- Gives employees clear direction
- Motivates by persuasion and feedback on the task performance

Authoritative

Advantages:

- The leader is credible
- Clear direction and standards needed
- Can make decisions quickly, especially in stress-filled situations
- Clear chain of command
- Good where strong, directive leadership is needed

Authoritative

Disadvantages:

- Little or no input from the group
- They make all the decisions
- Can impair morale and lead resentment
- Ignores creative solutions and expertise from subordinates
- Rules are important

Affiliative



Affiliative

- Creating harmony among employees and between manager and employees
- People first, task second managers
- Motivates by trying to keep people happy
- People pleasers

Affiliative

Advantages:

- Used with other styles
- Task routine, performance adequate
- Helpful
- Manages conflict
- Wellbeing of others is top priority
- Employees feel valued

Affiliative

Disadvantages:

- Needs redirecting under stressful situations
- Avoids conflict
- Reduces employee productivity levels
- Struggles with complex problems
- Sense of complacency
- Loss sight of the vision
- Avoids scenarios that make them feel comfortable

Participative (Democratic)

- Building commitment and consensus among employees
- Everyone has an input
- Encourages input in decision making
- Rewards team effort

Participative (Democratic)

Advantages:

- Increases productivity
- Increases job satisfaction
- Motivates
- Improves quality
- Reduces costs

Participative (Democratic)

Disadvantages:

- Slow decision making
- Needs extra time to implement a decision
- Relies on the expertise of the team to be useful
- Encourages no one to take responsibility of bad ideas
- Lack of competency
- Ineffective during crisis situations

Pacesetting

- Accomplish task to a high standard of excellence
- The “do it myself” managers
- Performs many tasks personally and expects employees to follow their example
- Motivates by setting high standards and expects self-direction from employees

Pacesetting

Advantages:

- Highly competent
- Self-motivated
- Great resource to gather information from
- Effective when they are around high motivated and competent people
- They little direction to get the task completed

Pacesetting

Disadvantage:

- Extreme high performance standards
- Obsessed about performing tasks faster and better
- Quickly pinpoints low performers and demands more from them
- Employees feel overwhelmed
- Employees feel directionless
- Morale drops

Coaching



Coaching

- Long-term professional development of employees
- Development manager
- Helps and encourages employees to develop their strengths and improve their performance
- Motivates by providing opportunities for professional growth

Coaching

Advantages:

- Produces a positive workplace
- Employees know what to expect of them
- Works with others to changes the weakness into strengths
- Introduces skills for new, developing employees

Coaching

Disadvantage:

- Time invested into mentoring
- The manager must be a skilled leader
- Mentoring may not be the correct approach for an individual
- Not good in crisis

Communicating with different personalities

- Know their personality style. You can't change them, but you can adapt
- Respect the differences
- Be predictable
- Be logical and systematic
- Use the word “we”
- Don't push or rush
- Be a good listener
- Have some solutions or ideas

Active Listening



Active listening...hear what people are REALLY saying

- How well you listen has a major impact on your job effectiveness and on the quality of your relationships with others
- We listen to obtain information
- We listen to understand
- We listen for enjoyment
- We listen to learn

Active Listening...hear what people are REALLY saying

- Most of us think we are really good at listening
- Research suggests that we retain about 25%-50% of what we hear
- By becoming a better listener, you can improve your productivity, as well as your ability to influence, persuade, and negotiate
- You avoid conflict and misunderstanding

Develop Active Listening Skills and Understanding

- You need to understand your personal style of communication, aka self awareness
- Pay attention to the person
- Do not interrupt them

Develop Active Listening Skills and Understanding

- Pay attention
 - Look at the person while they are speaking...but don't stare
 - When thoughts start to “pop” in your head, dismiss them
 - Stop yourself from formulating your rebuttal
 - Avoid distraction from side bar conversations
 - Observe the person's body language, actions speak louder than words

Develop Active Listening Skills and Understanding

- Show that you are listening. Show engaging body language
 - Nod occasionally
 - Smile and use other facial expressions
 - Keep your posture open and interested
 - Encourage the speaker with really?, I understand, and uh-huh
 - Paraphrase
 - Ask questions

Adapting to Develop Active Listening and Understanding

- Neutral and nonjudgmental
- Patients (periods of silence are not filled)
- Verbal and nonverbal
- Asking questions
- Reflecting back on what was said
- Asking for clarification
- Summarizing

Adapting to Develop Active Listening and Understanding

- Building trust and establishing rapport
- Paraphrasing
- Brief affirmation
- Asking specific questions
- Waiting to disclose your opinion
- Disclosing similar situations

Develop Active Listening and Understanding

- When the someone thinks you are NOT listening
 - They may raise their voice
 - Repeat what they just said
 - May ask you a question to force a respond- don't you think? Right?
 - Ask you to repeat what thy just said
 - They just stop talking
 - Change the subject
 - If you are not truly listening, the best bet is to come clean and apologize, explain, ask them to repeat, and listen

Clear Communication: Techniques

- Be clear on what ideas or message you are conveying to the person
- Try to really hear and understand what the person is trying to say. Do you understand them? Pay attention to what is not being said
- Does the conversation (both parties) make sense? Does what I'm saying make sense? Is the feedback I'm receiving make sense?
- As the primary communicator, you are 100% responsible for the other person's understanding of the communication. If you feel that you are misunderstood, you have not complete the task

Fostering a Solid Relationship

- Know the personality style to ensure clear communication
- Watch the body language
- What information is needed
- How would the other person like to know this information (email, phone call, text)
- Get to know each other and manage up

Role of an Imaging Manager

- Human resources
- Asset resources
- Finance
- Operations
- Communication

What keeps Imaging Leaders up at night

- Tell the story of the MRI unit down and the downtime.
- What does downtime mean for us.
- The importance of Biomed Service records for justifications of new equipment purchases.

What keeps Imaging Leaders up at night

- Tell the story of the MRI unit down and the downtime.
- What does downtime mean for us.
- The importance of Biomed Service records for justifications of new equipment purchases.

What keeps Imaging Leaders up at night

- Explaining at the safety huddles or leadership equipment is down and the reasons why.

What keeps Imaging Leaders up at night

Why is it important to have your biomed team involved with equipment purchases

Why is it important to have your biomed team involved with equipment purchases

Why is it important to have your biomed team involved with equipment purchases

Why is it important to have your biomed team involved with equipment purchases

- Service logs are very important to capital purchases
- Understanding they will be repairing the machines after the warranty expires. Keep that in mind
- End of life equipment

My Relationship with my biomed tech

- Shared cell phone
- Update each others with events
- Created a service log-helps with justifications
- Manage him up to his leader
- Set expectations- both sides

Lessons Learned

Questions

