PNP- Positive/Negative/Positive
Positively Keeping your Employees on Track

CHARLA FERCHOW, COE- EYE PHYSICIANS OF CENTRAL FLORIDA
SONDRA HOFFMAN, COE,CPC,CMPE  FLORIDA EYE CLINIC

PNP- Positively motivating your employees to succeed

- Everyone wants positive reinforcement
- Most like to feel part of a team
- We all have the ONE employee who excels in their job, but wreaks havoc on the workplace (TOXIC)
- What is your employee counseling strategy?
- How do you manage that hard to manage employee?
- How do you manage the unmanageable doctor?
- Today, we hope to provide you with some tools to take back to the workplace by sharing with you, the PNP process of employee communication!

Creating a Positive Workplace Culture

- Creating a positive workplace culture is extremely important to cultivating a productive and profitable company. The quality of work we do depends on the quality of our workplace culture. When the environment we work in is positive, we become more engaged and committed employees.
- Culture change is as simple as changing the behavior of the leadership team. By inverting the leadership structure and delegating responsibility to employees, culture can shift dramatically and quickly. Move too slow, and employees might think you are not taking their ideas and suggestions seriously.

We have no financial interest to disclose
Creating a Positive Workplace Culture

- The first step in creating a more positive workplace culture is recognizing that your current culture is not where you want it to be.
- Changing a practice’s culture starts at the top. The way that your physicians and managers act will be mirrored by your employees so start by changing the behavior of your leaders.
- The administrator sets the tone for the behavior of the managers or leaders of the practice. Start with monthly manager meetings to cultivate and guide your managers to act in a way that echoes the culture of the practice.
- The entire management team, including physicians, must learn their role in cultivating a positive work environment and treat all employees consistently.

How to Engage Employees

- Leaders should listen to their employees and understand what motivates them.
- Get to know your employees, ask their opinions and share yours in return.
- One of the most powerful things a boss can do is communicate, be transparent and tell employees where the ship is headed.
- Ask questions such as, “What are we doing that we can do better” “What’s broken, and how can we fix it”.
- Empower your employee to go fix the problem!

Positive Discipline in the Workplace

- Put the focus on the employee’s behavior and not his personality using a technique called positive discipline. Positive discipline is an approach for motivating employees to correct areas where they are not performing up to standard.
- This approach also requires supervisors to recognize where the employees have demonstrated above average performance. The positive discipline approach is a collaborative one involving a two-way discussion as opposed to a supervisor simply telling an employee he has not performed effectively.

Positive Discipline in the Workplace

- Rather than immediately documenting an employee’s performance or violation of company guidelines and taking disciplinary action, the supervisor holds a meeting in a coaching environment where he and the employee work together to address the problem.
- To begin any discipline discussion, the supervisor should commend the employee for work he has done well. This will make him more receptive to a discussion about a problem area. Whenever an employee demonstrates exceptional performance, recognize the employee at the time the performance is demonstrated. By commending the employee in addition to disciplining him for areas that need correction, the employee will be more open to correcting problem areas.
More than money, employees want to feel like they are making a difference at work and getting recognized by their boss for making a difference.

As employees, we want the ability to do things, to change things. It is the boss’ responsibility to invest the money, the time, and the resources for employees to complete tasks and make improvements, and then to celebrate and recognize those employees for their contributions.

This is the opposite of other management styles such as “command in control” or “my way or the highway”. This kind of aggressive management style might get the job done temporarily, but it doesn’t create an environment where employees will take initiative to do things when their supervisor isn’t watching.

**Style Definitions: Directive**
- The “do it the way I tell you” manager
- Closely controls employees
- Motivates by threats and discipline

**Effective when:**
- There is a crisis
- When deviations are risky

**Not effective when:**
- Employees are underdeveloped – little learning happens with this style
- Employees are highly skilled – they become frustrated and resentful at the micromanaging

**Authoritative**
- The AUTHORITATIVE (Visionary) style has the primary objective of providing long-term direction and vision for employees:
- The “firm but fair” manager
- Gives employees clear direction
- Motivates by persuasion and feedback on task performance

**Effective when:**
- Clear directions and standards needed
- The leader is credible

**Ineffective when:**
- Employees are underdeveloped – they need guidance on what to do
- The leader is not credible – people won’t follow your vision
### Affiliative

- The AFFILIATIVE style has the primary objective of creating harmony among employees and between manager and employees:
  - The “people first, task second” manager
  - Avoids conflict and emphasizes good personal relationships among employees
  - Motivates by trying to keep people happy
  - **Effective when:**
    - Used with other styles
    - Tasks routine, performance adequate
    - Counselling, helping
    - Managing conflict
  - **Least effective when:**
    - Performance is inadequate – affiliation does not emphasize performance
    - There are crisis situations needing direction

### Participative

- The PARTICIPATIVE (Democratic) style has the primary objective of building commitment and consensus among employees:
  - The “everyone has input” manager
  - Encourages employee input in decision making
  - Motivates by rewarding team effort
  - **Effective when:**
    - Employees working together
    - Staff have experience and credibility
    - Steady working environment
  - **Least effective when:**
    - Employees must be coordinated
    - There is a crisis – no time for meetings
    - There is a lack of competency – close supervision required

### Pacesetting

- The PACESETTING style has the primary objective of accomplishing tasks to a high standard of excellence:
  - The “do it myself” manager
  - Performs many tasks personally and expects employees to follow his/her example
  - Motivates by setting high standards and expects self-direction from employees
  - **Effective when:**
    - People are highly motivated, competent
    - Little direction/coordination required
    - When managing experts
  - **Least effective when:**
    - When workload requires assistance from others
    - When development, coaching & coordination required

### Coaching

- The COACHING style has the primary objective of long-term professional development of employees:
  - The “developmental” manager
  - Helps and Encourages employee to develop their strengths and improve their performance
  - Motivates by providing opportunities for professional development
  - **Effective when:**
    - Skill needs to be developed
    - Employees are motivated and wanting development
  - **Ineffective when:**
    - The leader lacks expertise
    - When performance discrepancy is too great – coaching managers may persist rather than exit a poor performer
    - In a crisis
### WHATS YOUR STYLE

- Can be a combination of several
- Sondra uses a combination of three primarily Participative, Authoritative and Coaching
- Charla prefers Authoritative, Participative, and Coaching
- Of course a lot depends upon the situation at hand; are you in crisis mode? What’s the severity of the discussion?
- What is the take away message you want the employee to leave with?
- What is the behavior you wish to change?
- How does it affect others in the workplace?

### POSITIVE COACHING

- Clarify what’s expected.
- Convince the employee that change is necessary.
- Get the employee’s agreement to change.
- Come up with an action plan together.
- Placing an emphasis on the positive aspects of an employee job performance is a great way to engage them in the discussion before you get to the issue that lead you to the counseling session.
- Begin with a positive trait; then the problem (negative) and then end with the action plan (which will lead to a positive outcome). Assuming you have employee buy in, participation and a desire to improve.

### Tips and Tools when disciplining

- Follow through is key – depending on the situation, you may need to meet with the employee weekly for counseling/mentoring.
- Use “discussion forms” to document all conversations with employees – this includes your management team.
- Always follow the PNP approach when counseling employees.
- Hold employees accountable for their actions.
- Discipline your employees consistently and fairly.
- Make sure you have clear expectations and that they are communicated at the time of hire (intake process).

### ROLE PLAY

- Questions and Answers

### THANK YOU