MANAGING PERFORMANCE

NEUROLOGY CHAIR PERSPECTIVE

Marty Martin, PsyD, MPH, MSc

drmartymartin@gmail.com

OUR LEARNING OBJECTIVES

- Set Expectations: Performance & Behavioral
- Monitor Performance
- Give Feedback
- Recognize Performance
- Give Corrective Feedback
- Communicate Consequences
- Develop A Performance Improvement Plan (PIP)

SET EXPECTATIONS

S	M	A	R	T
SPECIFIC	**MEASURABLE**	**ATTAINABLE**	**RELEVANT**	**TIME-BASED**
Make goals clear and **specific**.	Define **measureable** assets.	Confirm your goals are **attainable**.	Verify your goals are **relevant**.	Set up a **time-based** plan.

HOW ARE YOU DOING ON YOUR UNSPOKEN OBJECTIVES?
MY WHAT?
I'M REFERRING TO THE GOALS I HAVE IN MY MIND THAT I'VE NEVER MENTIONED.
HOW ARE THOSE GOING?
I'M TOTALLY NAILING THEM.
Dilbert.com DilbertCartoonist@gmail.com
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Clear Expectations

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Clear Communication

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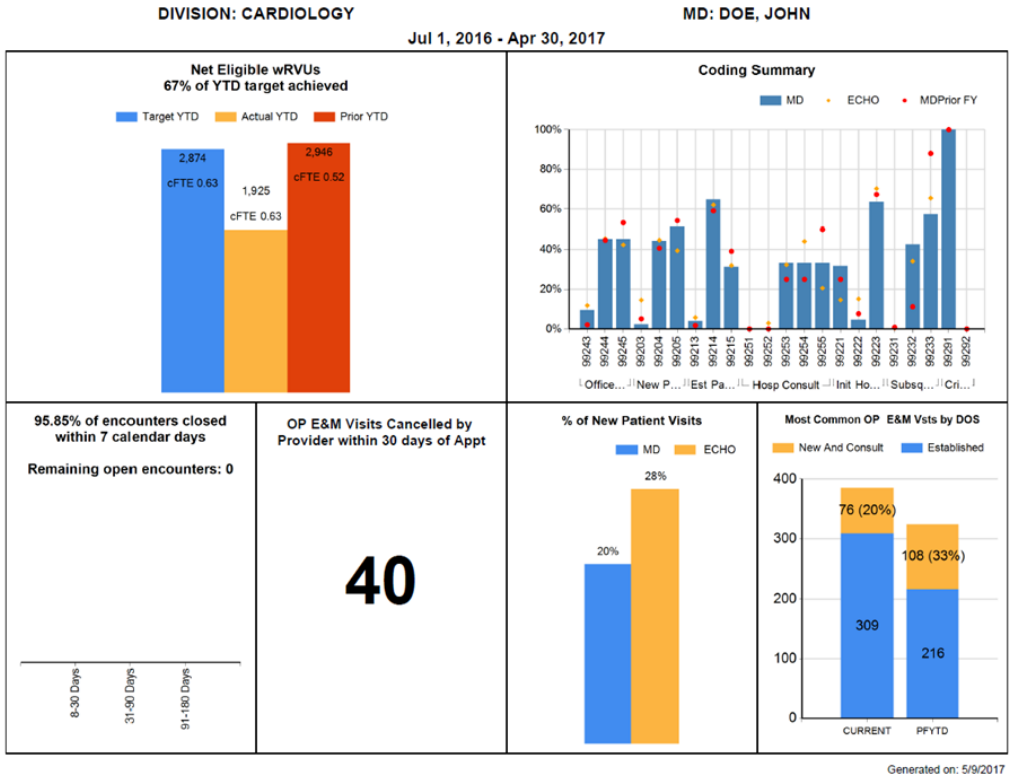
Clear Outcome



Things You Can Count

Things You Can See

MONITOR PERFORMANCE

LEVELS OF PERFORMANCE

GIVE FEEDBACK

JOB & EXPECTED BEHAVIOR

DESC FEEDBACK MODEL

DESCRIBE	Observations, data. Be concrete and specific.
EXPLAIN	Impact of behavior & outcomes on others and organization.
STATE	Expectations moving forward based upon past performance. • Start / Stop / Continue
COMMUNICATE	CONSEQUENCES: Both positive and negative consequences.

RECOGNIZE PERFORMANCE

40%

of employees

report receiving recognition only a few times a year or less from a manager, supervisor or other leader at their organization.

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We Don't Have Time.

1440

REWARD
RECOGNIZE
RESPECT

Formal
Values and
Anniversary Programs
Informal
Spot/Just-in-time rewards
Day-to-day
Verbal and email "thank-yous"

RECOGNITION LEADS TO RETENTION

GIVE CORRECTIVE FEEDBACK

Problems Caused by a Lack of Accountability

Low quality work

Decreased productivity

High turnover

Disengaged employees

Low morale

5 WAYS TO FOSTER A CULTURE OF

ACCOUNTABILITY

1. **GIVE** support.

2. **PROVIDE** freedom.

3. **SHARE** information.

4. **PROVIDE** resources.

5. **BE** clear.

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DEVELOP A PIP

5 STEPS OF EFFECTIVE PERFORMANCE IMPROVEMENT PLAN

1. Identify the underlying gaps in behavior/performance.
2. Involve the physician in “owning the gap.”
3. Set clear objectives related to “closing the gap.”
4. Agree on course of action with the physician to “close the gap.”
5. Review progress toward “closing the gap” regularly and follow-up with consequences based upon the performance of the physician.

5 STEPS

- Set SMART goals.
- Give performance enhancing feedback.
- Recognition counts and takes less time than filling a vacancy.
- Communicate remembering to flex your style.