



Top 10 Professional Traits

That Will Make You
Indispensable to Your Employer



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Top 10 Traits

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Welcomes the
Healthcare Financial
Management Association!

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Top 10 Traits

Today's Presenters

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Objective: To provide you with the information and insight to help make yourselves indispensable in the eyes of your boss, and other stakeholders in your organization.

The information provided is based on 3 things:

- 1) The sum of our...
- 2) The results of 4 months of...
- 3) The survey answers from...

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Why is this information important to you?

- 1) It will allow you to THRIVE, not just_____.
- 2) It will allow you to better recognize ____ _____ that work for you.
- 3) It will allow you better recognize the employees in your organization that SHOULD be _____ of and _____ with top performers.

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Today's "New" Economy

- Healthcare is not recession-proof
- National unemployment is still on the rise
- Increase in uninsured patients
- Federal and State budget cuts
- Decrease in discretionary income = decrease in lucrative elective procedures

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Today's "New" Economy

- Obamanomics and healthcare



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ROI of US

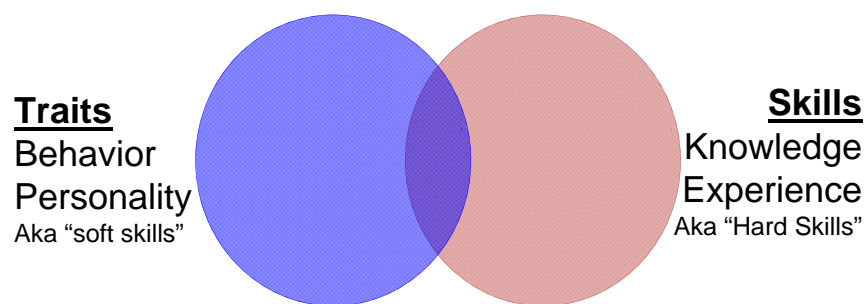
- Increased financial pressures on companies means employees need to prove their value now more than ever before.
 - Traits Vs. Skills
 - Employee Value, ROI, Opportunity Cost
 - Topgrading Explained

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Traits Vs Skills

- Employee Value = Traits + Skills X Effort



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"Indispensable" in the workplace...

- We are an investment.
 - Our companies expect that we bring more value than we cost (ROI!)
 - For profit VS Not For Profit
 - Quality of Care and the Bottom Line
 - Our companies expect that we bring more value than someone else could bring, in our same role.

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Employee Value, ROI, Opportunity Cost

Illustration: Meet Bob (or Roberta!) the BOD



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Bob the BOD works for ABC Hospital...



ABC Hospital Produces 200 Million Dollars
Annually and has 500 Employees.

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Measure Simple Value of Each Employee

Total Company Annual Volume Divided by Total Number of Employees

Each Employee at ABC Hospital is Responsible for \$400,000 in Revenue on Average



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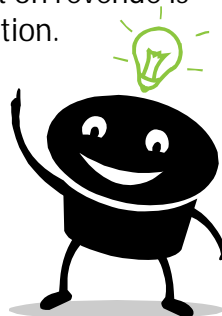
Fact: Depending on their specific role, responsibilities, and PERFORMANCE, each employee's impact on revenue is between 5 and 28 times their compensation.



\$20,000 Annual Salary =
\$100,000 - \$560,000 Revenue Impact



\$50,000 Annual Salary = \$250,000 - \$1,400,000 Revenue Impact




\$100,000 Annual Salary = \$500,000 - \$2,800,000 Revenue Impact

Sources: Bureau of Labor Statistics, Society of Human Resource Management, Author & Consultant Bradford Smart, Ph.D.
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A BOD who performs poorly may only impact the revenue by \$500,000.00, or less!



Bob is an excellent performer, so he may impact the revenue by \$2,800,000.00 or more!

Bob the BOD earns \$100,000 per year

Opportunity cost of poor performer is \$2,300,000.00!



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Employee “Top Grading”

- ▶ hiring characteristics of each level important
- ▶ issue compounds when D, C, B level employees are responsible for hiring decisions



Employee Productivity
Value to Organization
Profitability

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Step 1: Be the BOB!

Traits + Skills X Effort = Performance

High Performance = High Value and ROI to Organization

High Value and ROI make you **INDISPENSABLE!!**



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Step 2: Find and develop more Bobs!

Always be Topgrading...Never Settle for C or D Players!



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Survey Says...

- Over 150 Top healthcare financial minds across the country define the Top 10 Traits for the Indispensable Employee
- The Healthcare Financial Family Feud!

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Healthcare Financial Family Feud Explained:

- 10 Teams – Each with a different color answer slip
- Each team needs a captain/spokesperson
- 5 minutes to write down guesses
- Pass to Captain
- Captain takes 2 minutes to quickly review and consolidate all the answers provided by their team
- Captain writes down the top 3 most common traits guessed by their teammates

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Healthcare Financial Family Feud Explained:

- Captain guesses for team when team color is drawn
- If another team guesses your team's top answer before it is your team's turn, use 2nd guess, if second has been guessed, go to 3rd
- All slips will be collected to pick Prize winners
 - Individual
 - Team
 - Grand prize drawing!
- Check boxes "PowerPoint" and "Top Ten Answers" and include email address if you want files sent to you

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Healthcare Financial Family Feud Explained:

Trait Examples:

Organizational Skills

Determination

Detail Oriented

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Let's Play
The Healthcare Financial
Family Feud!

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Accountability



DOVE COVERLY

"MISS WILCOX, SEND IN SOMEONE TO BLAME."

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Accountability

Obligation or willingness to accept responsibility.

Who are you accountable to?

- | | |
|------------------------------|-----------------------|
| 1) Patients | 2) Physicians |
| 3) Nurses, Technicians, etc. | 4) Managed Care Plans |
| 5) Private Payers | 6) Government |
| 7) Investors | 8) Lenders |
| 9) The Board | 10) Your Boss |

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Accountability = Achieving Results & Solving
Problems

Step 1: Define the problem

- W – W – W – W – W ???
- Write down a five-sentence description of the problem

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Accountability – Step 2: Prioritize the problem

- If you discover that you are looking at several related problems, then...
- Note the difference between _____ and _____ problems.

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Accountability – Step 3: Understand your role in the problem

- What is your role? Your role in the problem can greatly influence how you perceive the role of others.

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Accountability – Step 4: Identify the Cause

Now it's time to look for the cause of the problem.

- Get input from others
- Collect data.

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Accountability – Step 5: Fix the problem

- Create your action plan
 - Involve others
 - Brainstorm solutions
 - Screen them to find the best idea
- Monitor implementation of the plan
- Check the indicators of success
- Hold direct reports equally accountable

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Accountability

- Verify if the problem has been resolved or not

Step 6: **Important** -- Document, share, and **SAVE!**

- Scorecard / Resume – Money Made, Time Saved!

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Expertise

MAMMON INDUSTRIES



"He says his name is Billy and he's here to update our software."

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Expertise

Expertise - You have the skills and knowledge which distinguish you from others

People look to you for the answers

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Expertise

- Middle Infielders
- Appetite for knowledge
- Resourceful
- Connected

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Attitude / Team Player



"It's not your work, Hannon - it's your attitude."



"We need a dedicated team player. How are you at toiling in obscurity?"

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Attitude

So often time it happens, we all live our life in chains,
and we never even know we have the key. ~The
Eagles, "Already Gone"

*A pessimist sees the difficulty in every opportunity;
an optimist sees the opportunity in every difficulty.*
-Winston Churchill

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Attitude

- Use the "3 E's"
 - ??

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Top 10 Traits

Attitude

- Use the "3 E's"
 - Energy
 - Enthusiasm
 - Excitement

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Team Player

Essential Qualities of a Team Player - Becoming the kind of person every team wants!

1. **Adaptable** - If you won't change for the team, the team may
2. **Collaborative** - Working together precedes
3. **Committed** - There are no half-hearted
4. **Communicative** - A team is many voices with a single

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Team Player

5. **Competent** - If you can't, your team!
6. **Dependable** - Teams go to
7. **Disciplined** - Where there's a will, there's!
8. **Enlarging** - Adding value to teammates is

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Motivation / Initiative



"Mr Frimley, sir, can I have a word about the motivational artwork..."

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Motivation / Initiative

"Luck is what happens when preparation meets opportunity" · Seneca: Roman dramatist, philosopher, & politician (5 BC - 65 AD).

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Motivation / Initiative

Important Motivational Steps to Build a Strong Staff During a Recession

- ✓ Be Candid
- ✓ Show You Care
- ✓ Provide Stability
- ✓ Create hope
- ✓ Focus on employees' strengths more than their weaknesses

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Motivation / Initiative

Forming the Persistence Habit

PERSISTENCE IS THE KEY TO STAYING MOTIVATED!

- **Measure Yourself** - Figure out how long you can work effectively.
- **Run a Burnout Day** - Try working longer for one day, following it with a lighter day afterwards.
- **Do an Extra 20%** - When you feel like quitting, go an extra 20%.

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Motivation / Initiative

Forming the Focus Habit

Tips for forming the focus habit:

- **Timebox** - Give yourself 60-90 minutes to work on a particular task. During that time you can't rest or engage in any distractions.
- **Accelerate** - It can take anywhere from 10-30 minutes to build up a concentrated focus. Give yourself time to accelerate into a focused state.
- **Cut Distractions** - Turn off all outside noise. Phones, e-mail, RSS, Twitter and visitors should be shut out while trying to focus.

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Motivation / Initiative

Forming the “Do It Now” Habit

- DO NOT PROCRASTINATE...

Forming the “Do it Right” Habit

- Separate Creation and Criticism
- Measure Twice, Cut Once
- Set Two Deadlines
- Sit on It

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Ethics



"It's a major breakthrough. But we're still years away from being able to justify the outrageous cost per pill."

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Ethics

Examples of resume fraud:

- Applicant listed military service dating back to before he was born.
- Candidate claimed to be the CEO of a company, when he was an hourly employee.
- Candidate claimed to be a member of the Kennedy family.
- Candidate included samples of work, which were actually those of the interviewer.

-Careerbuilder.com

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Ethics

Doing the right thing.

*"Real integrity is doing the right thing,
knowing that nobody's going to know whether
you did it or not."*

~Oprah Winfrey

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Ethics

Strong ethics such as honesty and integrity = Trust
Trust builds credibility

Credibility = Ability to influence others and provide
strong leadership

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Ethics

Qualities of an effective leader:

- Sincere
- Trustworthy
- Reliable
- Principled
- Genuine

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Professionalism



"Eenie meenie minnie mo..."

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Professionalism

Professionalism is a focused, accountable, confident, competent, motivation toward a particular goal, with respect for hierarchy and humanity, less the emotion.

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Professionalism

Characteristics of a Professional vs. an Amateur:

- A professional learns every aspect of the job. An amateur
- A professional carefully discovers what is needed and wanted. An amateur

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Professionalism

- A professional does not let mistakes slide by. An amateur
- A professional jumps into difficult assignments. An amateur
- A professional completes projects as soon as possible. An amateur is

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Professionalism

- A professional uses higher emotional tones: Enthusiasm, cheerfulness, interest, contentment. An amateur uses lower emotional tones:
- A professional produces more than expected. An amateur

The first step to making yourself a professional is to decide you **ARE** a professional!

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Communication



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Communication

"Nothing is so simple that it cannot be misunderstood."

~Freeman Teague, Jr.

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Communication

Effective communication by leadership was the key to winning organizational trust and confidence in three critical areas:

1. Helping employees understand
2. Helping employees understand
3. Sharing information with employees on both how the company is doing and

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Communication

Communicating is divided up into three parts:

1. **Speaking**
2. **Writing**
3. **Listening**

- People speak at 100 to 175 words per minute, but can listen intelligently to 600 to 800!
- Listening with purpose = Trying to understand, gain information, get direction, show support, solve a problem, etc.

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Communication

Traits of purposeful listeners:

- Spend more time
- Do not finish
- Do not answer questions with
- Never daydream or become preoccupied with their own thoughts when
- Let the other speakers talk. Do not dominate

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Communication

Traits of purposeful listeners:

- Plan responses after others have finished speaking, NOT
- Provide feedback, but do not
- Analyze by looking at all the relevant factors
- Keep conversations on what others say, NOT
- Take brief notes. This forces them to

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Adaptability



OF COURSE SOME SPECIES HAVE PROVED MORE ABLE TO
ADAPT TO CHANGING CLIMATE CONDITIONS THAN OTHERS!

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Adaptability

"Resistance is futile."

~The Borg - Star Trek

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Adaptability

- Everything changes....
- If you can't keep up with the times, and roll with it...
- Core values and purpose of business doesn't change, but the strategies....
- Definition of insanity...
- Type A personalities must....

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Adaptability

Remember:

- Celebrate the “wins”
- Don't wait too long to take action by listening to the dissenters.
- You cannot underestimate the importance of communication. Your goal now is to “over-communicate”.

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Loyalty



"You knew it was a dead-end job when you took it 35 years ago. Why the sudden interest in life?"

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Loyalty

How to build loyalty:

- Offer more than just a job
- Fair pay
- Invest in training and development

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Top 10 Traits

Loyalty

- Share your vision
- Empowerment
- Find common ground
- Get to know your employees
- Recognize and reward often

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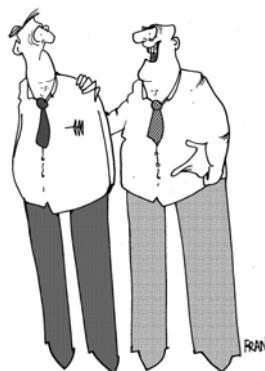
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Leadership



LEADERS NEED TO BE PREPARED TO
MAKE SACRIFICES, AND YOU'RE MINE!

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Leadership

"Leadership is the art of getting someone else to do something you want done because he wants to do it."

~Dwight Eisenhower

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Leadership - Specific traits for successful leaders:

- **Visible** - Visibility creates c_____, c_____ creates t_____, and in order to have t_____ you must be visible.
- **Consistent** - Stick with one s_____ of leadership.
- **Initiate** - Try initiating c_____ to help find better solutions.

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Leadership - Specific traits for successful leaders:

- **Positive** - Set the t_____ for your environment.
- **Responsible** - Leaders accept c_____ as well as successes.
- **Listen** - The most important characteristic of a leader is being a good listener.
- **Recognize** - When an employee p_____ well, let him or her know.

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Leadership

- **Communicate** - Good leaders are good communicators.
- **Fun** - A successful leader has fun in the process. Lightness can complement the s_____ of the job.

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