

# Enhance management/leadership skills through year-long Management Academy

## Regional Health Clinics

### *Rebecca's level of responsibility*

Having sole responsibility for the design and implementation of this program, I worked closely with the COO and VP of HR, as well as other key stakeholders.

### *Duration of the engagement*

10 months

### *The problem(s) presented*

The client wanted to increase the confidence and skill of her 42 managers, thus improving their personal and their units' productivity and employee morale.

### *Steps in solving the problem*

After interviewing all the directors and a focus group from the 42 managers, I learned that the managers lacked confidence and tools for consistent excellent customer service and effectiveness.

Just a once-a-month training session wouldn't accomplish what the goals. We started with a 360 report on each manager and each director. I added and designed a between-session buddy-system study program, pre-work for each session and homework from each session. All the directors were involved in a monthly session overview as well as meeting with their direct report managers. This was a much more comprehensive program than they had ever had and the results were greater, too.

### *Results achieved*

The managers showed significant increase in improving their staff's moral, absenteeism, tardiness, weak job performance. Their staff was not only happier but more productive. The managers were more confident and resolved difficult issues.

One participant's report was indicative of the others:

"One of the most valuable lessons was knowing how to self-assess my current management style so that I could continue practicing positive behaviors, and identify and change negative behaviors. I learned that I needed to be less dogmatic, less dictatorial, less judgmental, less abrupt. I learned to incorporate the missing empathic traits and, when appropriate, 'let it go.' I learned to practice Influencing traits such as spreading enthusiasm, providing inspiration, giving greater justification and explanation for change, increasing staff recognition and developing a more humane atmosphere to get even better results. Over the course of the program, I implemented many of these changes (e.g., giving verbal praise and tangible rewards, being more approachable, soliciting ideas and opinions with brainstorming sessions, setting clear expectations, and making the work environment comfortable and efficient with proper tools)."

**Morgan Seminar Group**