



## How Many People Work Here?

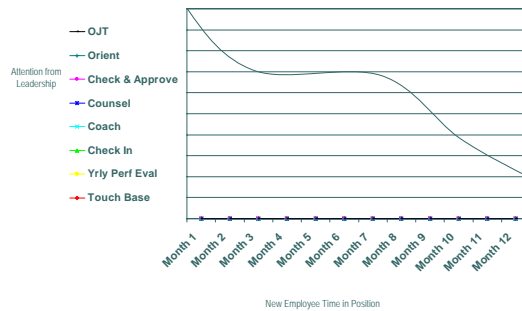
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## What is the Definition of "Work"

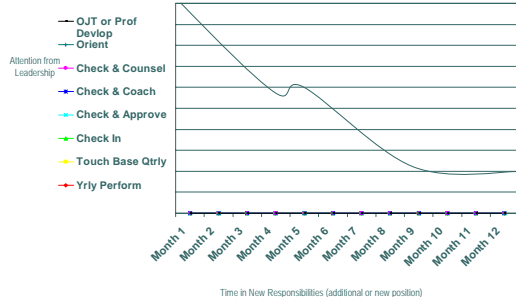
- How many definitions of work do you think there are?
- What is your definition of work?

## What are the "Signs and Symptoms" of Things are Not Working?!

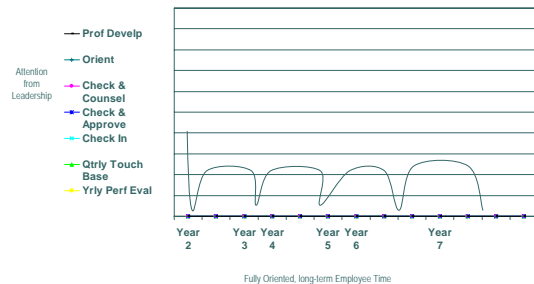
## Leadership Attention to New Associates in the Workplace

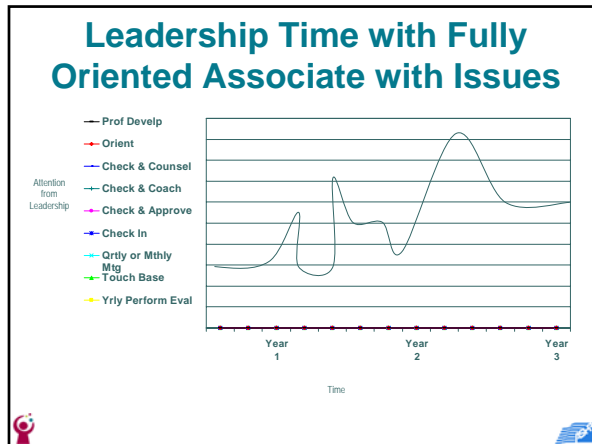


## Leadership Time for Associates with New Responsibilities



## Leadership Time for Veteran Self-Motivated Associates





- ### Something Not Working (Somebody is Not Working) How Do You Know?
- o A lot of management attention is required for an employee
  - o It feels to manger/leader that progress is too slow or manager feels they must micromanage
  - o Other members of staff begin complaining
  - o Leader identifies quality gaps
  - o Employee is not addressing future either tactically or strategically

- ### What Should the Leader Do?
- o Counsel, coach, professional development
  - o Performance objectives clearly set (metrics, timelines)
  - o Performance objectives measured and feedback provided
  - o Performance objectives measured and feedback x3
  - o Look for better fit (inside organization; outside organization)

- ### Values
- o Clarity
  - o Compassion
  - o Preserve self-esteem
  - o Move quickly after 3x
  - o Reevaluate position
  - o Rehire right person on the (be creative)

- ### Other Organizations Jack Welch & Jeff Immelt
- o The 20-70-10 Rule
  - o Identify them and act
  - o Development, succession. Promote as appropriate for 20 & 70
  - o Out of organization for the bottom 10
  - o Important use of performance evaluations

- ### References
- o Collins, Jim; *Good to Great*, (New York, Harper Business) 2001, 41-64
  - o <http://www.welchway.com/Principles/Differentiation/The-Case-for-20-70-10.aspx>