

O Why You Were Selected to Be an Extraordinary Manager

You were selected to be an *Extraordinary Manager* at this organization. It was a deliberate decision on our part. We are willing to make an investment in your development as a person and a Manager as we expect an *extraordinary return* for this investment. When you were selected to be a Manager, there was a presumption that you either knew or had the qualities to direct resources very well.

At this organization, we use the term *Extraordinary Manager* because we don't need average Managers. We need extraordinary. An average Manager can go work someplace else as there is room for that level of management here and our structures and systems will detect and cull out those that cannot do this or won't.

YOU were selected because you have 3 essential characteristics that culminate in the quality the most successful human being on the planet have. You also (most likely) have been with this organization for over 12 months. This organization is VERY reluctant to hire Managers from the "outside" as it normally takes from 12 – 18 months for person to assimilate culture. If you have less time than this, either it means that you have a skillset that we do not have in-house or you bring an Energy, in our professional judgment, that the organization would benefit from.

The 3 characteristics we seek in all Managers are also the traits that we want in ALL Students! In fact, it part of this organization's People Selection Process!



The 3 Characteristics of *Extraordinary Managers*

There are tons of “lists” of characteristics of “great” Managers. But as one evolves, things should be getting simpler as our businesses become simpler if we are “doing the Model.” We need to be streamlining and not spending our time chasing distracting opportunities. The best organizations with the highest quality and profits do this. You know you are heading in the right direction when the number of *Standards* at your organization decreases over time as less and less is needed because things aren’t breaking. The ease with which work is done should become easier as processes are improved to “near” perfection. The reason is simple... Simple works and complicated breaks... Fewer products, more focus, extraordinary service... that is what simplification will do for you. Look at Steve Jobs (one of my heroes). He only built the most valuable company in the world via laser beam focus, ultra-high Accountability, refusing to work with the non-talented and attracting the Talented! Look at how he did the Apple turnaround. Look at how he lived...and the furnishings of his home! It works in any business sector or field of work. It works for Multi-View and for any company that values quality and incredible profits!

Here are the 3 characteristics of the *Extraordinary Manager*...

Intelligence

Energy

Integrity

(what a beautiful word...)



These three words summarize pretty much what most people want to see in the person or persons that are leading them. A Manager is a “walking billboard” and the people they are leading are saying to themselves either “We are going to Win!” or “We’re screwed!” OR something in between these extremes. Oh yes, your Students judge you every day and assess your abilities... because abilities change over time. They decrease or increase. They don’t stay the same. It might be a good idea for a Manager to keep these 3 characteristics in mind whenever he or she assesses them self as well as when selecting Talent and directing that Talent.

Intelligence- The *Extraordinary Manager* needs to have the ability to see what needs to be done. Without this vision, everyone is essentially screwed. Intelligence is not a set thing. It is not fixed. It changes. In fact, it is self-determined to a great extent, meaning that an individual can increase their Intelligence IF they want to. Topics like organizational skills, perceptive qualities, recall, the ability to understand cause/effect relationships, communicative power/agility and other such ideas come under this category. The people you lead need to respect your Intelligence. We are often taught not to appreciate Intelligence as we might make others feel bad. Intelligence is not even valued or even recognized by most Managers and organizations. This organization views Intelligence as something that is valued and nourished, but it is never something to be arrogant about. The brightest people who have ever lived recognized that humans have limited capacity to understand the workings of Life (God). From this perspective, each of us should have a high degree of Humility. However, we should not be ashamed of our God-given intelligence. ***Do you and your Managers have the Intelligence to create a World-Class organization?***

Energy – A person can have the Intelligence to know what needs to be done and in what sequence, but unless a person has the “juice” to get it done, nothing will happen. Knowledge is NOT enough. We don’t believe knowledge is power. Knowledge is knowledge. The know-how needs to be applied! This takes Energy! All living things are protoplasm as far as we know. Protoplasm wears out. It needs regular inputs of Energy as it is not self-sustaining. It needs rest. Energy ebbs and flows. It is not constant for any extended period of time. This is why you sleep and eat every day. The body system’s Energy is depleted through simply being alive as well as from activity. Some people are born with more Energy than others. Some have less. If you want a BIG job done, it takes BIG Energy! This MUST be recognized by the *Extraordinary Manager* when selecting people, assigning tasks and giving direction. ***Do you and your Managers have the Energy to create a World-Class organization?***

Integrity – This is the most complex of the characteristics. Under it, one will find linkages to other ideas such as Courage, Motives and Spirituality. Strap your rubber underwear on for this one! The reason so many Managers can’t attract and retain Talented People is due to lack of Integrity... We are not talking about lying or deceiving or stealing here... We are referring to a quality of being... powerful enough to intrigue and hold people’s attention. Integrity is inspirational! It is attractive! Integrous people want to associate with Integrity. People that are attracted to Hospice want meaning and purpose. They favor Spiritual values. This is a central demographic of Hospice people. This meaning and purpose comes from standing for



something that is Integrous. At the heart of Spirituality is Integrity. Integrity is Spiritual. Spirituality is always moving towards unconditional Love and Truth. This negates Pride and cultivates Humility. Humility is essential to leave ego-based positions for the best ideas from wherever and whomever they come. Ego, though essential for the survival of humankind (therefore not to be demonized), becomes increasingly dissolved in the *Extraordinary Manager*, as the pursuit of Truth or a Near-er Truth is more important than themselves and their own ideas.

When most Managers self-assess, most would rank themselves high in the Integrity department. However, a truly contemplative person will see things that Integrity can be improved... It is in the Integrity department where you find STRONG Accountability, HIGH Responsibility, NON-Wastefulness, HIGH *Standards*, HIGH productivity and JAW-DROPPING Mission Fulfillment. Integrity is courageous. Integrity will address those who are unproductive and waste resources. Integrity will drive out people who are poison or who suck Energy and vitality from an organization. Integrity is not a weenie. Here are some probing questions around the Integrity issue:

- Do you tolerate sub performers?
- Do you allow unproductive people to live in your culture?
- Does your Hospice receive “regular” complaints?
- Is your profit level where it should be for long-term mission sustainability?
- Is turnover low, less than 5%?
- Do you have a waiting list of people who want to work “with” you and your organization?

Integrity has to do with judgment. Since most of our Hospice work is done autonomously, we must employ people who have great personal judgment. A Manager must have even better personal judgment than the people they lead! This judgment is interwoven with Intelligence and Integrity. ***Do you and your Managers have the Integrity to create a World-Class organization?***



Self-Control – Where Intelligence, Energy & Integrity Come Culminate

Self-Control is the characteristic of the most successful people in the world. Self-Control (or Self-Regulation or the Delay of Gratification) is related to all three of these characteristics. It takes **Intelligence** to delay gratification (not to eat all your nuts as you might need them in the future). It takes **Energy** to exercise Self-Control. The “enemy of Self-Control” is the loss of Energy. Science shows (Duke/University of Kentucky) us that each of us has a LIMITED amount of Self-Control and as it is expended to resist one want or desire, the next want or desire becomes more difficult... and this continues until Self-Control fails. When you go on a diet, what happens to your Self-Control when you are wiped out and are tired? The diet goes out the window for most people. So Energy levels are important to this topic of Self-Control. But what is the relationship of **Integrity** and Self-Control? An Integrous *Extraordinary Manager* will exercise Self-Control out of love and genuine concern for the welfare of all expressions of Life, or at least those under his or her stewardship. The Manager will LIMIT the number of new initiatives. This takes Self-Control. The Manager will LIMIT the number of products or service lines. This is Self-Control. The Manager will LIMIT the time and money he or she allows for the performance of a function or task. This is Self-Control! And all of these take Courage! Guts! The fact is that MOST Managers know to some degree what needs to be done (Intelligence). They may have the juice to do it (Energy), but they most often lack the Guts (Integrity) to pull the trigger...

An *Extraordinary Manager* must be surrounded by Talent, and the Talented of this world WILL NOT work for a Manager they do not respect or are not inspired by for long. Most Managers consider from time to time the qualities and characteristics of Managers. This evaluation and contemplation is necessary and natural as one grows as a Manager as well as when assessing others for Management positions.



Self-Control – Self-Regulation – The Delay of Gratification

This quality is present in most highly successful people over extended periods of time and throughout human history. Studies show that this quality is present most highly successful people, especially in the financial domain and it may be *the skill that matters most*.

The person that has the foresight not to gobble down all their food, when food is not plentiful, has a greater probability of surviving during hard times. All of human history is filled with cycles of abundance followed by periods of lack. This conservation of resources plays a key role in surviving dangerous situations as well as in the business world. Organizations and people that have a great deal of debt (especially low ROI debt) usually lack Self-Control. Self-Control is linked to intelligence and discipline. Self-Control is the ability to delay gratification until a future time. Self-Control has a great deal to do with one's emotions. Self-Control is (paraphrased), the ability to say no in the face of temptation and to take sustained action, despite the difficulty of a given challenge. At its heart, Self-Control requires the ability to delay gratification. More commonly, it's called discipline or willpower. Without Self-Control, we can't accomplish really anything of enduring value. And we rarely pay much attention to this quality.

Here's a textbook definition:

Self-Control is the ability to control one's emotions, behavior, and desires in order to obtain some reward, or avoid some punishment. Presumably, some (smaller) reward or punishment is operating in the short term which precludes, or reduces, the later reward or punishment. In psychology it is sometimes called self-regulation. Self-Control is essential in behavior to achieve goals and to avoid impulses and/or emotions that could prove to be negative.

Some say that Self-Control is the skill that matters most in business such as Nathan DeWall of the University of Kentucky. If this is the skill that matters the most, then shouldn't it be cultivated in our people?

Self-Control is greatly influenced by energy levels. When one is tired or weary, one's willpower decreases and Self-Control decreases as well. This is a core concept regarding Self-Control. Therefore, diet, exercise and sleep all play a role on a physical level. However, a HUGE amount of energy is utilized mentally, especially when solving problems. The demands of work often dictate solving problems. For a CEO, there is a constant demand for energy...and it can deplete an executive's energy reservoir quickly, leaving a CEO in a lax state or oblivious to the needs of the organization.

If you use your energy at prudent times, in prudent ways, you spend less of it, which leaves more in your reservoir to exercise Self-Control. For example, it serves us best to do our most



challenging work in the mornings, when our energy reserves are highest and the number of potential distractions we face are fewer.

The most undervalued way to increase Self-Control (and effectiveness) is to renew our energy reservoir more frequently. For example, the researcher Anders Ericcson has shown that great performers sleep as much as two hours a night more than the rest of us — at least eight hours a night on average, compared to just over six hours a night for the average American. Teaching and leading is a form of performance.

The irony is that the more conscious effort you expend to build new behaviors, the more you will use. The quicker you burn your reservoir, the more likely you are to revert to your old behaviors (habits).

That's why the ultimate practice to increase and maintain Self-Control is to build “rituals” or habits. Rituals (habits) meaning highly precise behaviors, done at specific times, until they become automatic so they no longer drain your reservoir and undermine your capacity for Self-Control. This directly links to MVI's use of IRMs (Image Recall Mechanisms and the creation of habits). IRMs allow staff members to conserve energy so they can direct it towards the highest consideration of patients and families.

It is good advice to build powerful habits around everything, from when you're doing your most important work, to how you respond when you feel triggered, to how you do a clinical visit, to how you answer the phone, to when you work out, to what time you turn out the light at night.

“Civilization advances,” said the mathematician Alfred North Whitehead, “by extending the number of important operations which we can perform without thinking about them.” Thinking takes energy. Thinking too much decreases Self-Control. This leads us directly into the development of habits, which is addressed in People Development, the most important topic for any organization, and “Our Training Commitment.”



Professional Judgment

An *Extraordinary Manager* MUST have great judgment. In fact, a Manager's judgment must be better than the people he or she leads. If the Manager does not, he or she will not inspire others. What is meant by "judgment?"

The definition of a judgment in this context is "the ability to make considered decisions or come to sensible conclusions." A person with Self-Control usually has good judgment. Judgment is used in decision-making...when selecting an option from a number of alternatives. Judgment involves all 3 of the Characteristics of Managers in this organization, Intelligence, Energy and Integrity.

Why would one person speed on the highway and another would not? Why would one person drink too much and another would not? Why would one person smoke dope and another would not? Why would one person organize their work into an efficient system and another would not? Judgment!

The word judgment has a negative connotation in contemporary society. However, the truth of the matter is that EVERYONE exercises judgment and makes thousands of judgments a day, choosing one direction after another from a vast array of alternatives! Now most people don't discriminate based on race, religion, age, nationality or other demographic in an "right/wrong" sense, but we do assess people based on perceived abilities in the workplace...and we do this within seconds! Don't beat yourself up about this! We do this because we are not so far removed from millions of years of survival programming! A person's life often depended upon making quick judgments! And if not a quick judgment, it had to be a good judgment as eating the wrong thing could mean death and if you were the leader, the death of the tribe! The good news now is that, though we like to make efficient decisions, we have more time and more tools to evaluate people! But often a Manager has to still make quick decisions. Your people sometimes expect it! And good judgment would tell you if a quick decision is necessary or if perhaps it would be best to think about it awhile. It does not take long for staff to recognize if their Manager has good, poor or mediocre judgment. Staff will make very quick judgments about the abilities of their leader...and they will not rally behind a Manager with poor judgment.

The authority on Judgment is Steve Byrum. Dr. Byrum created a special version of the Hartman Value Profile System which evaluates an individual's judgment within minutes just by completing a puzzle. This system is used by the Citadel, Mayo Clinic, MD Anderson and other elite organizations. This organization uses Byrum's version of the Hartman Value Profile instead of other personality categorization systems such as Predictive Index, Myers Briggs, Disc, Caliper, etc. We are not so interested in if you are a Blue and the other Manager is a Red and this is how a Blue and Red communicate. Though this may be interesting and perhaps helpful, we are much more interested in a person's JUDGMENT! We want the person that thinks it is a bad idea to smoke dope, text and drive!



In Hospice, most of our work is done autonomously. Therefore, we MUST have systems that evaluated judgment right from the start! This organization's reputation is at risk with every visit and interaction. WE MUST HAVE PEOPLE WITH EXCELLENT JUDGMENT!

Not everyone is equal in ability or has great judgment. This must be taken into account when we consider Predictability. Predictability is of HIGH value. It is what makes repeat customers. Predictability is why we have designed and use Visit Structures and why we devote time to every aspect of the care experience. We want to make people FEEL good. THEREFORE, we recognize that personal judgment varies and, to the extent practical,

we remove discretion, where possible, at the operating level. This increases predictability.

Spending time on D or C players does not give you a great ROI. A Manager with good judgment, perhaps after some instruction, would see the cause and effect relationship. While you spend valuable time on a D or C player, your A and B players are not getting attention. They you're A or B players aren't Focused on... An A might become a B, or choose to be an A player for your competitor...

Professional Judgment is Needed with Standards

Standards are structures of an organization. They are needed to create predictability. Standards tell us what to do in our normal course of work. However, a Manager will face times where he or she will need to make professional judgments regarding the application of Standards in light the welfare of the organization and ROI.

Example: A highly talented employee goes "haywire" openly breaking a Standard due to a personal gripe with Management. The Standard that has been violated would normally be a firing offence, however it does not impact customers and clients as it is internal. The department is also facing several other expected as well as unexpected departures of staff and is coming into a busy work period. What is the Manager to do?

In this case, the Manager's professional judgment comes into play. The Manager would contemplate the situation from many angles considering the result of each course. To cut through the possible alternatives, the Manager must look at the "overall" or best course for all involved and the ROI to the organization...and sometimes this means relaxing a Standard temporarily. In this case, the Manager makes a decision, but also explains the rational why he or she is deviating from the normally Uniform Accountability defined for the Standard. This communication is critical. If this communication is not done, it confuses staff and Standards become meaningless. "After speaking with the boots on the ground (the front-line people that will be directly impacted by the decision), I have determined that it is best for the company if Mr. Haywire continue for now, at least till we get some replacement staff in place. Our



customers are happy with his services and if we terminate him, it would be things very difficult for the staff that will have to cover in his absence, thereby increasing the likelihood of a service failure as well as unnecessarily stressing out present staff. This gripe is a personal attack against me and a management decision I made... He has been directly confronted and counseled on the matter... After we get through this, I want to revisit his employment status and we can make final decision based on his behavior..."

The military, a highly structured organization, has had to handle deviations from Standard forever. A deviation from Standard is NOT the norm...but on occasion, it does and should happen. Example: The soldier that disobeys a direct order to leave his post as he believes he would be most useful delaying the enemy giving an opportunity for his buddies to retreat and survive.

In the case of a termination or confrontation, the adage "choose your time and place of battle if possible" applies. This means if you need to fire the Biller, it is better to do it after the billing has gone out! If a Manager needs to deliver a difficult message or do a difficult task, the Manager needs to prepare as best he or she can as expediently as possible (FEELING prepared gives the Manager more confidence) and then execute the decision. Sometimes during the delivery, new information will come to light and the Manager will again have to make a professional judgment. A good illustration of this is when emotions are running hot. If a person is very stressed and is predisposed to explode in a rage, a Manager with good judgment will wait until the person cools down.

When Your Professional Judgment is BAD

All Managers will make BAD judgments. Decisions will be made in haste, not thought out, in anger, when you are tired, etc. They will turn out badly. So what do you do? You face up and own your decision. You do not blame others. You then face your team and apologize. *"Folks, I should not have fired Suzy...It was a bonehead move and I know it caused a lot of problems. I was angry and sometimes I am hardheaded and can only see one way... I am sorry and I apologize for my shortcomings... I will try not to let this happen again... I will use this pain to grow into a better Manager."* People are far more forgiving than we expect in most cases. However, sometimes a person can violate trust on a level where immediate termination is the only course of action, like with embezzlement or other illegal or scandalous activities.

Avoid Making Big Decisions When You are Tired

This has to do with the conservation of Energy. Emotions and Energy are what a Manager has to exercise Self-Control as most decisions are made on an emotional level first and then are justified secondarily with Intelligence. When a person is tired, Self-Control is decreased. The person will tend to do what is the easiest in that moment. Therefore, avoid making decisions, especially big decisions when you are tired.



You Were Selected to be a Manager Because You Can Teach

As we proceed through this managerial material, you will discover that the *1st Duty* of all Managers is the development of the people they lead. This organization is a teaching organization first and foremost. Teaching is the primary thing this organization does! Therefore, you as an *Extraordinary Manager* are expected to teach...and teach not only to average levels, but to extraordinary levels! This will mean that you will be conscious of and utilize Master Teaching Methods.

We Video All Managers Teaching

A Best Known Practice regarding training Managers and Managers is to VIDEO them teaching the Training Commitment and the *Standards*, including Visit Structure and Phone Interactions. If a Manager can't teach the *Standards*, they are patently incapable of leading as teaching IS the job! If they can't teach in front of a video camera, they lack confidence. The video camera is the evidence they can teach. **NOTE: Use the video camera with all new employees to see their teaching abilities.** Regarding the teaching of *Standards*, the Manager must "teach back" the following on video:

- The *Standards*
 - a. What is the Training Commitment? (almost word for word)
 - b. What is a *Standard*?
 - c. Why 100%? What is meant by 100%?
 - d. What are the 2 categories of *Standards*?
 - e. What are the 3 attributes of all *Standards*?
 - f. What are the 3 things you need to do to implement *Standards*?
 - g. What is *System7*?
 - h. What is Accountability and Responsibility?
 - i. Why do we use Pain when addressing non-*Standard* behavior or performance?
 - j. How do you take the punitive feel out of Accountability? Why Spirituality?
 - k. What are the *Standards* of this organization?



What ALL Managers Must Be Able to Teach and Do

As part of a Manager's development, he or she must do the following at this organization. 1-6 are videoed. 7 and 8 are executed by the Manager to create Accountability and understanding between the CEO and the Manager.

1. **Memorize The Training Commitment**
2. **Memorize System 7**
3. **Learn to use Master Teaching Methods**
4. **Teach the Standards**
5. **Teach the Visit**
6. **Teach Phone Skills**
7. **Provide a Written Plan to the CEO how the area will remain at or below the Model NPR% with 10% fluctuations of census.**
8. **Sign an Accountability Contract**

Manager Development

All Managers on Video (1-6):

1. Memorize **The Training Commitment**
2. Memorize **System 7**
3. Learn to use **Master Teaching Methods**
4. Teach the **Standards**
 - What is a Standard! Why 100%? Two Categories, 3 Attributes, 3 Things to Implement
 - Why Pain? Accountability & Responsibility, Spirituality
5. Teach the **Visit**
6. Teach **Phone Skills**
7. Provide a **Written Plan to the CEO** how the area will remain at or below the Model NPR% with 10% fluctuations of census.
8. Sign an **Accountability Contract**

MVI Multi-View Incorporated  

This is one of the most **POWERFUL** things an organization can do to **VERIFY**, not only that the Manager knows the material, but that the Manager can effectively teach!!!



Extraordinary Manager Concepts

The 1st Duty

1. A *Manager* is responsible for the training and development of the Talent they lead. As much as 70% of a team member's development will come from the immediate *Manager*.
2. People have to SEE/FEEL **Intelligence** and **Capability**.
3. People have to SEE/FEEL you have the **Energy** to do the job.
4. People have to SEE/FEEL your **Integrity**.
5. People have to SEE/FEEL that you **Lead by Example** and from the **Front**.
6. People have to SEE/FEEL **Spirituality** and **Meaning** in their work.
7. Managers must be conscious of the **Replication** Principle.
8. Managers must be conscious that **Morale** is the product of the immediate Manager.
9. **Respect of the Hardworking**. Managers must not allow sub-performers to survive in the organization as it is disrespectful of the hardworking.
10. A **Prerequisite of Manager** is the ability and willingness to fire sub-performers.



Here are more Management ideas worthy of consideration:

(1) Leading by Example – Lead from the Front

Leading by example is the most powerful form of Management. It is essentially “being a Model” for others. This concept is as old as the hills, but it is so true. The power of leading by example cannot be overemphasized. People hear what we say, but they remember and are impacted more by what they see or perceive Managers are doing. Often you hear employees describing their “great boss” as someone that would not hesitate to roll up their sleeves and jump into front-line work regardless of whether it was doing a clinical visit, mopping the floor or cleaning a toilet. This willingness is symbolic of humility. Staff members, knowing the “willingness” of the supervisor to pitch in, will be much more motivated to do what is necessary for the good of the company. Many people can talk a good game, but seeing it makes believers instantly.

(2) The Law of the Lid

The limit of how far an organization or area can go is determined by the Manager. We call this the Law of the Lid. An organization or area can never exceed the Management of the Manager. Managers with higher lids will always be LIMITED by the lid of the ultimate Manager. The Manager sets the maximum or highest level an organization or area can rise to.

You and I set the limit of our area of responsibility. WE ARE THE LIMITING FACTOR! So, if we are to increase the boundaries of our organizations, we must raise our lids!

In John Maxwell’s book, The 21 Irrefutable Laws of Management, he lists the Law of the Lid as the first law. In his words:

“Management ability is the lid that determines a person’s level of effectiveness. The lower an individual’s ability to lead, the lower the lid on his potential. The higher the Management, the greater the effectiveness.”

John Maxwell

The great news is that we can all increase our Lids! If we can’t change and improve, there is no hope for mankind. History tells us that we can improve and become better.

(3) The Replication Factor

You can only reproduce what you are. You cannot give what you don’t have. Horses do not reproduce sheep. Tigers do not reproduce turtles. You can’t reproduce what you are not. This concept applies to Management to a great extent. What you do is reproduce what you are. The Model is about replication of high-quality based on the best our Hospice has to offer. Therefore, the Replication Factor is important in the Model.



You have to look no further than the Manager of an area of a Hospice to know what team will be predominantly like:

- An Upbeat Manager will have an Upbeat team.
- A Pessimistic Manager will have a Pessimistic team.
- A Profitable Manager will create a Profitable team.
- A Sloppy Manager will have a Sloppy team.
- A Speedy Manager will have a Speedy team.

We naturally attract “like” people. The Manager sets the pace and the tone. Team members will emulate the same characteristics as the Manager. These are also the people we tend to hire. Why? Because they are like us... and we are comfortable with ourselves. We reproduce what we are. This being true, it is great that we can change and improve!

In addition, this principle of replication is especially important in the area of confidence, one of the primary things that is increased when the Model is implemented. You want confident people in all areas of the Hospice. Confidence will be transmitted through Managers. Therefore, Managers need to be very confident. In fact, you could say this:

**Confident people render confident service.
Unconfident people render unconfident service.**

It is impossible for unconfident people to render confident service. You cannot reproduce what you aren't or don't have. Confidence must be instilled in our cultures in huge quantities!

(4) Morale is the Product of the Immediate Manager - 70%!

Many Managers complain that “morale is low.” Low morale is often blamed on factors such as directives from the top, work is just so difficult, benefits stink, systems don't work, etc. In most Hospice situations, this is simply not true. The truth is that:

Morale is a product of the immediate Manager.

This is a difficult concept for many Managers to come to terms with... morale is a direct reflection of us. Most of the time, the people we lead are simply modeling our example. This point ties directly to the idea that we all carry “atmosphere” with us. Atmosphere is palpable. You can feel the atmosphere or Energy a person carries.



The next time you hear a Manager complaining about morale of the troops, you will know the real cause and, as a real Manager, you can discuss this with the individual.

(5) How to Get People Bought-In!

Management is influence. It's about getting people moving in a direction... sometimes in a direction they don't want to go. But it's not only about moving in a direction or obtaining a result. It is about getting your team to give their best... their backs and minds as well as their hearts. From hearts come passion that can move an organization to new heights. To get people's hearts, they must buy-in! But how do you get people bought-in? Here a few ideas that will help:

- **Be more bought-in than ANYONE else.** If you can't get excited about things, how can you expect others to be enthusiastic? Your level of enthusiasm must be greater than anyone's. You are the example!
- **Offer a compelling vision.** Most people want to be involved with "significant work." They want their lives to have meaning and purpose. A compelling vision of the future must be communicated. You want them to see heaven and to want to get there!
- **Find people who already are filled with passion and buy-in to your values.** You need the raw material to work with. People cannot give you what they don't have. Don't spend much time trying to "rework" people. Give it a brief go and if you don't get results, get someone else.
- **Give them a carrot!** Provide financial incentives for the achievement of goals. Pay for results. People are more motivated by money than we realize (see Activity-Based Compensation). For the most part, people behave the way they are paid. However, you don't want people who are in it just for the money. These people can be "bought..." not a good thing. You want people who love what they are doing, who are committed to your Hospice and who are justly rewarded for their achievements. We aren't looking for martyrs.
- **Recognize people for their efforts.** Recognition is one of the greatest needs of people. People should be recognized for their contributions.
- **Be a person of absolute Integrity.** You are not only asking people to buy-in to the vision. You are asking them to buy-in to YOU! And to do this, you must be an absolutely trustworthy person. You must be perceived as a person of Integrity. They must know that you are fair and will do what is right. They must trust you.
- **Buy into others.** You must believe and have confidence in others. Secure Managers trust other people. Insecure people trust only themselves. However, this means that you WILL be hurt. Your heart will be broken many times. This is a price of Management.

People can buy-in to an organization... but you can't hide behind the merits of an organization and get top results. **Ultimately, people must buy-in to you!** You have to be trustworthy, take care of people and stand for something.



(6) What is Tolerated Becomes Accepted

Much of this manual addresses the need for clear communication of *Standards* and, just as important, expectations... expectations of the individual as well as group behavior. Expectations set the *Standards* and each of us sink or rise based on them. If little is expected, usually little is done, unless you are a truly extraordinary individual.

However, as much as we want to focus on communicating expectations, we have to be aware of what is communicated unintentionally. Namely, what we tolerate becomes accepted behavior. If there are behaviors in Managers and staff that do not exemplify the Vision, Values and *Standards* of our Hospice, we must address them as soon as they are identified. To wait is to condone the behavior. What is tolerated becomes accepted.

Be careful what you tolerate!

For example, if a clinical team Manager allows a clinician to “survive” in the culture, doing habitually 12 visits a week when the expectation is 22, the culture is disrespected and diminished. In this weakened culture, the hardworking and those that are upholding the cultural values will become disheartened, irritated and frustrated. Morale will be lowered. Thus

To allow sub-performers to survive in the organization or your area is to disrespect the hardworking.

It is not being “kind” to allow sub-performing people to stay with the organization. Give them “liberation counseling” so they can find something to do or other work where they can be effective. Chances are, these individuals are not happy with the situation either. It will work out for everyone... but it takes courage and guts on the part of Manager! This is part of the hard work of Management.

(7) The Prerequisite of Management is the Ability and Willingness to Fire People

If you cannot or will not fire people, you have no business being in a Management position. Management implies that others will be following you and your example. If an individual on your team is unable or unwilling to move in the direction or is slowing down the initiative so that it is harming the organization, you must remove the person from the team. You cannot let them remain in the culture. Terminating people is not a pleasant thing to do, but it must be done. Believe it or not, **BLOOD ON THE FLOOR IS A GOOD THING**. Set the example and BE a strong Manager for your team. [For specifics regarding terminating people, please refer to the sections of this workbook pertaining to this as well as established policies.]



In addition, a Manager should always know the weakest/least effective person on the team they lead. The Manager should have an almost instant awareness of this person. IF your weakest/least effective person is great or at least good, then you probably have a fantastic team that contributes enormously to the Hospice's success. If you wouldn't want this person to help with your Mom or Dad or someone that you greatly love or respect, then you have a problem. You probably need to terminate the person. It is better to be a smaller and higher-quality organization or team than to be larger with less-quality. If you can't fire people, don't be a Manager.

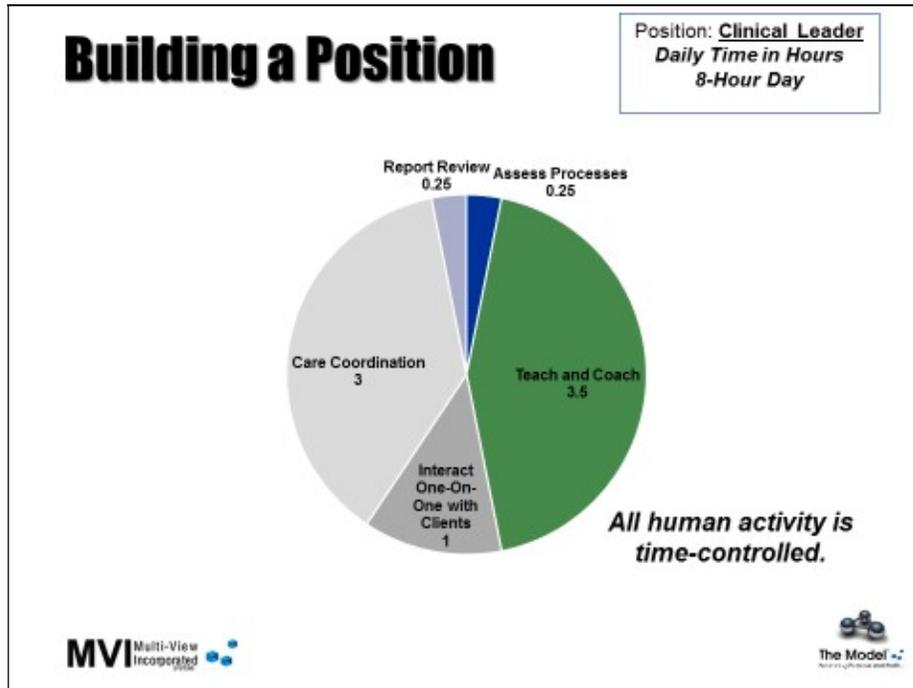
We are caring Managers. We want to help. That is the way most Hospice people are. However, we are not in the people "rehab" business. We will help people become better at their roles within our organization, but we will only spend a limited amount of time on this. If people cannot rise to the expected levels of HIGH quality combined with great attitudes, then you must carry out your duty as a Manager... the sooner the better. [For Accountability timetables, please see the section on Accountability.]

(8) Building a Position – All Human Activity is Time-Controlled

"Building a Position" is a concept where the desired activities of a position within an organization are determined and are allotted time within a working day. Since all human activity is time-controlled and we want to have work that is sustainable (not burning people out nor underutilizing them), this idea makes a great deal of sense.



For the Clinical Manager, our most important Manager position regarding the replication of excellence on the frontlines of care, it might look like this:



Notice how much time is devoted to Teaching and Coaching! In a typical Hospice, the amount of time allocated to teaching would be microscopic. This increase in time must come from NOT doing other things. Part of the job of a Clinical Manager is the seeking of efficiencies in order to free more time up for teaching since so much of the VALUE of this organization comes from the development of our front-line staff!

The duties of a Clinical Leader might be categorized as follows:

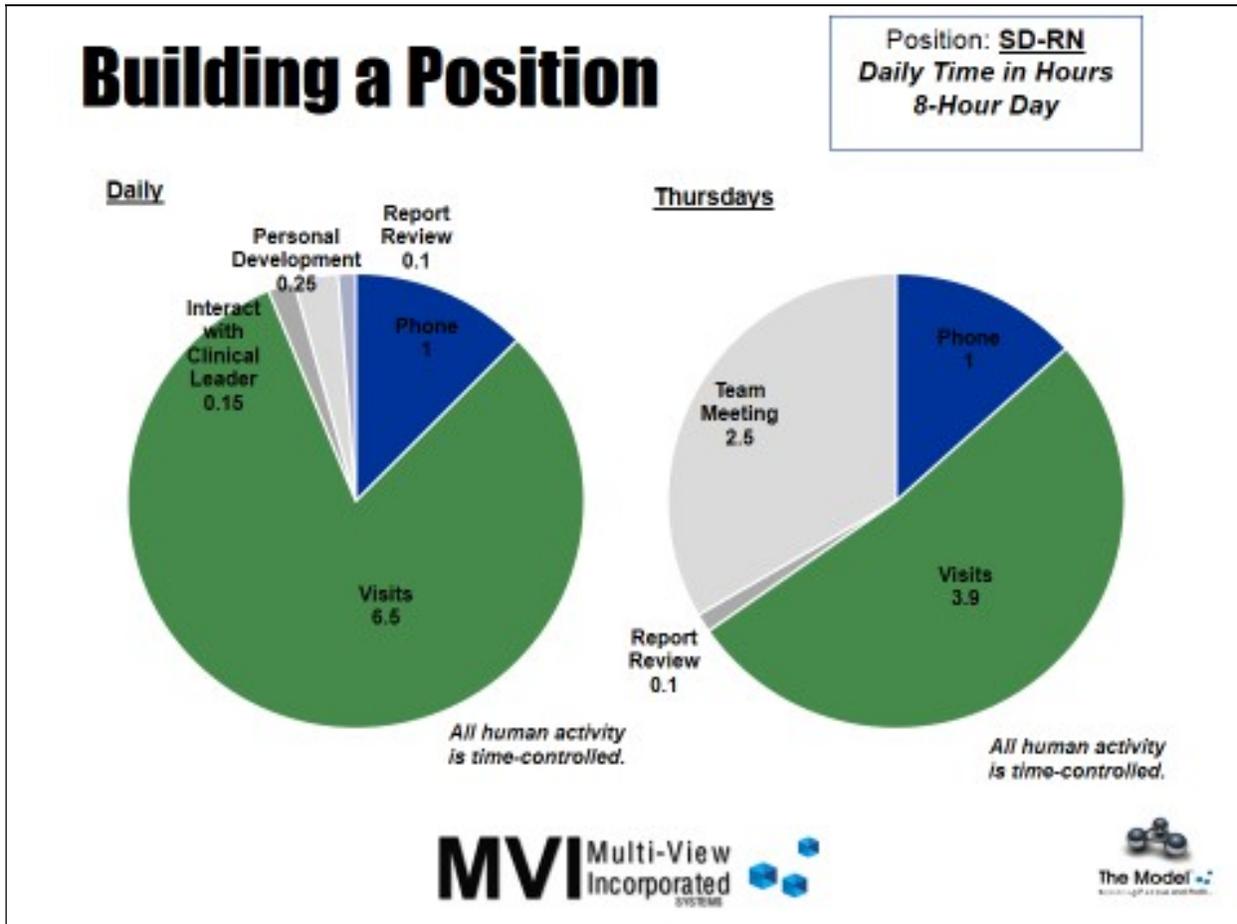
The Daily Duties of Clinical Leaders

- 1. Teach and Coach**
 - Develop our most important assets (People)
 - Is a profound spiritual skill
- 2. Assess Processes**
 - A daily review of processes keeps awareness of process high
 - Always looking for innovations
 1. Make it easy for people to focus on high value things
 2. Eliminate things that make tasks difficult
- 3. Interact One-On-One with Customers**
 - Lead from the Front
 - Model the Behaviors we want
- 4. Care Coordination**
 - Meetings, Planning, Contracts, Other

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In addition to “Building a Position” for a Manager, a Clinical Manager also needs to build the position for each discipline. An RN position might look like this:



All work should be “designed” to be done in an 8-hour day. OVERTIME IS EVIL! This organization is NOT in the business of burning people out. Our *Standards* are to be sustainable! Obviously if we owe overtime, we pay it...but then the Manager has an obligation to “Teach and Coach” the Student so that it is not a regular or even an accepted behavior.

Time for Phone Interactions is given high value as more and more of the care experience is being done via telecommunicative means. This organization must be FANTASTIC on the phones!!! Warm, competent and caring!

The day of IDT also needs to be “built” for clinicians.

The Pursuit of Truth

Outliers, positive outliers that is, tend to be pursuers of truth. These are brave and courageous people that will forsake tradition for what they believe is a better way. The pursuit of truth is an ultimate concept, which is always limited by what we think we know...

What we know is the limiting factor in the pursuit of truth as it is the basis of our understanding. We often shut down new learning based on our prior learning. Therefore, in order to really learn, we must, to the degree possible, set aside what we “think” we know to make space for new learning. It is a discipline to not shoot down new thinking and ideas as our egos want to win and be right! The ego is not a bad thing, in fact it has been essential to our survival. However, it must be minimized or harnessed through humility, which leads one down the road of Spirituality. Spiritually meaning “surrendering” rather than that of “controlling.” Surrender is scary so folks have trouble with that...

The pursuit of truth is the only way to increased Spirituality and consciousness as well as true gains in life. The fact that the truth is what actually works and is the way the world functions is the reason that the pursuit of it is so important. Best practices in work and life are the result of truth or “nearer truth” so no one has the whole enchilada. The truth is really what matters...

Now some people believe that there is no truth... that everything is relative. If everything is relative, there is no basis for anything! Science would be a joke as well as any serious spiritual path. Relativism is again linked to the ego and the unwillingness to surrender one’s views for perhaps the “truth.”

In my view, when truly pursuing the truth, telling the truth is important, even if it is perceived as “bragging” by some. I want to know! I want to understand more so that I can navigate through life better. Yes, it is good to use tact, grace and humility when speaking of what we believe you know or have done to make it digestible. But even if it comes off as haughty, go ahead in this program. We want to know what has worked well! So go ahead and tell of your accomplishments!

With this said, humility calibrates higher spiritually than pride always. Recognizing the fact that we don’t know much of anything in the grand scheme of the universe is the beginning of the pursuit of truth. We don’t learn if we perceive what we think we know...

We are upgrading our thinking and consciousness when we pursue truth!

Note: 100% of human thinking can be incorrect. Example: The world is flat. The belief in something that is not true, does not make it so. Humility would recognized the limitations of being human with only 5 senses to perceive and understand the world.



What Will Hold You And Most People From Learning?

Pride

Most of the world's "problems," if you want to believe that the world is flawed, are based in ego and ego-positions. An ego position says "this is right" and "this is wrong" rather than it is probably really a matter of "more of this or less of this." Example: It is not so much as light and dark as it is more that dark has less light. Millions of people can be slaughtered by people that have wanted to "prove" a point of view. They want to be "right." And many people have died throughout history for that person's need to be right.

I keep a bust of Voltaire at the back of the mountaintop retreat center to remind me of the value of Humility. Voltaire was perhaps one of the 5 brightest people that has ever walked on the Earth and he had this to say about "knowing it all."

"To have doubt is an uncomfortable condition, but to be certain is absurd."

I figure it that came from one of the smartest people to ever live, there is a lot of room for the rest of us to learn. I have worked in Hospice for 25 years...dedicated to operations... I know perhaps an inch worth of knowledge! I don't know as much as I sometimes think I know... I have had periods where I am disillusional with self-knowledge. When I am in that "state," I shut myself off from new learning. I blind myself of being able to see the truth of things.

It is what we perceive that we know that holds us back...

I Know About Teaching Andrew... Really?

If you say "Andrew, I know this material" and yet you are not DOING IT, you do not understand it or you would be doing it already! Doing it is beyond intellect. This is why of the academic business professors that I have seen placed running actual business, they have all floundered. There is a big difference between "theorizing" how to running a company and spilling blood when it needs to be spilled! What we do in life is beyond intellectual understanding. It also needs Emotional understanding as it is the emotion behind us that moves us to action and impacting the real world!



The Value of Humility

There is high-value in Humility. In fact, in our organizational cultures you want to cultivate Humility. It is only through Humility that we open ourselves up to new learning. If you have Pride, thinking you already know the topic, then you do not give the topic or material the attention required to assimilate the learning. Thus, you shut yourself off from new learning.

Humility is a Spiritual thing. It is akin to *Surrender* and *Letting Go* to God through the recognition that we, in ourselves, are dependent upon a higher consciousness or greater power than ourselves. It acknowledges that we owe everything to another and that we lack a complete understanding of really anything.

Though one may be very familiar with a topic, it seems that we can always go further and deepen our understanding. All topics are essentially infinite. This recognition alone should make us humble.

All things are interrelated. All things a multi-purpose. No person is alone. No person is separate from the whole just as no single cell is separate from the body. All things a connected. This understanding brings Humility as our knowledge and foresight are so incomplete.

However, even with this said, we are perfect! Perfectly designed for what we are supposed to do!

Arrogance is a turnoff. Boastful is bad taste. Pride comes before the fall...

If you want to increase your power dramatically, ask God for help. If you want to increase your power dramatically, thank God. Both of these are acts of Humility. Notice the change in your Energy when you do either one of these. How does it make you FEEL?



You Should Care About What People Think About You

“I don’t care what people think about me!” the prideful, ignorant and unconsidered person will declare (usually with a great deal of conviction!). I have said this myself earlier in my Life as I was just imitating behavior I perceived as “strong” at that time. But when one steps back and truly considers this attitude, we see that it is in fact a veil of fear and insecurity.

A Spiritual or more enlightened person recognizes that ALL things are essential to the workings of Life, even the things or persons that we perceive as bad or harmful. In fact, ALL has been perfectly placed in sequence and quality for your INDIVIDUAL CUSTOMIZED development as a person (I usually lose half of my Students when I discuss this type of topic, but it is important). I need you and you need me. I need your shortcomings as well as your virtues...and you need mine. I need the pain that you cause me and you need the pain I cause you. This belief requires real faith in God/Life! So to make the “I don’t care what people think about me!” statement kinda misses the point!

In addition, the Spiritual person understands that as we get “nearer to God” we become more loving, attaining a state of “unconditional” love at some point (and there are states even beyond “unconditional love”). The state of “unconditional love” has appreciation for ALL expressions of Life! In fact, this type of person seeks to be as helpful to others and all forms of Life as possible! And he or she CARES what others think! Caring is linked or is a type of love.

Like all things, there is a balance here... You care “enough” about what people think to be as helpful and beneficial as you can be, but not to the point where you are diminished as a person by compromising your Intelligence and Integrity.

