



Pivotal Relations

How to bring out the best in employees

Paul D. Vanchiere, MBA
Paul@PediatricSupport.com

PediatricSupport.com



Helping Pediatricians Succeed

Foundation of Fair Work Environment

- Set Reasonable Expectations
- Convey the Expectations Timely
- Hold People Accountable

Pivotal Revelations

- Mary the Appointment Scheduler
 - Constantly Running Late
 - Too Much Drama at Work
 - Phone Skills Need Improvement
- Leadership Choices
 - Avoidance of Issues
 - Pointed Criticism
 - Plan a “Pivotal Revelation”

Pivotal Revelations

- What is this?
 - Assessment of the Situation:
 - Educational Efforts
 - Setting Expectations
 - Soliciting Feedback (Rounding)
 - Setting Goals
- What is the goal?
 - Develop a positive work environment where everyone succeeds-
for the benefit of the patients.

Pivotal Revelations

- An Effective Process
 - Identify the Problem
 - Review Educational Opportunities
 - Past, Current and Future
 - Set Clear Expectations
 - Establish Accountability
 - Reward / Recognize Success
 - Address Shortcomings

Pivotal Revelations

- Identify the Problem
 - Crystallize the Issues Involved
 - Determine Whether or Not the Employee “Violated” an Expectation
 - Did they follow office policy?
 - Did they follow office procedures?
 - Did they follow desktop procedures?
 - Did they follow agreements from meetings?

Pivotal Revelations

- Review Educational Opportunities
 - Have you provided needed education?
 - Have you provided agreeable expectations?
- Reinforce Previous Educational Opportunities
 - Office Policies
 - Office Procedures
 - Desktop Procedures
 - Meeting Notes

Pivotal Revelations

Leadership feels that Mary has been properly educated and she has agreed to their expectations.

1. Remind employee of agreed upon expectation
2. Describe the event(s)
3. LISTEN!!!!
4. Follow Up
 - “Help me understand”
 - Determine if employee has desire to improve
5. Reestablish agreement of expectations(s)

Pivotal Revelations

- Corrective Action Planning
 - Warning
 - Written Counseling (First & Second)
 - Final Written Counseling
 - Must contain Performance Improvement Plan
 - Timeline to meet educational objectives.
 - Timeline to show improvement
 - Commitment from Leadership to help employee succeed
 - Empower the employee to succeed
 - Make them aware of the consequences of not following through



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