

NHA & BELLEVUE
UNIVERSITY

ANALYZING PERFORMANCE ISSUES

Management & Leadership Development

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LYF Coaching &
Development

TODAY'S OBJECTIVES

01

Importance
of Analyzing
Performance

02

Identify &
Assess
Common
Performance
Issues

03

Develop
Systematic
Approach to
Diagnose and
Treat

04

Apply
Effective
Communication &
Feedback

05

Implement
Strategies to
Create
Supportive &
Motivating
Environment

06

Develop
Action Plans
to Monitor
Progress &
Measure
Success +
Motivation



PART I

Understanding Performance Issues

THE IMPACT

What is the difference between Employee Performance and Employee Engagement?

How do Employee Performance Issues and Employee Engagement impact:

- Organization Outcomes?
- Individuals?
- Leaders within the Organization?

Examples: decreased productivity, low morale, increased errors, compromised patient safety

What else have you seen or experienced?



What's your current primary concern regarding employee performance?

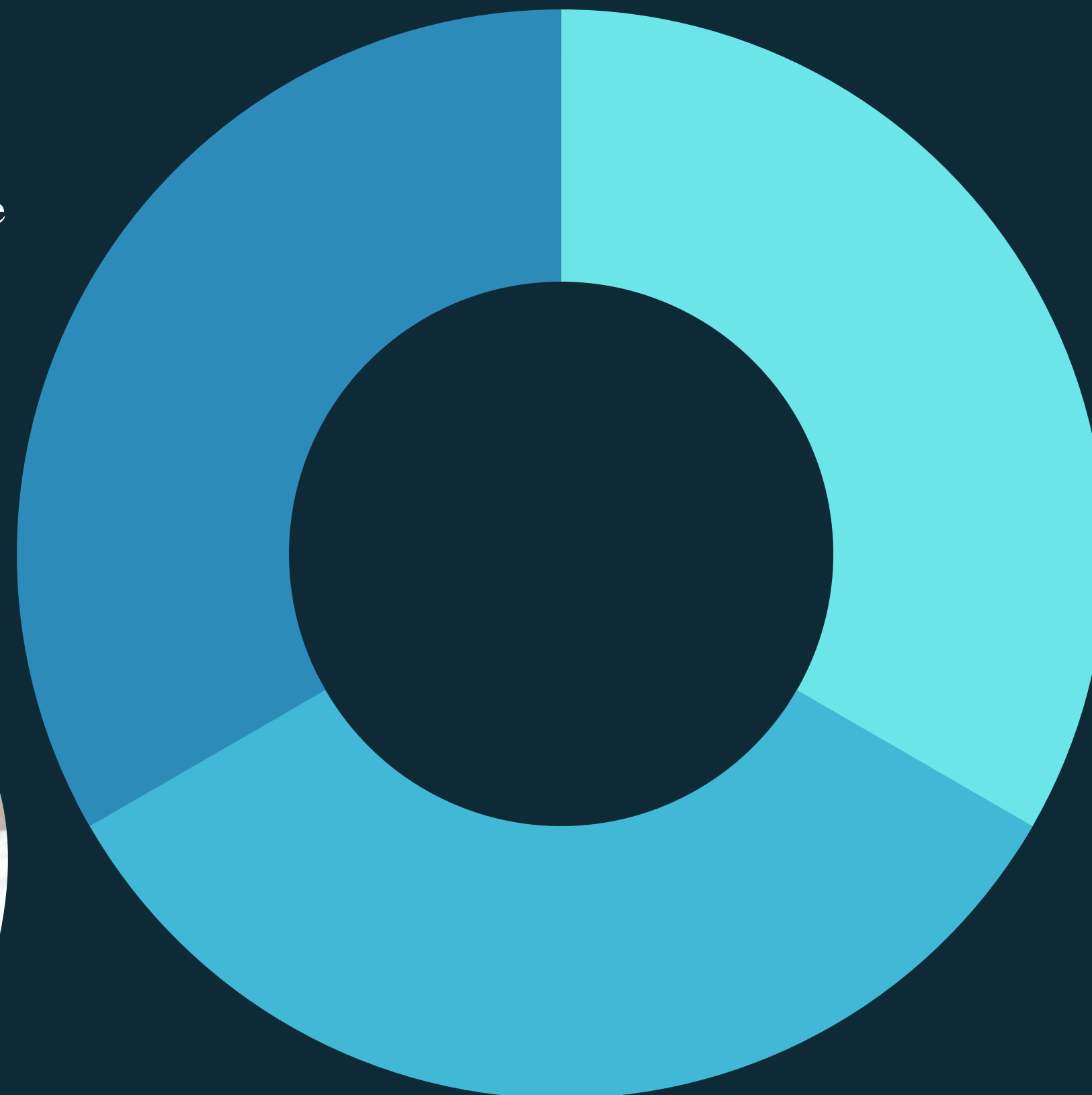
Who's responsible for communicating expectations?

Who's responsible for improving performance?



Quality of Care
33.3%

Employee Engagement
33.3%



Performance
33.3%





PART II

Identify & Assess Common
Performance Issues

COMMON ISSUES IN HEALTHCARE

Communication Breakdowns

Resistance to Change

Burnout

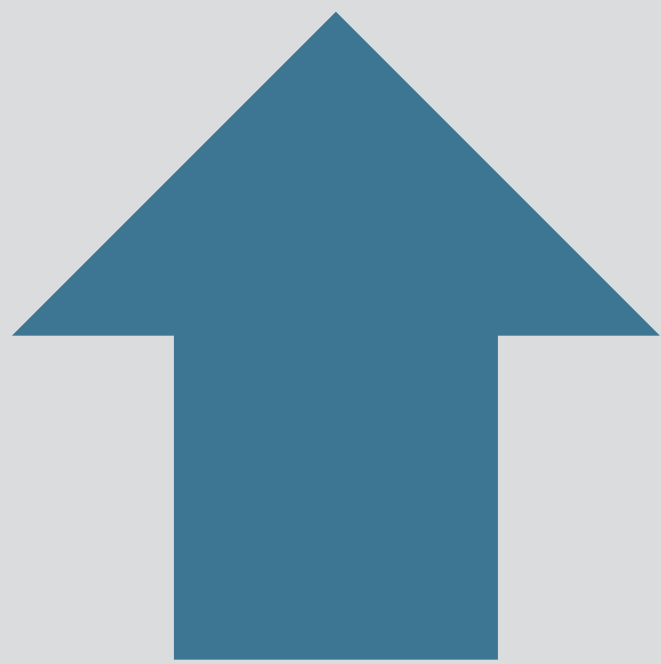
Lack of Accountability





BEHAVIORAL

SKILL-BASED



MOTIVATIONAL



EXPLORING UNDERLYING CAUSES

Root Cause Analysis - The 5 Why's

Who's responsible for
communicating expectations?

Who's responsible for improving
performance?



DIAGNOSIS VS. SYMPTOMS

POSSIBLE UNDERLYING ISSUES

- Inadequate Training
- Unclear Expectations
- Lack of Resources / Application of Resources
- Leadership Concerns

EXTERNAL

- Industry Challenges
- Workload Demands
- Organizational Culture



DISCREPANCY VS. DEFICIENCY

PERFORMANCE DISCREPANCY CLUES

- A. They don't know what's expected of them
- B. They don't get feedback about quality
- C. They're punished when they do it right
- D. They're rewarded when they do it wrong
- E. They're ignored whether they do it right or not
- F. They don't know how to do it

Analyzing Performance Case Study



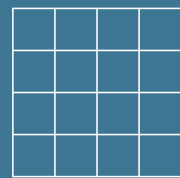
PART III

The Role of Data in Analyzing
Performance Issues

FEELINGS ARE NOT FACTS

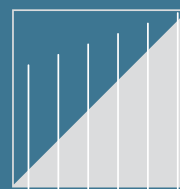


What are you measuring?



What data do you need to gather?

Provides objective insight and supports
evidence-based decision-making



How will you track, review, and
analyze the data?

KEY PERFORMANCE INDICATORS (KPI'S)

Common KPIs in Healthcare Settings:

- Employee Engagement Surveys
- Patient Satisfaction Scores
- Error Rates
- Productivity Measures
- Readmission Rates
- Employee Turnover

LEARNING FROM THE DATA



Trend Analysis: Examining performance data over time to identify patterns and trends.

Comparative Analysis: Comparing performance metrics across different units, teams, or time periods.

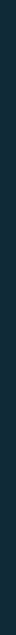
Root Cause Analysis: Utilizing tools like fishbone diagrams or the "5 Whys" to identify underlying causes of performance issues

COMMUNICATING THE FINDINGS

Utilize visualization techniques to share the data



CASE STUDY DATA ANALYSIS





PART IV

Effective Communication & Feedback

COMMUNICATION

What does that mean to you?

Your supervisor?

Your employees?





COMMUNICATION & IMPACT

- Build Trust
- Clarify Expectations
- Address Performance Issues
- Employee Engagement
- Collaboration
- Overall Team Performance

TECHNIQUES FOR EFFECTIVE COMMUNICATION

Active Listening

Nonverbal Communication

Clarity & Transparency

FEEDBACK

- Be Specific, Timely, and Focused on Behaviors - Not Personality Traits
- Feedback Sandwich Method (Positive - Feedback - Positive)
- Use Positive Reinforcement

What is the link between feedback & performance?

CULTURE FOR SAFE FEEDBACK

How comfortable do you feel giving feedback?

How do you receive feedback?

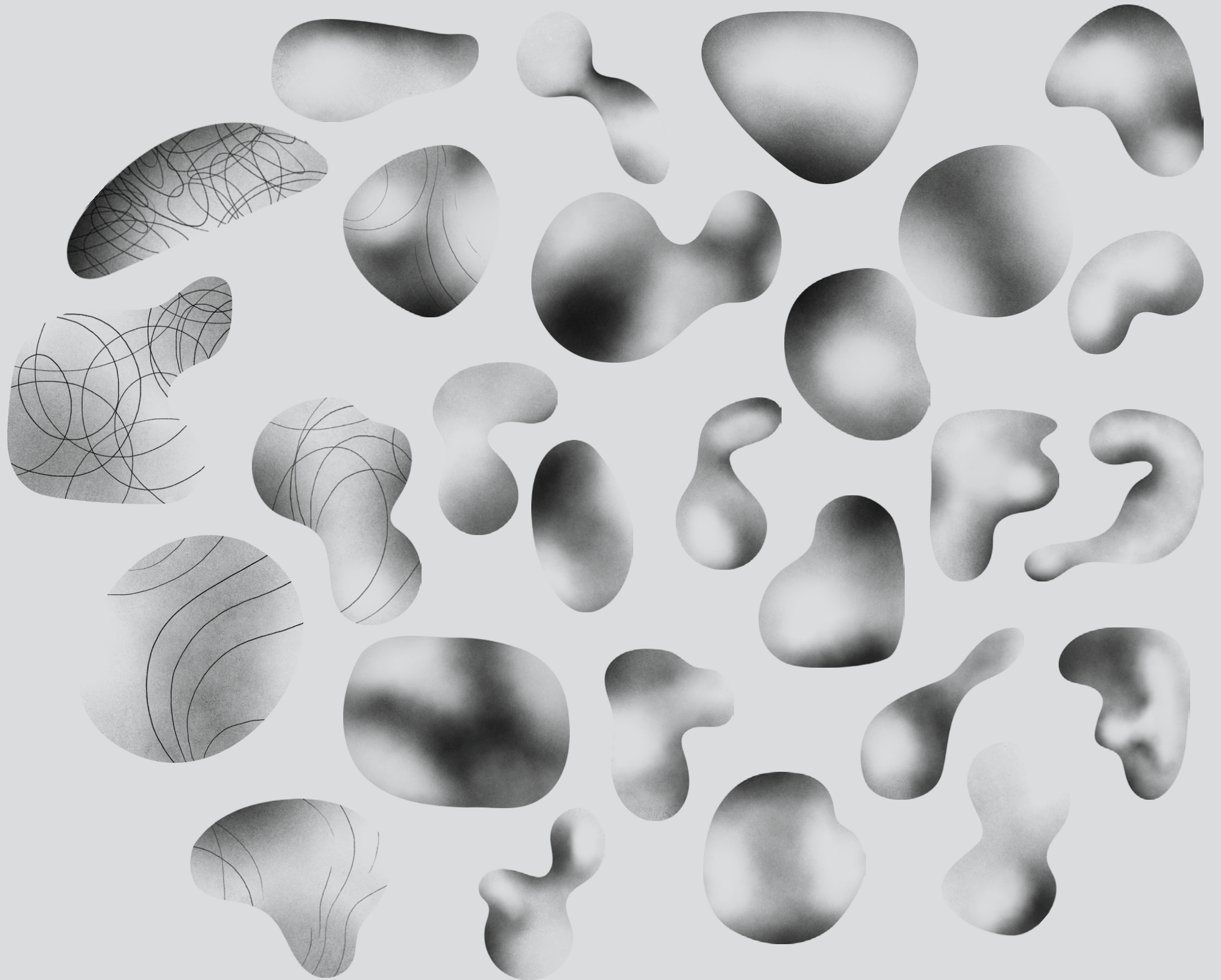
How do you ensure emotional safety while giving feedback?

What positive experiences have you had with feedback - giving / receiving?

What causes us to not give feedback effectively or not at all? What is the cost?

How can we improve in both offering and receiving feedback?

ROLE PLAY SCENARIOS



PART V

Implement Strategies to Create
Supportive & Motivating Environment

CREATING A SUPPORTIVE & MOTIVATING WORK ENVIRONMENT

Think of someone you worked for that supported and motivated you ...

What qualities did they have and how did they make you feel?

Think of someone you worked for that did not support or motivate you ...

What qualities did they have and how did they make you feel?

Which of these characteristics have you adapted in your own leadership style?

Foster Employee Engagement, Satisfaction & Performance

Positive Impact: Motivating Work Environment for Employee Well-Being & Retention

STRATEGIES TO CREATE A SUPPORTIVE WORK ENVIRONMENT AS A LEADER

- Begin with the End in Mind: what are the desired results/outcomes?
- Establish Clear Expectations: give a sense of purpose and direction
- Encourage Open Communication: to create trust, collaboration, and openness
- Empower Employees: delegate authority, provide decision-making opportunities, promote autonomy
- Promote Work - Life Balance: flexible scheduling, wellness programs, EAPs
- Generate Innovative Solutions: how can a process be improved?
- Understand Business Operations: how do other departments run?



How can you Recognize High Performers?

What do they DO Differently?

EXECUTION: A discipline integral to strategy

What Gaps Exist Between Performance & Execution?

PROMOTE CONTINUOUS GROWTH & DEVELOPMENT

Provide Learning Opportunities

Implement Mentorship & Coaching

Create a Culture of Learning & Growth

Provide clear feedback and collaborative
goal-setting

PART VI

Develop Action Plans to Monitor
Progress & Measure Success +
Motivation

THE GIFT OF ACTION PLANS

- Accountability
- Tracking to Collect Data
- Identifying Challenges (IDS)
- Celebrating Successes



THREE CORE PROCESSES

01 The People Process

02 The Strategy Process
*Corporate*Divisional*Functional

03 The Operations Process
*Where's the Disconnect
Between Operations & Strategy

COMPONENTS OF AN EFFECTIVE ACTION PLAN

- Clearly Defined Goals & Objectives
- Accessibility of Resources
- Priorities
- Determine Method for Tracking Progress & Measuring Success
- Specific Action Steps with Responsibilities & Timelines

CHOOSE APPROPRIATE MONITORING METHODS AND TOOLS

Regular Progress Meetings / Check-Ins

Data Collection & Analysis Method (KPIs,
Rocks)

Surveys

Communicating Feedback

SAMPLE ACTION PLAN TEMPLATE

MOTIVATING PERFORMANCE

How do Leaders Motivate their Employees?

T/F - A Happy Employee is a Productive Employee

Does Money Motivate??



MOTIVATIONAL THEORIES

- Maslow's Hierarchy of Needs
- Herzberg's 2-Factor Theory
- Expectancy Theory



Maslow's hierarchy of needs

Herzberg's 2-Factor Theory

Motivating Factors

- ✓ Achievement
- ✓ Recognition
- ✓ The work itself
- ✓ Job advancement opportunities
- ✓ Growth opportunities

Hygiene Factors

- ✓ Relationship with peers
- ✓ Company policies
- ✓ Physical workspace
- ✓ Working conditions
- ✓ Salary
- ✓ Status
- ✓ Security
- ✓ Supervision



Expectancy Theory

Desire vs. Likelihood



- Employees work for a variety of reasons
- These reasons, or expected outcomes, may change over time
- It's necessary to clearly show employees how they can attain the outcome they desire



Daniel Pink on Motivation Link:

<https://www.youtube.com/watch?v=u6XAPnuFjJc>

[Motivation Video](#)

QUESTIONS / COMMENTS

THANK YOU!

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