

Community Pharmacy Services

T.E.A.M. ©

Train Employee Asset Managers© NEWSLETTER

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Choose the Appropriate Communication Method

Do: Choose an appropriate method of communication.

Taboo: Emailing when face-to-face is called for.

The method of communication you choose has a significant impact on getting your message across.

The Good Manager

Several employees told Kevin that Molly liked to gossip about others when they were not present. He was concerned that this could cause Molly to be ostracized by the rest of the staff if it continued. Kevin wanted the benefit of as many verbal and visual clues as possible, so he felt a face-to-face private discussion would work best.

“Molly,” Kevin

said, “I’m concerned that your coworkers are beginning to see you as a gossip. Do you think you may have been talking negatively about someone to a fellow employee?”

“What do you mean by gossip?” Molly responded defensively. “I don’t gossip!” Kevin guessed by Molly’s body language that this had been an issue for her in the past.

“Molly, I’m not bringing it up to reprimand you. But I am concerned that it could cause others to think less of you.” Kevin was careful to use body language that expressed his concern.

“I guess I do sometimes says things about others; I guess I do it to fit in,” Molly became less defensive.

“It’s an easy habit to fall into. I have a short article that I found helpful. Would you like to read it?”

Molly did read it, and it helped her to realize what she was doing and she stopped gossiping.

The Bad Manager

Bryce Rutledge discovered that Molly was gossiping about others when they were not present. Several employees had told Bryce about this, and he wasn’t about to tolerate it. He sent Molly the following email:

TO: Molly
FROM: Bryce Rutledge
It has come to my attention that you are engaging in gossip about other employees. This is to stop immediately.

The result of this email was that Bryce became one of Molly’s favorite gossip subjects.

Appropriate Communication ; a Discussion

“Which communication method was appropriate?”

Bryce was mistaken in believing he could solve the problem with an email. Perhaps he just wanted to avoid a face-to-face confrontation. Kevin has spent time learning communication skills and so he carefully chose the face

-to-face communication method to take advantage of “reading” Molly’s verbal and non-verbal cues.

The Good Manager

Kevin was sincere about solving Molly’s problem. He knows that coaching an employee about their behavior is best done face-to-face. Kevin paid close attention to Molly’s body language and

verbal response. This provided him additional information about Molly and he was able to adjust the discussion in a manner that created a positive outcome.

The Bad Manager

Bryce’s choice to use email prevented two way communication and feedback. He may feel uncomfortable discussing these types of issues with employees, or he may simply



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You Can't Train Personality

Learn to match the person to the job.



Accept that people are born with a certain personality that training, monetary rewards or work environment will not change.

The Good Manager

Kevin Fairview needed to fill the new admin opening using a current staff member. This person would need to make a good impression with customers phoning the store and with vendors. Kevin knew Sally had the most seniority, but she didn't possess a friendly personality, so instead of offering

her the job, he asked her to help him find the right person. Sally thought Robert had the perfect personality and skill set for the admin position, and Kevin agreed. Robert also had the technical skills the job would require. He gave the job to Robert. Robert really enjoyed the new position and was a hit with customers and vendors.

The Bad Manager

Bryce Rutledge needed to fill the new admin opening using a current staff member. He didn't want any complaints

from the rest of the staff, so he gave the job to Sally since she had the most seniority. Sally was not very happy in the new position. She didn't do well interacting with the public and her cold personality didn't go over well with the customers and vendors who called. Bryce sent Sally to customer service classes and offered her a raise if she would be more personable. Sally couldn't change her personality. She was good at what she used to do, but this job really sucked.

"Accept that people are born with a certain personality that training, monetary rewards or work environment will not change."

You Can't Train Personality; a Discussion

The Good Manager

Kevin made the smart choice of choosing an employee that fit the job. He knew what qualities were needed, what part of the job was training, and what part was plain old personality.

The Bad Manager

Bryce Rutledge doesn't understand that each person is

unique and brings their own set of personality traits with them to the job. He views all employees as interchangeable cogs that can be trained and fitted into whatever job needs filling. When training fails to change the employee's personality, he tries bribing them with more money, based on the incorrect assumption that if you provide enough incen-

tive you can get people to change into a new person.

Take Home Point:

Match the person to the job; training can only go so far in helping the employee succeed. The job must be right for them.

Appropriate Communication; a Discussion cont from page 1



Bryce didn't stop Molly's gossiping.

lack the necessary communication skills. This is a common fault shared by many managers and supervisors today. In addition, we all seem too impressed with technology and will often turn to a "high tech solution" (i.e. email) instead of a more appropriate "old tech solution" (i.e. face-to-face). We need to acknowledge that these methods are simply tools and we must choose the

right tool for the job. In our example, Bryce chose the wrong tool so he learns nothing more about the situation. His uncaring and terse email only made Molly's behavior worse. Bryce doesn't know about the appropriate use of tools. Bryce should take time to improve his communication skills and technique and learn to choose which method of communication best fits the circumstances.

Take Home Point:

Emails are appropriate only for routine messages. Use the telephone when verbal clues are needed and talk face-to-face when you need the benefit of both verbal and visual feedback.

Leadership 101

The following points will help improve your leadership ability.

- You have to be a good follower to be a good leader.
- You must be trustworthy and believable.
- You have to commit yourself to the success of the team.
- You should admit when your knowledge is limited and ask for help.
- Work to improve your skills and apply them efficiently.
- Keep the quality of the work high and set an example.
- Keep the quality of the work environment high to maximize the commitment of others.
- Express high expectations which are challenging but achievable.
- Have Courage
- Be fair with rewards and punishments.
- Modify your leadership style to fit the circumstances and environment.
- Maintain and enhance the self esteem of those you lead.
- If you want to impress someone, let them know how impressed you are with them.

Delegating Tasks

You can improve your delegation success by following a few simple steps.

1. Explain what the task should look like when completed correctly.
2. Explain who will benefit from the completed task and why.
3. Give the employee a list of resources and tools that may be helpful in task completion.
4. Explain what could go wrong and why. Give tips on how to avoid errors or mistakes.
5. Make sure the employee has a "task mentor" and follow up schedule.
6. Explain what quality checks to use to determine the task is progressing.
7. List the steps needed to complete the task.

Small Business Web Resources

Community Pharmacy Services website:
www.rxcps.com
Designed for pharmacists and pharmacy owners.

The Official Business Link to the U.S. Government:
www.business.gov
 Covers just about everything including starting a

business, business law, licenses and permits, taxes, employment and labor laws, etc.

Internal Revenue Service
www.irs.gov/businesses/small/index.html
 Industry and profession specific tax information and guidelines.

U.S. Small Business Administration:
www.sba.gov
 Programs and services to help small businesses grow and succeed.

National Compliance Assistance Centers:
www.assistancecenters.net
 Information on environmental regulations.



Help him succeed; use the Delegation Worksheet System[®]!

Visit the T.E.A.M. Programs page of our website and order the Delegation Worksheet System[®]. The four page worksheet and accompanying instructions are available for \$25.99.

www.business.gov



Visit us on the Web!

www.rxcps.com

CPS provides advice and consultation regarding management of employees (the T.E.A.M. Program) and assists pharmacists in reducing stress, eliminating self defeating behaviors, improving image, and enhancing the enjoyment of pharmacy practice (Counter Resource Management or CRxM). In addition to fee based consultation, both programs have newsletter subscriptions available.

The T.E.A.M. Newsletter provides information that will have a positive effect on your employees' contribution to your bottom line. CRxM helps pharmacists create an enjoyable and successful practice.



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CPS Offers Unique and Valuable Services

Discover how Community Pharmacy Services helps pharmacists apply better employee management techniques and control and reduce causes of workplace stress.

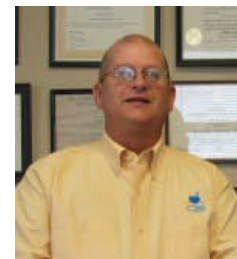
The *Train Employee Asset Managers*® program was created by Heckman to address the challenges pharmacy owners, managers and supervisors face when managing and motivating employees. Experts estimate the cost of losing and replacing an employee to be 1½ to 2 times their yearly wage. Heckman says, "In my own pharmacy education, little was taught about staff management.

Based on years of research, training and experience I believe other pharmacists can benefit from these solutions." The monthly T.E.A.M.® Newsletter will focus on issues such as hiring and interviewing, employee training, motivation and behavior, communication, conflicts, performance evaluation, team building and leadership. The T.E.A.M.® Newsletter is of interest to anyone who wishes to develop, enhance and maintain their employee assets.

Counter Resource Management® has been helping pharmacists deal with stress and

enhance their professional image since 1979 and is a popular topic request for Dave Heckman's lectures. The CRxM® Newsletter helps pharmacists identify sources of stress and avoid 'burn out'. The CRxM® Newsletter coaches pharmacists to eliminate self-defeating behaviors and develop techniques for handling difficult patient interactions. Pharmacists can maintain a professional work ethic and discover greater enjoyment in their practice.

For more information visit:
www.rxcps.com



Dave Heckman says
"CPS will help you succeed!"