

Managing Day-to-Day Operations While Keeping Focused on the Big Picture



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Outline

- What do we mean by Day-to-Day operations?
- What do we mean by “Big Picture”?
- Change our thinking.
- Strategies
- Attitude
- Unplug

Day-to-Day Operations

- Defined
 - The activities that a business and its employees engage in on a daily basis for the purposes of generating a profit and increasing the inherent value of the business as a going concern.
 - The primary purpose of a business is to generate sufficient income from its activities to pay its expenses, provide a profit to its owners and increase the intrinsic value of the business as an income-generating asset. Employees accomplish this goal by performing specific functions.
 - Let's face it. If we didn't make a profit... we would not have a department!
 - As Dean of Health Professions, this is impossible.

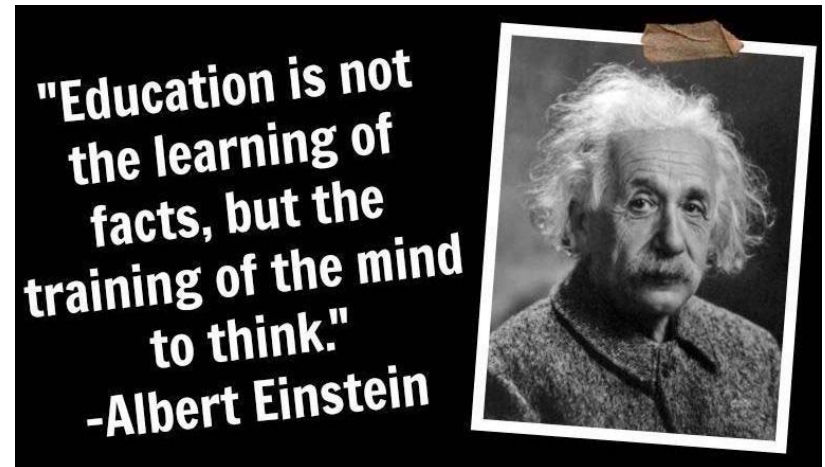
Big Picture

- The entire perspective on a situation or issue.
- Merriam-Webster Dictionary



Change our Thinking

- We have our “way” that we normally do things, but sometimes we have to change the way that we think in order to reach our end goal.



Here is a quiz to demonstrate

Non-thinking quiz

- Add these numbers as I put them up. Do it quickly and say the answer out loud.

1000

40

1000

30

1000

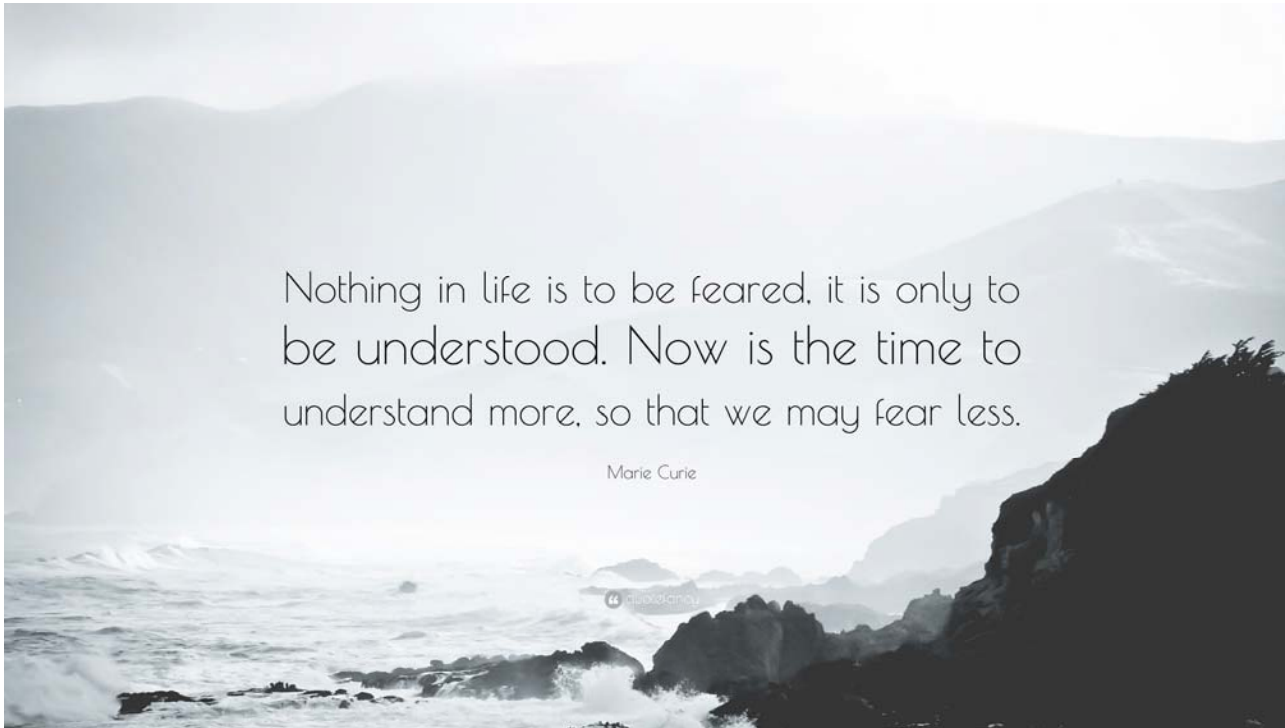
20

1000

10

4100

Change



Day-to-Day and Big Picture

- Schedule time for the “Big Picture” tasks
 - It’s easy to get bogged down in the day-to-day work of the business. **The best way to ensure you pay attention to the bigger picture is to intentionally set aside time for it.**
 - I come in early (about an hour before everyone else) to just work “on” the business rather than “in” it.
 - I’m alone, usually. No one else is in the department. It is quiet, and I can focus.
 - This allows me time to make sure I don’t lose sight of the big picture.
 - For you, it may be any of the following:
 - Close the door to your office, let your administrative assistant know you are in, but don’t want to be disturbed unless it is an emergency.
 - Delegate some of your duties to employees: Such as the smaller tasks like QI.
 - Work later after most of your staff have left for the day.

Hire Qualified Staff to do Day-to-Day Tasks

- In the education field, we produce students.
 - Many are just not qualified, or I have to have a talk with them that they just aren't suited for the field that they have enrolled in, whether it be nursing, HIM, Physical Therapy Assistant or other.
 - The ones that I do graduate, are hopefully ready to take on the task of an entry level position in their respective field.
 - What do you see as your biggest issue when hiring a new employee?
 - Teaching experience?
 - Management experience?
 - Research?
 - Grant writing?



Learn to Delegate

- Focus on MACROMANAGEMENT, and not micromanagement.
- Put the right people in place and learn to delegate. When this is done correctly you end up with the right people handling the day-to-day duties, allowing you to focus on growth.
 - This goes back to hiring the right people
- Learn to unplug completely, whether it is a Sunday or a random day off midweek. Disconnect from email and your mobile phone to recharge. Some of your best ideas may come during these sessions.



Recognize Your Employees

- Have birthday lunches. (You pay for their meal, do not put it on the other employees)
- When an employee does something good, put up a note in the breakroom or department and recognize that employee.
 - Facebook/Social Media is a great way to publicly recognize your employees.
- Manager for the day? (Not every employee is going to be ok with this and I'll get to that)
 - When you have a day that would allow the employee to go with you to meetings, allow them to go with you.

New to the “Big Picture”?

- You do NOT have to do this alone.
- Find a mentor.
- “An experienced and trusted advisor”
 - Dictionary.com
 - Someone you trust! And has the experience to help you.
 - Colleague in another department in the same position.
 - Colleague at another institution.



Not New to the “Big Picture”?

- You are not new to the Big Picture, but you have a new Dean, Faculty or Staff Member who is?
- Find them a mentor.
 - If it is a new Dean, you could be their mentor, or another Dean
 - If it is a new faculty or staff member, I don't recommend you as their direct report. Find someone in your organization with the knowledge and training to mentor them.



Set Realistic Expectations

- Don't beat yourself up when you get caught up in the small details.
- It will happen and it's NORMAL!
- Set a plan for when you realistically think you can get out of the details again, and then make another plan to stay out of the details when you are tempted to jump back in.
- Communicate your expectations to your team
 - e.g., Monthly directors meetings
What is the cap on students per course?
How many sections should we have?

Try not to be Reactive to situations

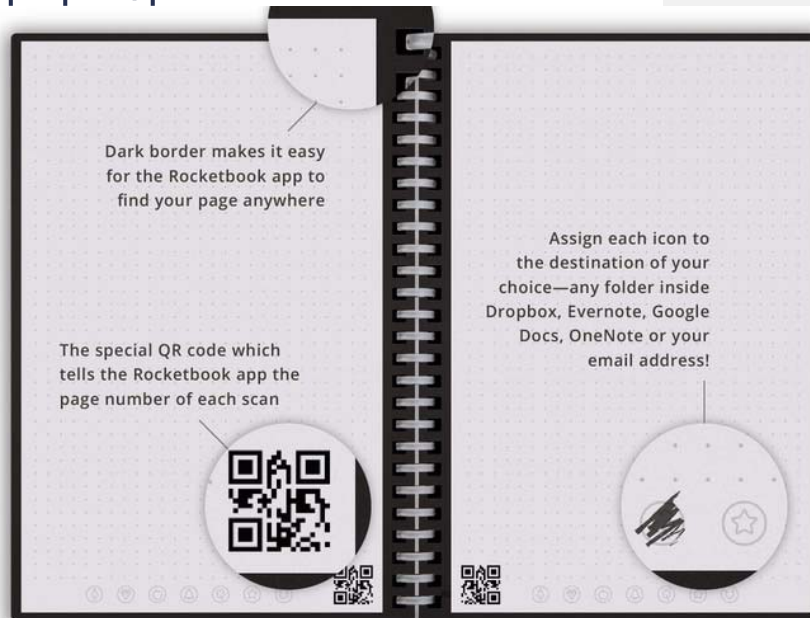
- When you get caught up in the small stuff, you are more likely to get reactive to a situation than proactive.
- Imagine that there are two swimmers on choppy seas. The difference between them is that the proactive swimmer anticipates that there will be waves, whereas the reactive one is painfully surprised by each wave.
- In a nutshell, being proactive is the same thing as being reactive. The only difference is: you do the reacting ahead of time.
- Being proactive is not a mysterious quality that we have, or don't have. It is a way of dealing with things, that we can develop and strengthen.

Write it down

- Sometimes we get so caught up in what we are doing, that we “forget” things.
- There is something to be said about visual reminders.
- Write down your big picture goal. Keep it short, include the day’s date, and post it somewhere you will notice. If necessary, add Post-it notes with key accomplishments needed to reach your end goal.
- By having a visual reminder with a date, it becomes clear whether or not you’ve veered off course and for how long. Be sure to update it.
- I use notepads/notebooks with lists on them. Then check them off as I get them done.
 - Priority have a star by them.

Write it down

- Are you a technology person?
- Or are you a paper/pencil person?



Schedule Regular Meetings

- Schedule regular meetings with your staff!
 - Keeps them informed on what is going on.
 - Allows you to get help if needed.
 - Let staff have input and allow staff to express concerns.
 - You can then take those concerns to your “higher ups”.
 - Keeps staff happy to know what is going on.
 - Makes staff feel like they have a say in what is going on. (And they should)



Have a GREAT Attitude Towards Work

- Let's face it... Sometimes we just have a bad day
- Don't let that get you down.
- Your attitude will set the mood for the department.
- Ways to keep up a great attitude:
 1. Have a morning routine
 2. Carry an attitude of happiness with you
 3. Relish the small pleasures
 4. SMILE
 5. Be proactive
 6. And the list goes on....



Four Strategies

- Be there
- Play
- Make Their Day
- Choose your attitude



Gratefulness and Appreciation

- Tell everyone you meet “Have a Great Day” as you finish your conversation. You will be surprised how it will lift their spirits and your spirit as well.
- When you talk to someone on the phone, communicate them your thanks and/or appreciation.
 - Thanks for calling
 - Tell them you appreciate their help



Why Employees Leave Their Job

1. Relationship with Boss
2. Bored and unchallenged by the work itself
3. Relationships with coworkers
4. Opportunities to use skills and abilities
5. Contribution of work to the organization's business goals
6. Autonomy and independence
7. Meaningfulness of Job
8. Organizations financial stability
9. Overall corporate culture
10. Management's recognition of employee job performance



Why Employees Leave Their Job

A few years ago I had a gentleman who was a store manager for me. One day, I visited his store and I learned that he had left. He was a superstar. Two weeks later, I saw him in a restaurant. We started to chit chat and I found out the real reason that he left and it was VERY disappointing. He had left because his DM had given him a negative review. He also said that his DM had not visited his store in 5 months. Lastly, the fatal blow was when his son passed away, his DM asked him to return to work (for inventory) the day after the funeral. I went back to work on that Monday and started asking questions. Needless to say, I found out that this DM had been abusing his power. We terminated that DM that same week. I rehired that store manager as well. Eight months after we rehired the store manager, he was promoted to a DM and was number 1 for 3 years in a row.

Why Employees Leave Their Job

Here is what we can learn:

1. If you ask the right questions, you will eventually get the right answers.
2. You should never have a star player sitting on the bench (unless he/she is resting).
3. Never allow leaders under you to abuse those on your team because they have “good results”. Good results are not waivers to mistreat others!
4. Good people don’t quit companies, they quit people

John Moore, Ph.D.

Harvard Business School Executive Education

Types of Employees

- 3 Types of Employees
 - Engaged – Work with Passion and feel a profound connection to their company. Drive innovation and move the organization forward
 - Not-Engaged – essentially “checked out”. Sleepwalking through their day, putting time, but not energy or passion into their work
 - Actively Disengaged – Aren’t happy at work. Busy acting out their unhappiness. Undermine what their engaged coworkers accomplish



Source: 2014 Business Journal

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Employees

- Researchers studied 82,248 work units, including nearly 1.9 million employees. This latest iteration of the meta-analysis further confirmed the well-established connection between employee engagement and key performance outcomes:
 - customer ratings
 - profitability
 - productivity
 - turnover (for high-turnover and low-turnover organizations)
 - safety incidents
 - shrinkage (theft)
 - absenteeism
 - patient safety incidents
 - quality (defects)

Take Pride in Your Work

- **Whether you are a technologist or a manager**
 - **TAKE PRIDE IN YOUR WORK**
- Are you just going into work to get a paycheck?
Or Are you going into work to make a difference?
- Taking pride in your work means to do your work not only with attention to detail but also with the goal of mastering it.
- To strive to be the best at your work.
- Many times, we get complacent in our daily routines. We do study after study.
- When I worked at Chrysler (MANY YEARS AGO), I witnessed many workers not taking pride in their work.



Take Pride in Your Work

- Hospitals and Clinics (there are exceptions) are now focused on how many patients we can put through in a day. Are we focused on how many students we can put through, or quality?
- Focusing not only your job, but the big picture as well, you will be able to perform your job to the highest quality possible.



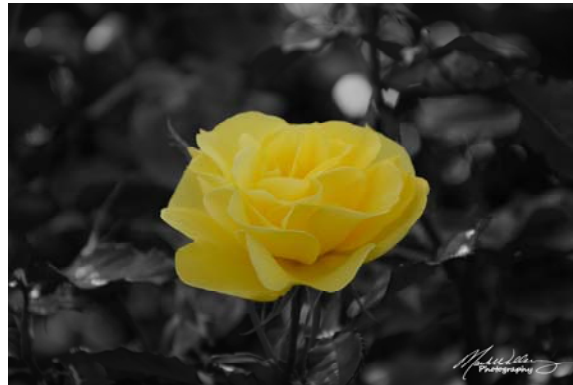
Finally - UNPLUG

- Constantly thinking about work, even while at home, tends to lead to depression and decreased workflow. Not only for you, but for your employees.
 - One study mentioned that men and women who routinely worked 11 hours a day or more were more than double the risk of developing depression than those who work 8.
 - Another study of over 10,000 workers found higher levels of anxiety and depression in those who put in the most overtime.
- What do you do to unplug?



How do I unplug?

- Photography – Drone Photography
- Watching a movie
- Reading a book
- Going to flea markets
- Cooking



Conclusion

- Hire qualified staff
- Delegate
- Recognize your employees
- Find a mentor
- Set realistic goals
- Write it down
- Have a GREAT attitude
- Have a good relationship with your employees
- Unplug

Questions?

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Have a GREAT day!!!