

2022 COMPOUNDING PHARMACY OWNER SUMMIT

Keynote

The Secret to Keeping Great People

Allison Linney, MBA



Alliance for
Pharmacy
Compounding

What is employee engagement?



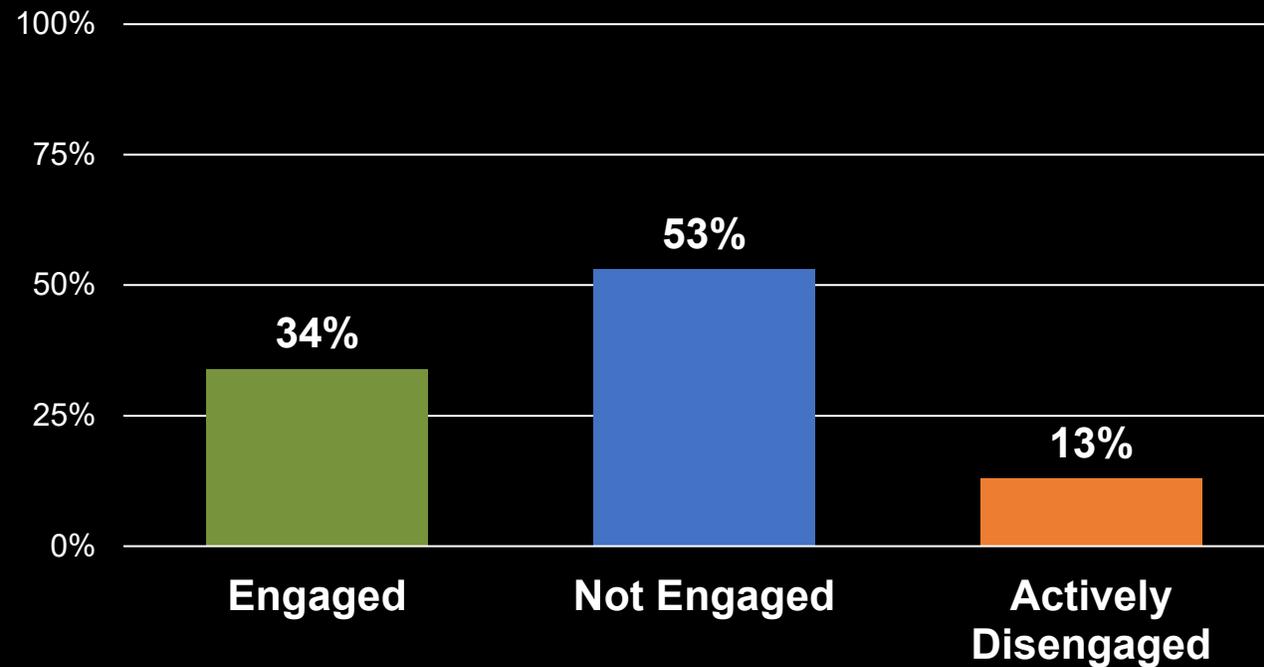
What is employee engagement?

- Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
- Not engaged employees are essentially “checked out.” They’re sleepwalking through their workday, putting time – but not energy or passion – into their work.
- Actively disengaged employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



So what?

Actively disengaged U.S. workers represent



lost productivity of ~\$483 billion annually



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Source: Gallup Management Journal, September 2007

12 things engaged employees say

1. “I know what is expected of me at work.”
2. “I have the materials and equipment I need to do my work right.”
3. “At work, I have the opportunity to do what I do best every day.”
4. “In the last seven days, I have received recognition or praise for doing good work.”
5. “My supervisor, or someone at work, seems to care about me as a person.”
6. “There is someone at work who encourages my development.”
7. “At work, my opinions seem to count.”



12 things engaged employees say, cont.

8. “The mission or purpose of my company makes me feel my job is important.”
9. “My associates or fellow employees are committed to doing quality work.”
10. “I have a best friend at work.”
11. “In the last six months, someone at work has talked to me about my progress.”
12. “This last year, I have had opportunities at work to learn and grow.”

learn more : http://www.allisonpartners.com/wwrn/entry/12_ways_to_improve_employee_engagement



Source: Gallup, 12: The Elements of Great Managing by Rodd Wagner and Jim Harter

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It's a big number

483

BILLION

DOLLARS

(or about \$24,000 per employee)



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Source: Gallup Management Journal, September 2007

and
a boss can
impact all 12



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Is being a great boss art or science?

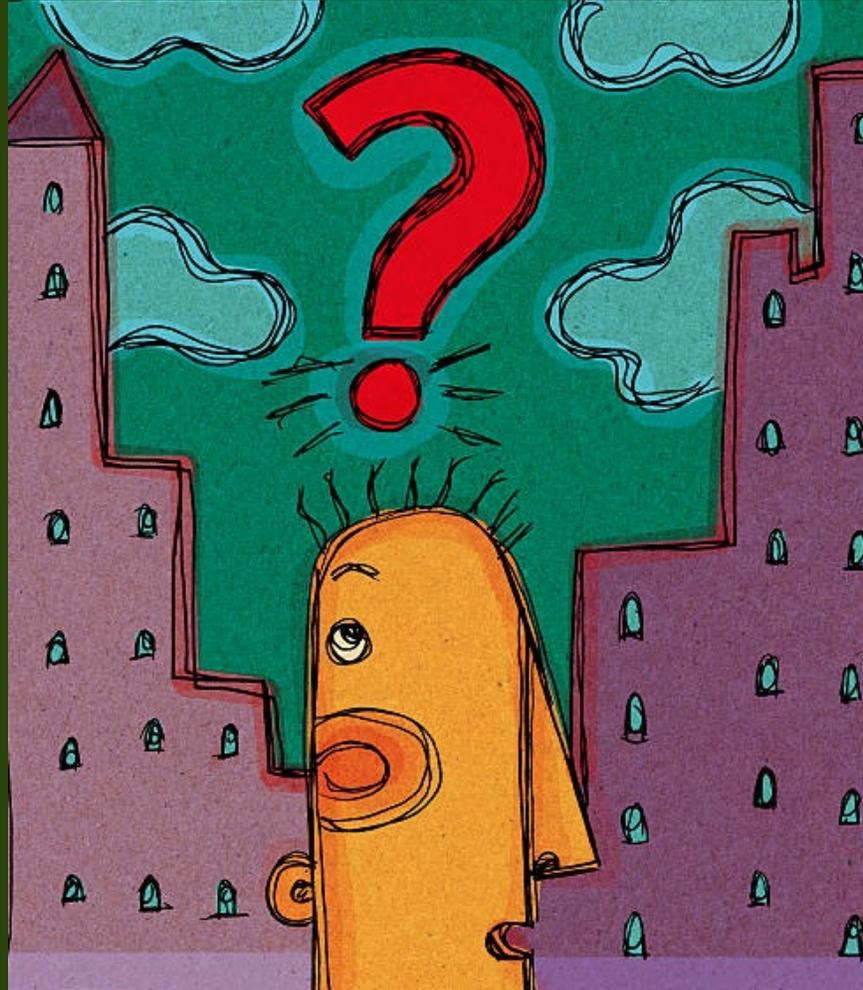
Science

Discipline

Replicable

Hypotheses
tested by
research

Best practices
and proven
results



Art

Inspiration

Unique
circumstances

Application
and
interpretation

Surprising
results



What does it mean to be a boss?

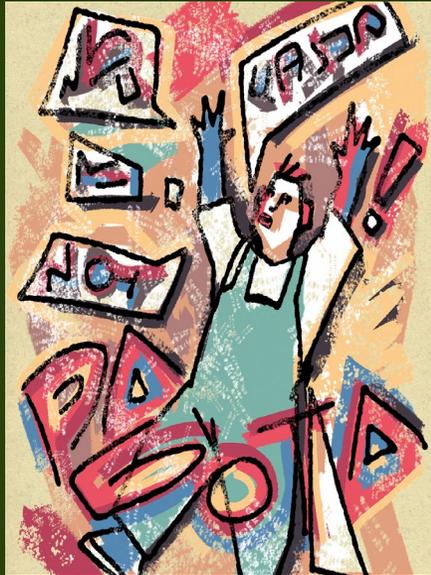
A boss manages projects and supervises people



even (especially) when it's not easy



Some bosses have a bad reputation



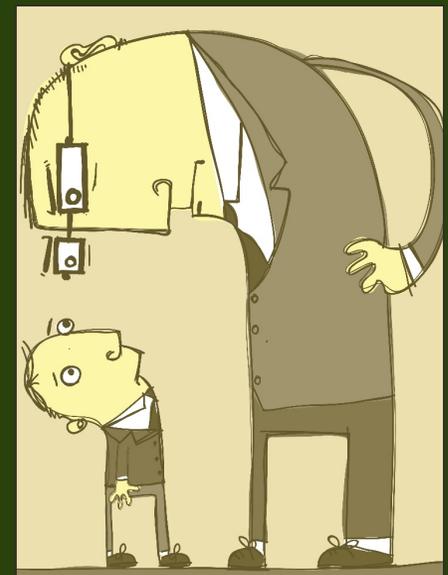
shouts orders



abuses power



punishes



belittles



“Boss” is a multifaceted role



Juggler



Protector



Superhero



Bosses face real challenges

- Time pressures
- Budget constraints
- Unclear requirements
- Changing circumstances
- Outdated policies
- (Bad policies)
- Unrealistic timelines
- Organizational silos
- Poor systems
- Too much work



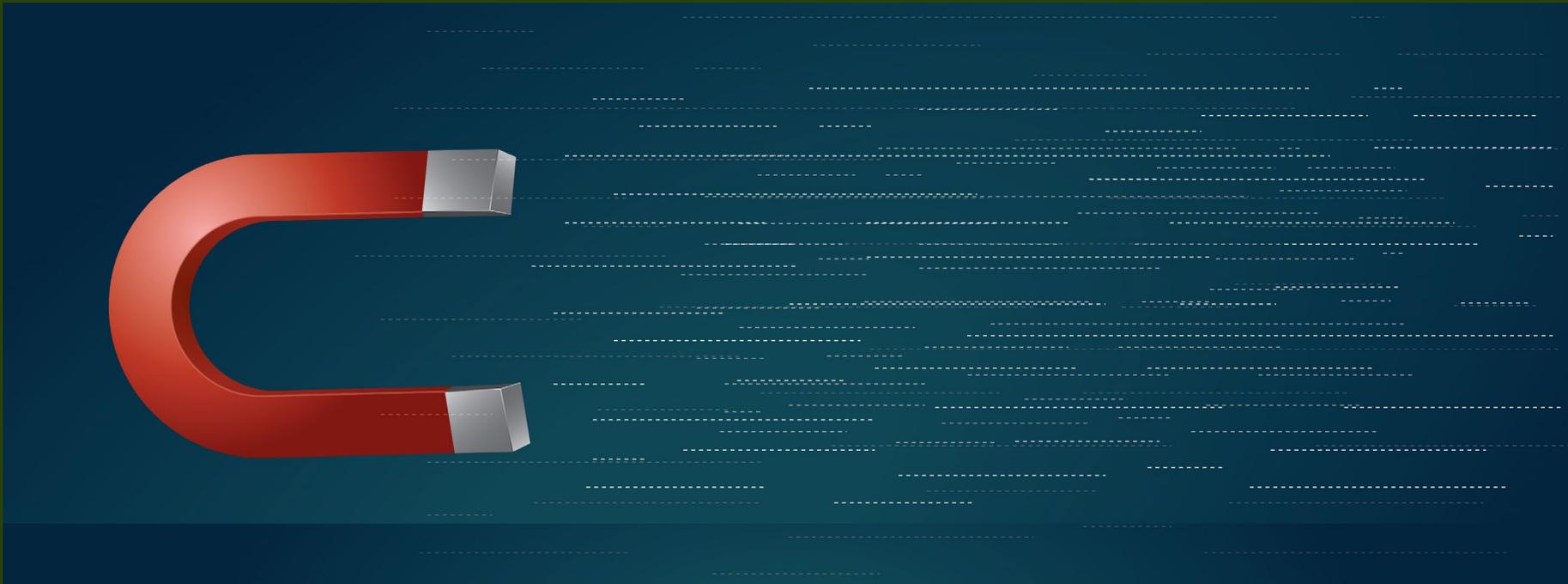
What do 'good' bosses do?

- Coordinate projects
- Develop policies
- Determine budgets
- Allocate resources
- Delegate tasks
- Conduct reviews
- Respond to crises
- Identify opportunities
- Promote organizations
- Generally get stuff done
- Manage themselves



Great bosses do all that, too

While eliciting the best work from each employee



and fostering loyalty and legacy



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seven
insights
of great bosses



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1

A great boss provides context so employees know what happens in the organization around them and how they are relevant.



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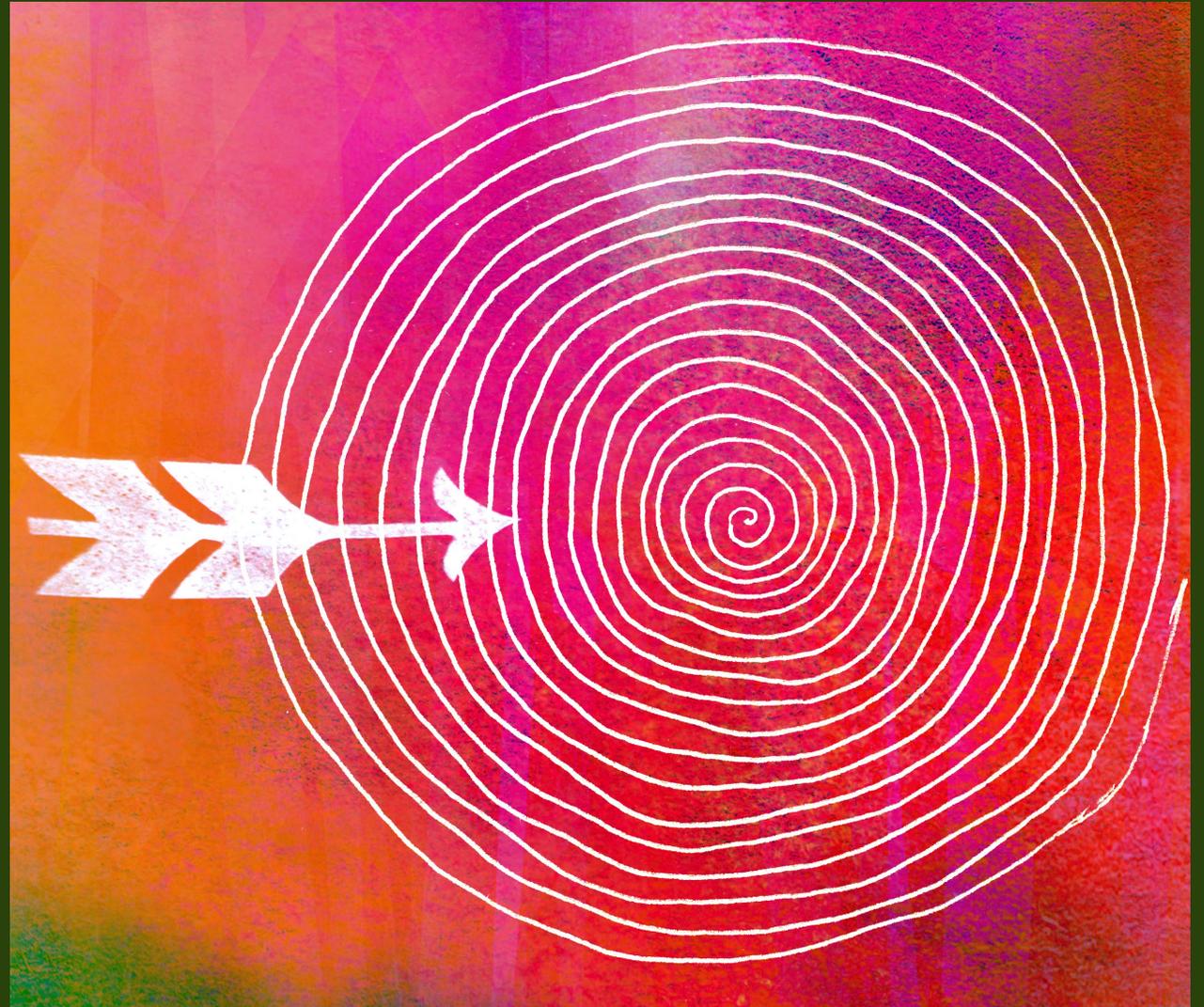
A great boss provides context

- Context helps employees improve their work
 - Project or assignment
 - Organization
 - People and relationships
- Context helps employees find and create meaning
 - What is the direction of the organization?
 - How am I relevant?
 - How do I support the mission?
 - Does my work matter?



2

A great boss sets measurable goals and is clear about her expectations. She knows that little is more satisfying for her employees than achievement.



A great boss sets goals

- Employees, even the best ones, aren't mind readers
 - What you like (and don't like)
 - Organizational policy and culture
- Most employees want to do a good job at work
 - Personal satisfaction
 - Acknowledgement and recognition
- Employees are nearly four times more likely to be engaged when they are involved in setting goals



A great boss sets goals

- Great bosses don't just set goals, they also measure and follow up
- Great bosses help employees measure their own work
- A great boss' goals (for herself and her employees) are:

Specific

Measurable

Agreed

Realistic

Timed



3

A great boss is as particular as Goldilocks. She avoids the pitfalls of under-management while remaining alert to signs of micro-management.



Micromanager or undermanager?

An employee has to check with his boss every time he's faced with a decision

Micromanager or undermanager?

An employee takes initiative and gets reprimanded by her boss

Micromanager or undermanager?

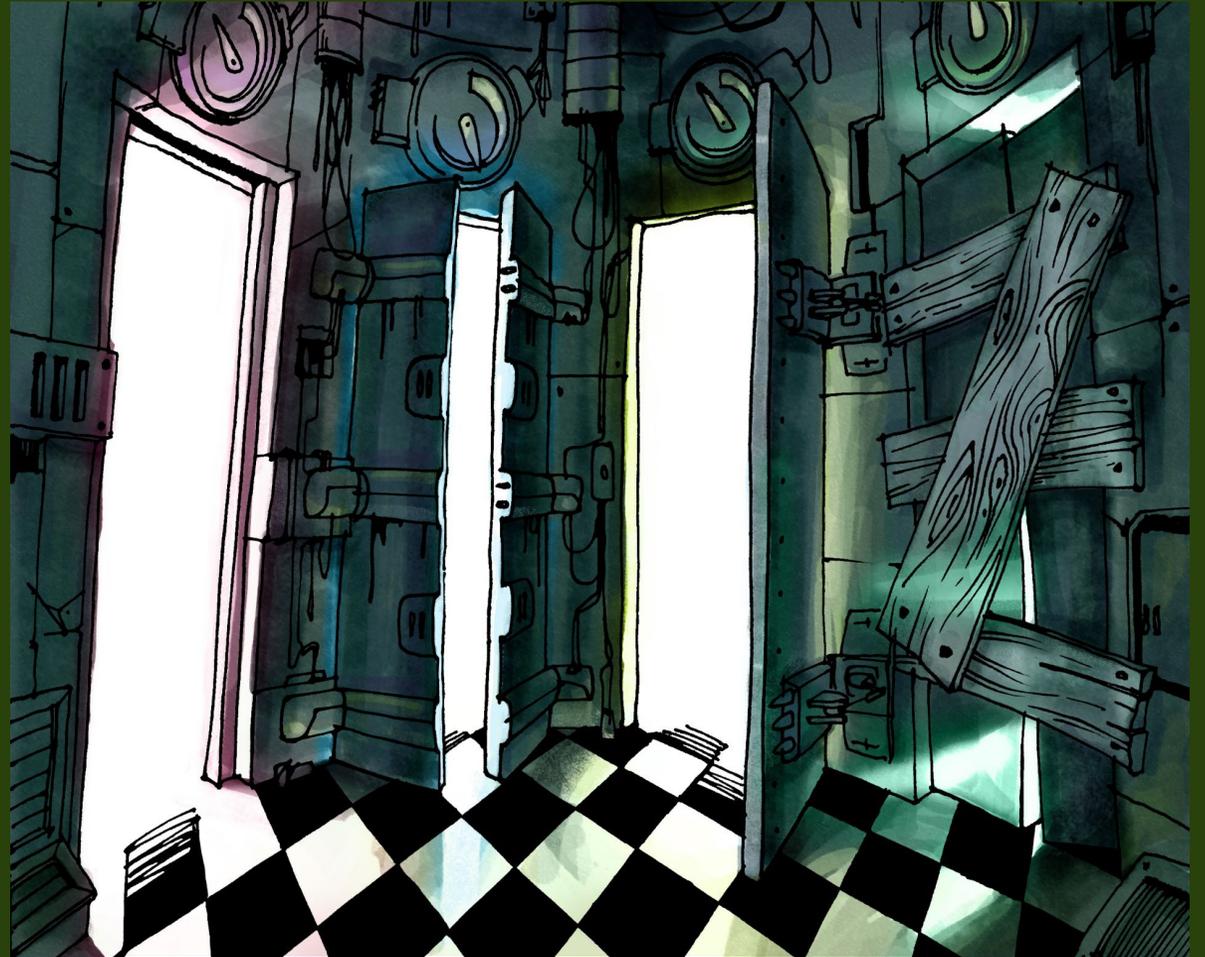
A boss is entrenched in her employee's tasks and projects

Micromanager or undermanager?



4

A great boss makes choices and follows through. He takes a proactive approach and refuses to adopt a victim's mentality.



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A great boss makes choices

- When to shift priorities and when to stay the course
- How to respond to 'fire drills' and genuine crises
- How to address underperforming employees

Employees may not like the choice, but they generally prefer the clarity that results



5

A great boss prevents anonymity. He takes a genuine interest in each of his employees and demonstrates his interest with curiosity and empathy.



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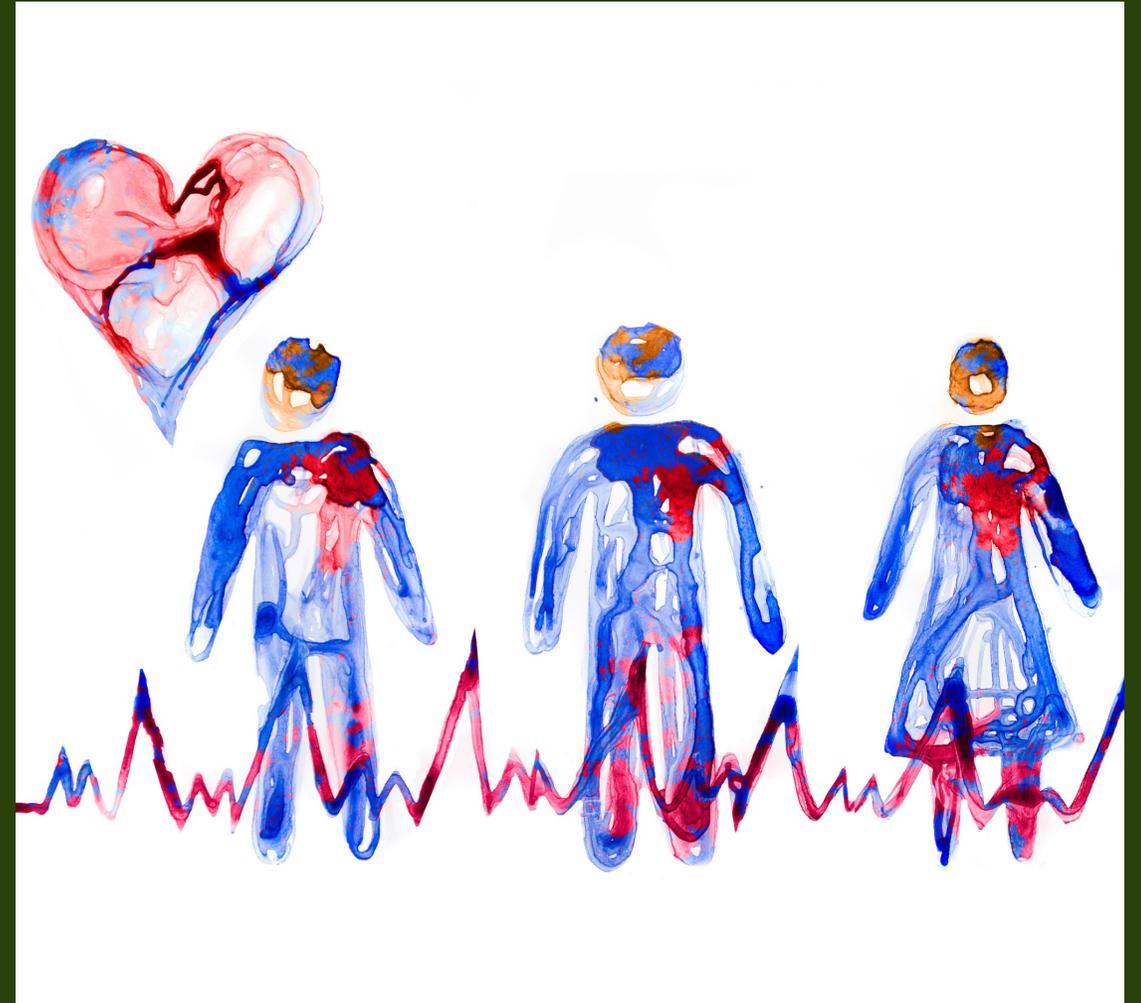
A great boss prevents anonymity

- A great boss knows it's okay to know
- How to express genuine interest (even if you're not sure you care)
 - Be curious
 - It's about knowing, not about liking or mimicry
 - Talk about the work
 - If nothing else, you have work in common
- Avoid Jekyll and Hyde



6

A great boss invites participation. She solicits her employees' input and feedback, using that information to improve her thinking and communication.



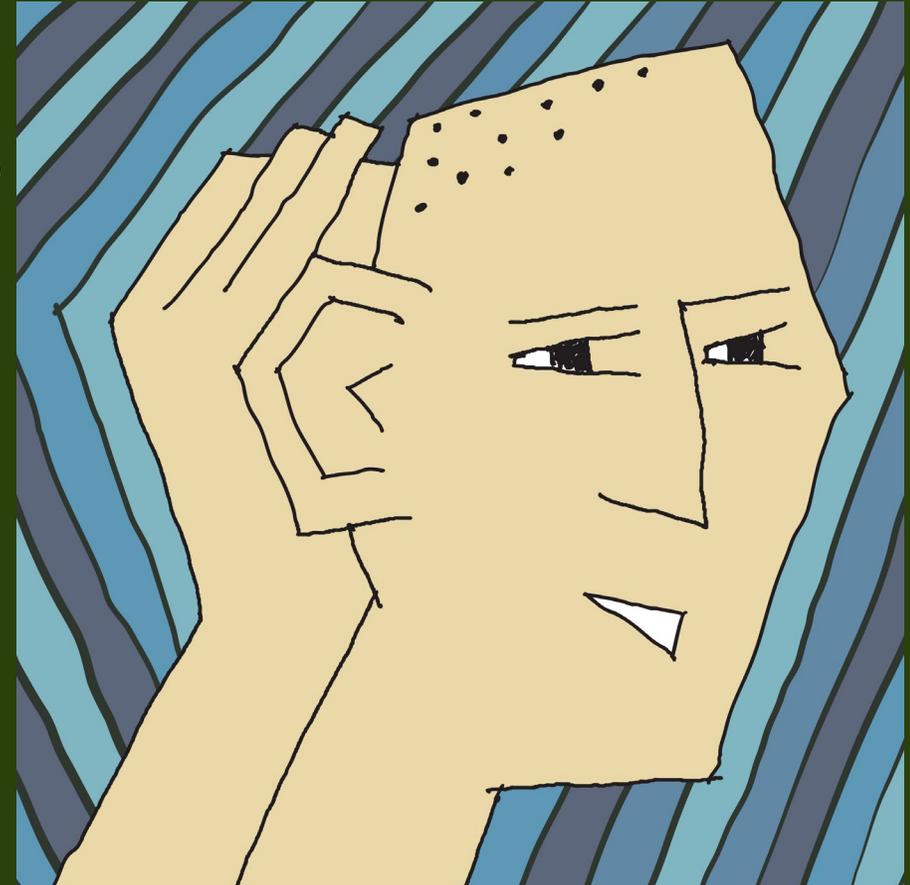
A great boss gives voice, not vote

- A great boss knows that, unlike our political system, work is rarely a democracy
- A great boss knows that employees know things she doesn't
- A great boss is clear about how input and feedback will be used
 - Don't ask for input if you don't want it



A great boss listens

- Be quiet
- Pay attention to your body language
- Give an occasional “uh huh” or nod
- Stay focused on the conversation
- Ask clarifying questions
- Make guesses about feelings
- Restate some of what is said
- You may not understand



7

A great boss remembers the platinum rule. She knows that each employee has different needs and preferences, and adapts her management approach.



A great boss uses personality insight

- ❑ Someone who is **Analytical** might appreciate working through the data and research first with a focus on objectivity when talking through a problem with you
- ❑ Someone who is **Structural** might need practical guidelines for approaching a problem as well as time to think through the details associated with the situation
- ❑ Someone who is **Social** may need to think through the consequences for team members first and need assurance that you are concerned for people's welfare when problem solving
- ❑ Someone who is **Conceptual** might appreciate approaching the problem with completely visionary, big picture brainstorming before getting down to the details



A great boss knows same isn't fair

- Different employees may value different forms of rewards and recognition
- A great boss knows she can't customize everything, but that she can customize some things
- "Special treatment" based on performance is almost always legal and often appropriate

learn more: https://www.allisonpartners.com/resources/entry/research_proves_that_bosses_matter



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The great bosses' secret...

15 minutes

Each employee

One-on-one

Scheduled

Once a week



Really.



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What to do for 15 minutes

- Talk like a coach
 - Steady and consistent
 - Methodical
 - Focused on minute detail
- Talk about the work
 - Priorities
 - Procedures and policies
 - Feedback
 - Resources needed
- Write stuff down



The magic of the 15-minute meeting

1. How are things going?
2. What's working well?
3. What's not working?
4. What else do I need to know about?
5. How can I help? What do you need from me? Is there anything I'm doing that's getting in the way?

learn more: http://www.allisonpartners.com/wwrn/entry/15_minutes_to_a_better_boss



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Customize your conversation

A great boss meets each employee where she is

- Who is this person at work?
- Why do I need to manage this person?
- What do I need to talk about with this person?
- How should I talk with this person?
- Where should I talk with this person?
- When should I talk with this person?



Boss blog posts

☐ 12 Ways to Improve Employee Engagement

http://www.allisonpartners.com/wvrn/entry/12_ways_to_improve_employee_engagement

☐ It's Okay to Be the Boss: The Step-by-Step Guide to Becoming the Manager Your Employees Need

http://www.allisonpartners.com/resources/entry/11_march_2011

☐ Improve Your Relationship with Your Boss

http://www.allisonpartners.com/resources/entry/improving_your_relationship_with_your_boss

☐ Practical Help for Managers and Their Stickiest Situations

http://www.allisonpartners.com/resources/entry/practical_help_for_managers_and_their_stickest_situations

☐ 15 Minutes to a Better Boss

http://www.allisonpartners.com/wvrn/entry/15_minutes_to_a_better_boss



Boss blog posts, cont.

Research Proves That Bosses Matter

https://www.allisonpartners.com/resources/entry/research_proves_that_bosses_matter

Help for New Team Leaders

https://www.allisonpartners.com/resources/entry/help_for_new_team_leaders

Are You a Micromanager?

http://www.allisonpartners.com/resources/entry/are_you_a_micromanager

The Best Bosses are Comfortable with Candor

http://www.allisonpartners.com/resources/entry/the_best_bosses_are_comfortable_with_candor

How to Be a Better Remote Boss

https://www.allisonpartners.com/resources/entry/how_to_be_a_better_remote_boss



To become a great boss, ease in

- Prepare
- Talk to *your* boss
- Talk to your team
 - As a group
- Start being the boss you want to be
 - Schedule meetings
 - Address concerns and resistance
 - Learn, try, learn some more



Great news – I'm the boss!

I consider this a solemn responsibility. I'm going to make sure that everything goes well around here. I'll help you get work done very well, very fast, every day. I'm going to set you up for success every step of the way. I'll help you solve problems as soon as they occur.

Count on me.

When you need something, I'll help you find it. When you want something, I'm going to help you earn it.

learn more: [It's Okay to Be the Boss: The Step-by-Step Guide to Becoming the Manager Your Employees Need](#) by Bruce Tulgan



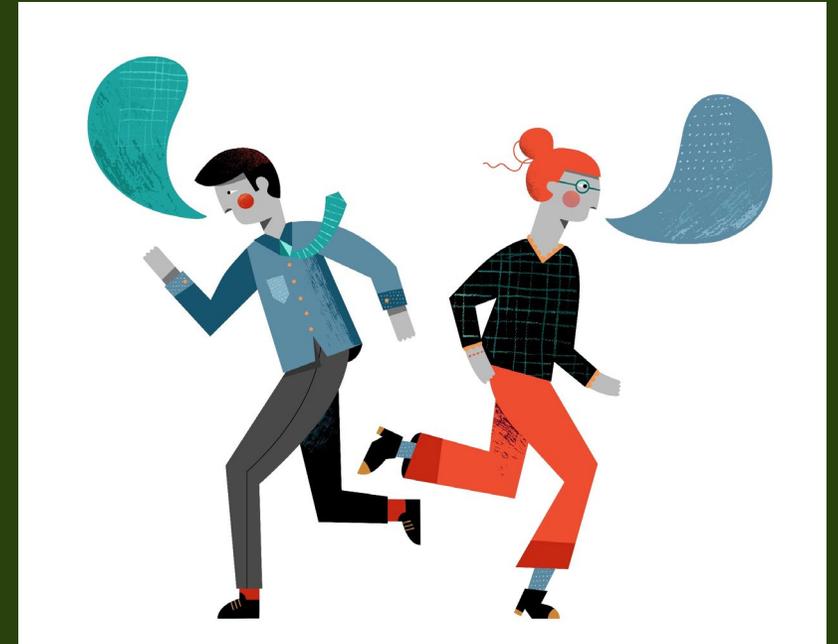
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Stay in touch and hold me accountable

Allison Linney, MBA
Allison Partners
105 Monticello, Suite 201
Charlottesville, VA 22902

Ph – 434.295.9962
Email – asl@allisonpartners.com

-  ASLinney and Allison Partners
-  @AllisonLinney
-  Allison Linney
-  allison_linney



What We're Reading Now blog: allisonpartners.com/wwrn
(a member of our team posts every other Tuesday)



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