Managing Entry Level Employees

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Agenda

Define the Problem - Demographics

Plan for Success Across Generation, Culture, and Gender

The Fundamentals of Highly Effective Teams

Creating Opportunities for Growth
Who are our Entry Level Employees?

• First Who are We?
    • White 56.1% (est.)
    • Hispanic 16.3% (est.)
    • Black 12.6%
    • Asian 4.8%
    • Other 10.2% (American Indian and Alaska native, native Hawaiian and other Pacific islander, middle eastern, etc.)
Who are We (Cont.)

- **0-14 years**: 18.62% (male 31,329,121 /female 29,984,705)
- **15-24 years**: 13.12% (male 22,119,340 /female 21,082,599)
- **25-54 years**: 39.29% (male 64,858,646 /female 64,496,889)
- **55-64 years**: 12.94% (male 20,578,432 /female 22,040,267)
- **>65 years**: 16.03% (male 23,489,515 /female 29,276,951) (2018 est.)
Who are We (Cont.)

- Millennials are Officially the Largest Section of the Workforce
  - Was “helicopter parenting” successful?
  - Did “everybody gets a trophy” prepare them for their careers?
    - Are they the product of a failed parenting experiment?
  - It doesn’t really matter
    - They are our employees now
Michigan State 2017 Study of Employers

- 31% had received resumes submitted by parents on behalf of their children
- 26% had contact with parents who tried to convince them to hire their sons or daughters
- 15% had formal complaints from parents whose child did not get hired
- 12% had dealt with parents who tried to arrange their child’s interview
- 9% had contact with a parent who tried to negotiate their child’s salary
- 6% had received calls from parents who were advocating for their child’s raise or a promotion
- 4% had seen parents attend the interview with their child

Who are We (Cont.)

• We Need to Teach Them that Hard Work is More Valuable than Intelligence
  – More about this later

• Do We Need to Treat Them Differently?
  – Actually, we already are!
Who are our Entry Level Employees?

Selected Household Income Brackets 2016-2017

ASEC Data, IPUMS-CPS University of Minnesota
Who are our Entry Level Employees (Cont.)?

- Specimen Processors
- Client Service Agents
- Phlebotomists
- Technicians
- Others
  - New MLS graduates
  - International Employees
Why do Entry Level Employees Leave?

- Historically, it is related to their immediate supervisor
- ARUP Statistics
  - #1 Reason Cited is Pay
    - This is a smokescreen
    - Full time Compensation Analyst
  - #2 Did not Feel Valued
  - #3 Lack of Growth Opportunities
Why do Entry Level Employees Leave? (Cont.)

- All Failures in Leadership!!
  - What are they “not” saying that we know is true . . .
  - This is a Really REALLY HARD Job!!
An Idiot with a Plan

• Analysis Paralysis
  – There is too much data available, we tend to analyze until we quit
  – Or, we never start!

• Purposeful Practice
  – Without purpose, practice is counter productive
    • Malcolm Gladwell . . .

T Boone Pickens
“I’ll hire an idiot with a plan, before a genius without one”
The Plan

- “I don’t have to be right, only the theory needs to be right”
  - Clayton Christensen

- Don’t overcomplicate things
- Get Back to Basics First!!!
The Plan

• Become genuinely interested in other people
• Smile
• Remember that a person's name is to that person the sweetest and most important sound in any language
• Be a good listener....
• Talk in terms of the other person's interests
• Make the other person feel important – and do it sincerely
The Plan

– The Core fundamentals work across Generations
– Great head start for cultural and ethnic diversity
The Plan

– Why a Focus on Patient Care is so Difficult
  • How we form personal connections
  – Rostromedial Prefrontal Cortex
    • “like me . . . not like me”
  – Temporopatietal Junction
    • Activate through sharing
  – This makes forming a deep connection to a patient nearly impossible
  – There is a better way . . . . .

Left temporoparietal junction is necessary for representing someone else’s belief
Nature Neuroscience
2004/04/11/online
Dana Samson, Ian A Apperly, Claudia Chiavarino & Glyn W Humphreys
The Plan

– Creating Highly Effective Teams

• Google Project Aristotle

• MIT Human Dynamics Lab, Pentland, The New Science of Team Building, 2012
  – Leader . . .
    » No
  – Skill Set . . .
    » No
  – Compensation Structure
    » No
The Plan (Creating Highly Effective Teams)

– How They Communicate!!!!
Specifically . . . Psychological Safety!

- "shared belief held by members of a team that the team is safe for interpersonal risk taking" (Amy Edmonson, Harvard)

- " . . . Without fear of being embarrassed, punished, or shamed or seen as ignorant, incompetent, negative or disruptive"
The Plan (Creating Highly Effective Teams)

– What are the Benefits of Psychological Safety?
  • Increased Moderate Risk Taking
  • Increased Creativity
  • Increased Curiosity
  • More likely to seek win-win
The Plan (Creating Highly Effective Teams)

– How Do I Do This???
– We need to learn how to disagree!!
  • This is the secret sauce!
The Plan (Creating Highly Effective Teams)

– What if I Don’t Teach Them to Disagree?
– #1 Fear at Work is Too Much Disagreement
  • “I want the team to get along”
  • “I want the team to work well together”
  • Are you advocating for hostile work environment?
The Plan (Creating Highly Effective Teams)

- The REAL Risk is Agreeing!!

Endless possibilities
The Plan (Creating Highly Effective Teams)

– How do I teach them to have Healthy Conflicts . . .
– How do I teach them to disagree???
  • Assign a Devils Advocate in every meeting
The Plan (Creating Highly Effective Teams)

– Devil’s Advocate
  • Their job is to disagree
  • Allows the team to separate the disagreement from the person
  • Allows the individual to practice thinking probabilistically
    – What “could” go wrong
  • Conditions you to avoid the Amygdala hijack
The Plan (Creating Highly Effective Teams)

– Use a “Safe Word” or Prop. . .

• Orangutan
Creating Opportunities

Creating Opportunities

– Positive and Negative Impacts are **Unrelated!!!**
  - The amount of *negative* Tweets has not correlation to the amount of *positive* Tweets
  - The amount of *positive* Tweets has not correlation to the amount of *negative* Tweets

– You Cannot Praise Someone Out of a Negative Behavior
– You Cannot Punish Someone into a Positive Behavior
– We MUST Do Both!
Creating Opportunities

– 10,000 Hours (Purposeful Practice)
  • 4hrs/day for 10 years
    – Support system necessary
    – Birth lottery?
  • Timing
    – Graduate in 2008??
  • Location
    – Memphis vs. San Jose
Creating Opportunities

• Memphis
  – 2% Chance of moving from the bottom 1/5 income to the top 1/5 income

• San Jose
  – 15%
Creating Opportunities

Normal Distribution

Probability Density

0.13%  2.14%  13.59%  34.13%  34.13%  13.59%  2.14%  0.13%

\(\mu - 4\sigma\)  \(\mu - 3\sigma\)  \(\mu - 2\sigma\)  \(\mu - \sigma\)  \(\mu\)  \(\mu + \sigma\)  \(\mu + 2\sigma\)  \(\mu + 3\sigma\)  \(\mu + 4\sigma\)
Creating Opportunities

- IQ and Success
  - 115 = average college graduate
  - Average genius IQ = 150
    - Albert Einstein
  - 195 = Chris Langan
    - Smartest person ever tested
  - Success is Less About Intelligence and More About Opportunity
Creating Opportunities

– Natural Talent Bias

  • Talent + Effort = Skill
  • Skill \times Effort = Achievement

– Our entry level employees do not know how to get out of the bottom 1/5th
  • (Memphis)

– The value of opportunity for his group is enormous!
Creating Opportunities

– Take a Personal Interest in Their Success
  – Review QC data
  – Participate on a multidisciplinary team
    » CAPA, RCA, Non-conformance documentation, etc.
  – Run the daily huddle
  – LEAN training
  – Provide constructive criticism to you
  – Be the devil’s advocate
Team Culture

– Your Already Done!
  • Psychologically Safe
    – Learned how to disagree
  • Appropriate praise and accountability
    – Twitter
  • Providing opportunities
    – Fiercely loyal

– Now You Can Agree as a Team That You Will **Focus on Patient Care**
  • The Temporopatietal Junction can form a deep attachment to the team and the team can focus on Patient Care
  • NOW IT WORKS!!
Team Culture – Risks

What if You Choose to Not Develop a Strong Culture

- Desk Rage . . .
- Workplace isolation and loneliness
- The law of the hog . . .
Advanced Techniques and Ideas

- What if You are Already a Rock Star?
  - Identify conflict styles

![Conflict Styles Diagram]

- COMPETING
- COLLABORATING
- COMPROMISING
- AVOIDING
- ACCOMMODATING

UNCOOPERATIVE → COOPERATIVENESS → COOPERATIVE
Advanced Techniques and Ideas

– Avoider

  • Uncooperative and Unassertive

  • They remind us to not sweat the small stuff

  • Give them purpose
Advanced Techniques and Ideas

– Accommodators

• High Cooperation, Low Assertiveness

• Their flexibility and support keep things running

• Set boundaries
Advanced Techniques and Ideas

– Compromisers

• Moderate Cooperation, Moderate Assertiveness

• Fair-mindedness moves us toward resolution

• Encourage them to keep talking
Advanced Techniques and Ideas

– Competitors

• Low Cooperation, High Assertiveness

• Make tough decisions

• Spark critical thinking

• Don’t silence the people who make you successful
Advanced Techniques and Ideas

- Collaborators

  - High Cooperation, High Assertiveness
  - Great when you need buy-in
  - Help with big complex ideas
  - Difficulty making decisions
Advanced Techniques and Ideas

— Geet Hofstet Cultural Diversity


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Advanced Techniques and Ideas

- Power Distance
  - Degree that less powerful member of society accept that power is distributed unequally.

- Individualism
  - Degree that a society focuses on “I” vs. “We”

- Masculinity
  - Degree to which assertiveness is rewarded

- Uncertainty Avoidance
  - Degree of comfort with uncertainty

- Long Term Orientation
  - Degree to which change is accepted

- Indulgence
  - Degree to which gratification is regulated by social norms
Advanced Techniques and Ideas

– Geet Hofstet Cultural Diversity

• https://www.hofstede-insights.com/product/compare-countries/
Key Take Away’s

– Keep it simple
– Focus on the Fundamentals

• Psychologically Safe
  – Teach them to disagree

• Appropriate Praise and Accountability
  – Praise positive behaviors
  – Firm accountability for negative behaviors
    » Praise more

• Provide Opportunities
  – They don’t know how to get out of Memphis