





Performance Enhancement: Rewards to Consequences

VSPA May 2011
Dr. Charlotte Lacroix, DVM, JD
Veterinary Business Advisors

VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

By: Charlie Deutsch, Veterinary Student, University of Illinois, Class of 2011

VBA's Mission Statement

Veterinary Business Advisor's goal is to support members of the veterinary industry as they navigate the complex web of risk management, business strategy, and the growth and development of their organization. As highly qualified professionals with a broad spectrum of experience, we provide the highest level of comprehensive business and legal advice in the profession.



Lisa B. Bell, MA
Human Resources Consultant



Charlotte A. Lacroix, DVM, JD
Owner & CEO

News To Use

June 2010

Social Networking: How Does It Affect YOU?

At just past 1pm on an undisclosed date an employee wrote on Facebook: "OMG (oh my god) I hate my job! My boss is a total ***** always making me do **** stuff just to **** me off!*****"

An older man who is pictured wearing sunglasses, wrote to her at 10:33pm the same day: "Hi, I guess you forgot about adding me on here?"

He added: "Firstly, don't flatter yourself. Secondly, you've worked here for 5 months. Thirdly, that **** stuff is called your job, you know, what I pay you to do. But the fact that you seem to be able to **** up the simplest of tasks might contribute to how you feel about it."

"And fourthly, you also seem to have forgotten that you have 2 weeks left on your 6 month trial period. Don't bother coming in tomorrow."

Unfortunately, conversations like this are happening quite frequently these days, due to the influx of social media sites, like Facebook and Twitter. Status updates and blogging about personal lives, daily activities, politics, social gatherings, and even topics are becoming a staple in the daily routines of many people. While simply posting information about an event you attended or how sick you may feel one day, may not be anything to be concerned about, it is when people speak disparagingly about their job, their boss, customers or co-workers that it could cause irreparable damage.

[\(Click to read full article\)](#)

Controlled Substances in Your Practice

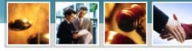
Services

- **Business/Legal Consulting**
- **HR Consulting**
- **Newsletter**
- **Toolkit**
- **HR Operational Awareness Tool**
- **Lectures/Retreats**

VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

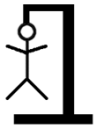
Agenda

- Establishing expectations
 - Understanding the need for clarity
- Performance Mgt Program
- Rewards
- Discipline
 - Effective discipline
 - Reprimands and Consequences
 - Confronting and Coaching Employees
- Breakout
- Tips to remember



VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Behavior is shaped by its
C---q-----S



VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Defining Expectations



"Look, when you made an appointment for me to treat a rattlesnake bite, I naturally thought you meant for a patient that had been bitten by a rattlesnake!"



VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Creating Expectations



- The need for **clear** definitions...
 - Why is it a bad idea to be texting during work?



- Why is it bad for an employee to use computer stations for personal use?



Creating Expectations



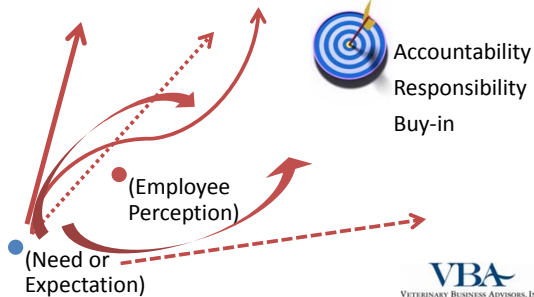
- The need for **clear** definitions...
 - Why is it important to come to work dressed appropriately?

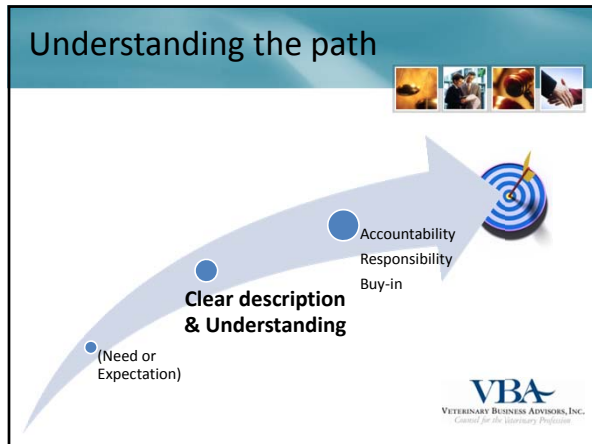


- Why is it important to be on time for work?



Understanding the path





Mis-Matched Expectations

| | Employee | Employer |
|-----------------------------|----------|----------|
| Appreciation of Wk Done | 1 | 8 |
| Feeling of Being Included | 2 | 10 |
| Help with Personal Problems | 3 | 9 |
| Job Security | 4 | 2 |
| High Pay | 5 | 1 |

Survey 10,000 employees
Ken Blanchard
"One Minute Mger"

VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

- ### Value of Performance Reviews
-
- **The objective of performance reviews is to...**
 - Create & maintain productive responsive workforce to improve client and patient services
 - Ensure accountability
 - Provide transparency
 - Rehabilitate & deter unfavorable behavior
 - Maintain communication with staff
 - Obtain feedback
- VBA**
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Effective Performance Reviews



- **Effective** reviews...
 - Are **forward-looking**
 - Evaluate and address ALL barriers to productivity, growth and success
 - Do employees **know** what is expected?
 - Do employees have the proper **training** to fulfill them?
 - “Don’t **complain** until you’ve **trained**”
 - Do employees have the proper **tools** to fulfill them?
 - Are other people, events, responsibilities **interfering**?



Performance Reviews



- **Research shows that employees have:**
 - Strong Needs for a Clear Sense of Direction,
 - Knowledge of How They are Doing,
 - Supportive Environment in which they can reach their goals, and
 - Recognition for Achievement
- When these are met, High Levels of Motivation, Growth and Results occur, both for Employees and for the Practice




Performance Management Program



- **Recipe for business success is to:**
 - Define the Practice’s Mission and Values,
 - Weave Values into the Culture, and
 - Translate the Mission into Productive Reality
- **Performance Management Program:**
 - measures success by creating a system of accountability
 - is based on the premise that Clear and Frequent Communication about performance is the key to Maximizing Productivity, Employee Satisfaction and Employee Development




Benefits of PMP




Employees

- Understand what is expected
- Have documented plans for achieving results
- Given an opportunity for ongoing dialogue and feedback from their supervisor
- Become aware of strengths and challenge areas




Benefits of PMP




For Supervisors


- Provides documentation of what is expected of each employee
- Is a process for monitoring results and providing employee feedback
- Helps define employee job assignments and new responsibilities
- Drives employee development plans



Developing a PMP



- **Who Should Evaluate**
 - Vertical (Supervisor/Subordinate)
 - Horizontal (Peers)
 - 360° (Supervisor/Peers/Subordinates)
 - Self
- **How does the Program Measure Objective and Subjective Criteria**
 - Objective-results are clearly measurable
 - Subjective-based on defined expectations
- **How it reflects the practice's culture**
- **How it links to compensation**



Developing a PMP



- Who Will Train Evaluators
- How Often Should Reviews be Performed
- Who Will Manage the PMP
- What Will Be Done With Results
- How Will You Measure Success



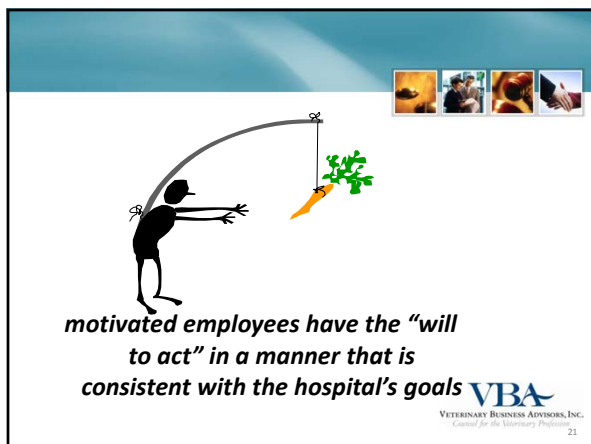
Rewards & Positive consequences



- People work in veterinary medicine because they love pets.
- A practice culture that emphasizes good outcomes for pets will motivate the team.

[Courtesy Dr. Carin Smith]





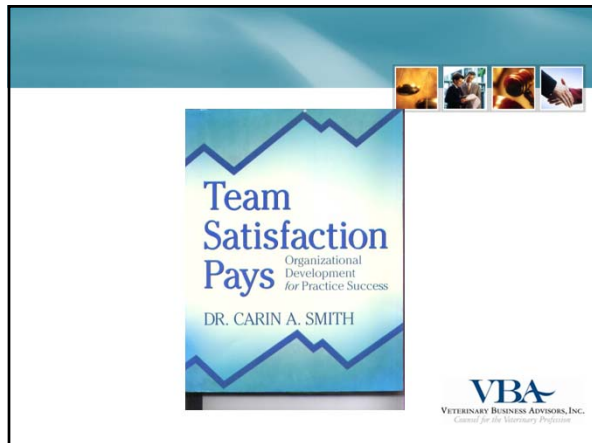
Use rewards appropriately



- Monetary rewards may serve as a disincentive!
- Research: Performance is worse when there is financial reward compared with performance for **altruistic reasons**
- Once the mental switch is made, you can't go back (and expect the behavior for altruistic reasons)

[Courtesy Dr. Carin Smith]





Use rewards appropriately



- Beware of carrot/stick approach!
 - Research shows that offering a reward as a reason to complete a task will backfire.
- Use “now that” rewards, rather than “if then”
 - Most effective:
 - Now that you've succeeded, thank you
 - Less effective:
 - If you do this, you'll get...

[Courtesy Dr. Carin Smith]



Implementing Reward Programs



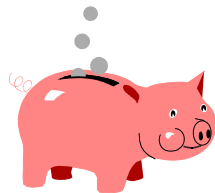
- employers communicate the organization's goals and expectations to their employees
- employees understand their respective roles and responsibilities in achieving the organization's goals
- each employee understands how the reward is earned



Reward Programs Must Be . . .



- simple to implement
- realistic, measurable
- attainable short term
- long term impact
- new
- fall within the practice's budget
- surprise the recipient



Non-Financial Rewards



- Recognition and appreciation
- Training and career development opportunities



Non-Financial Rewards



- Important team member
- Stimulating work
- Nice working environment

- Fair boss
- Perks



VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

28

Financial Rewards

(Low Motivators)



- Salary increases
- Commissions and bonuses
- Performance-related pay
- Ownership
- Employee Benefits



VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

29

Individual Reward (examples)



- Long term impact
 - Employee of the month
 - Written thank you note
- Short term impact
 - Movie passes; gift certificates
 - 2 hours off with pay
 - Gift for employee's pet

VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession


30

Group Rewards

- Dinner and a movie
- Delivered lunch
- Paid continuing education trip
- Shopping Day
- Yours?

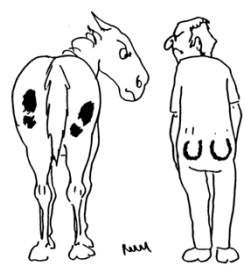
Extra 50% off
 All already-reduced costume jewelry
 Total savings of 60% to 75%

Necklaces, pendants, bracelets, earrings, rings
 New brand jewelry



Save even more with your Extra 15% Savings Pass.

Reprimands & Negative Consequences



VBA
 VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Discipline



VBA
 VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Progressive Discipline Tree



- Recognize & confront unmet expectations
- Coaching Moment
 - Review expectation and barriers
- Verbal & Written Warnings
 - May or may not be accompanied by consequences
 - Flexible with frequency and seriousness of violation
- Final Written Warning
 - Generally *not* accompanied by consequences
 - Document potential for termination without improvement
 - Define! Expectation met 100% for X amount of time



Progressive Discipline Tree



- What is the MOST important part of discipline and accountability?



Progressive Discipline Tree



- What is the MOST important part of discipline and accountability?
 - **Commitment to enforcement!**
 - “Don’t **endorse** what you won’t **enforce**”
 - Leadership



Confronting Employees




Bernardi, Lauren. (2003). *Nine Steps to Effective Discipline*. The Canadian Manager, (Winter 2003).

Archer North. (2010). *Conflict and Confrontation*. Archer North & Associates.




Confronting Employees





- The little things
 - Plan ahead
 - A discipline meeting is NOT a debate
 - Location, location, location
 - Quiet
 - Private
 - Uninterrupted
 - Witness




Confronting Employees



- Self-auditing
 - Avoid direct confrontation and criticism
 - Utilize open-ended questioning techniques
 - “Your attendance record is unacceptable. You will have to improve.”
- Versus...
 - “Your record shows you’ve had 7 days off in 6 months. What can you tell me about this?”
- Target: Voluntary admission



Confronting Employees



- Self-auditing

Voluntary Admission

➔


Ownership,
Responsibility,
Accountability,
Acceptance

➔

Change,
Development,
Maturation



Coaching Employees





Experiences

Experiment

Feedback*

Conclusion

Reflect

Coaching Employees




- 1
 - Removed Barriers
 - Empower, Enable
- 2
 - Coach Involvement, Investment, Responsibility, & Accountability
- 3
 - Monitor Response
 - Buy-in, Increased Performance




Progressive Discipline Roleplay





Progressive Discipline Roleplay




- Scenarios will be handed out
- You are either the practice *owner/employer* or the *employee*
 - *Owner/employer* scenarios are numbered #1-8
 - *Employee* scenarios are 1A, 2B, 3C...
 - These match up with #1-8



Progressive Discipline Roleplay



- Read your individual scenario
 - Employers: Decide on your strategy to confront your employee
 - *How can you use what we talked about today?*
 - Think about your tone, non-verbals, how you present questions...
 - Employee: Put yourself in the role
 - Think about your tone, non-verbals, how you will answer...
 - Be creative! The scenarios are just to get you started



Progressive Discipline Roleplay



- Locate your employer(#)/employee(#X)
 - Employer (#): "Hi (name), Can I have a moment to speak with you?"
 - Employee (#X): "Hi (name), I heard you wanted to speak with me?"



Progressive Discipline Regroup



- How did Employer approach Employee?
 - What went well? What was difficult?
 - How did Employer feel at the end of the discussion?
- How did it feel to be the Employee?
 - What went well? What was difficult?
 - How did Employee feel at the end of the discussion?
- Real-life examples?




Progressive Discipline Regroup





- Did you plan to address your employee in way to *protect your practice*?
- Did you document (or at least think about it) your discipline meeting? The plan? The timeline?




Rewards and Consequences




Are ineffective unless properly documented


Importance of Documentation



- *Document* the communication of expectations...
- *Document* coaching and corrective measures...
- *Document* times and dates...
- *Document* the failure to meet those expectations
- Evidence!
 - Courts are *unsympathetic* to employers without documentation of unmet expectations





Quiz: *Where* to document...?



- Where do each of these policies belong?

| | |
|-------------------------------|---|
| 1. Texting during work? | |
| 2. Personal use of computers? | In the ... |
| 3. Dress code? | A. Job Description |
| 4. Tattoo exposure? | B. Contract |
| 5. Tardiness? | C. Employee Manual |
| | D. Standard Operating Procedures Manual |

Protecting Your Practice



1. Establish and document expectations
2. Investigate alleged violations promptly



VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Protecting Your Practice



3. Enforce consistently
 - Consider the employee's previous record
 - Consider complicating factors
 - Document and update employee files
 - Have employee sign discipline notice
4. Assign discipline appropriate for offense
 - Ensure adequate "time window"

VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Protecting Your Practice



5. Allow an opportunity for response
6. Document steps to coach/rehabilitate
 - Explain seriousness and need for improvement
7. Follow-up and document
 - "Don't **expect** what you don't **inspect**"

VBA
VETERINARY BUSINESS ADVISORS, INC.
Counsel for the Veterinary Profession

Thoughts to Remember...



- It's about the **team** and **the practice**
- "Don't **endorse** what you won't **enforce**"
- "Don't **complain** until you've **trained**"
- "Don't **expect** what you don't **inspect**"



THANK YOU!



www.veterinarybusinessadvisors.com