



Consultation paper: Diploma of Management for Clinicians – Developing High Impact Managers

Purpose

The purpose of this paper is to invite your views on the newly developed Diploma of High Impact Manager for clinicians (nurses, midwives, allied health professionals and medical practitioners). This Program is scheduled to start at the beginning of 2015. This paper will set out the key factors driving the need to raise manager's impact on their people, the systems and the culture. The outcomes and structure of the Program are also presented.

The challenges

To do more with less, the way managers manage has to be fundamentally redesigned.

Diminishing resources

In a world of diminishing resources (people, capital and natural), where we are being asked to do more with less, there is a greater need for managers to have a multiplier impact on everyone around them. Managers need to operate at a much, much higher level, motivating and enabling everyone around them to do the same.

Transition from buddy to boss

But the transition from being a clinician to being a high impact manager can feel like walking across a tight rope, without a net – where one mistake feels like the end of life as we know it! To make matters worse, managers everywhere today are expected to cross a chasm that separates the 'old way of managing' where you could expect people to turn up and do their job, to the 'new way of managing' which is about leading teams through unknown territory, enabling each individual to manage themselves. In this new management, the managers focus is on how to empower their team members to operate at their highest level, change and adapt, and continue to develop themselves, their colleagues and the organisation.

Increasing accountability

Scrutiny and accountability in health and aged care have never been higher. Your business is everyone's business. In the health sector the National Standards accreditation process demands hard evidence that every staff member complies



with the standards. Performance and financial targets have never been harder to meet. It is simply not possible to meet these accountabilities without the full engagement of every individual in the organisation.

Person centred and consumer directed care and services

Policy and funding is driving person centred and consumer directed care. To genuinely engage patients, residents and clients in their own care, clinicians have to rethink how work is done, and by whom. Many clinicians will find the shift extremely challenging as they move from being the clinical authority, to being a partner working along side the patient, resident, client and their families. Manager's ability to lead this transformation will be key to its success.

The problems

But there are a number of hurdles in the way for first line and middle managers. Here are some of the problems and concerns that hear every time I meet, mentor or train nursing and midwifery leaders.

Disengaged workforce

It often seems that the only person worrying about compliance, performance or the health of the organisation is you. Gallup (corporate researcher giant) found that 70% of US workers were not engaged at work. That means only 3 in 10 people are operating at the level they are employed to operate. Loss of productivity of actively disengaged people was estimated by Gallup to cost the US economy \$370 billion per year.

We think this is bad until we see that Australia is worse! Only 18% of Australians say they love their work compared to 28% of workers in the US. Two in 3 Australian workers are emotionally detached from their employer, and some of these are "actively disengaged", meaning they are thinking very bad things about their employer. What could it be costing your organisation in unrealized revenue from poor documentation; waste; through not reaching targets and not complying with accreditation standards?

Herman found that 75% of people who leave their job voluntary did so because of their bosses¹. It is clear that line managers and middle managers are in the best position to lift staff engagement.

But first line and middle managers often:

¹ Accessed 8/9/14 at: <http://www.thesocialworkplace.com/2011/08/social-knows-employee-engagement-statistics-august-2011-edition/comment-page-24/#comment-850224>



Struggle to leave the trenches

It is often hard to leave the 'trenches' with their work mates. Some managers don't really see themselves as part of management, as a steward of the organisation rather than a friend of their buddies. Or they struggle to tell their friends what to do. We have all been there.

Lack of confidence

Some managers find it very difficult to take charge. This is particularly the case when they have not had the professional development and mentoring to build up their core management skills. They might not use their own initiative, relying far too much on their boss to tell them what needs to be done next. As a result, their staff lack initiative and confidence.

Find managing people incredibly difficult

In my research I have found that around half of nurse unit managers worry about their ability to manage people – and let's face it, managing in health and aged care is all about people! They are particularly worried about ensuring they have the right staff, their staff have the skills and knowledge to do the job, managing poor performance and conflict; and getting their staff to take on more responsibility.

Feel totally overwhelmed

Most people will say they don't have enough time to do the job well. Many managers are finding the rate of change, the demands being placed on them, and their ability to respond over whelming. They simply do not know how to manage it all.

Many new managers have gaps in their management learning and do not have the physical tools and structures to help make life easier.

Are not sure how to handle the inter-generational tensions

There will be a large group of managers who are working toward retirement, presenting a significant challenge in terms of succession planning and preparation. And, there is also a group of younger people coming up through the ranks, keen to make the transition and keen to learn. This younger generation is driven by purpose, they ask 'why' a lot, and don't just take things on face value. They require a different style of management to get the most out of them than traditional managers might be providing.

Questions:

1. Would you agree that these are the problems you see?
2. Are there others?



The costs

The first line and middle managers have such a huge impact on the health of their organisations, it amazes me that there are still organisations out there that invest so little into their development. Some of the costs of not developing these managers include:

Turnover

The cost of turnover is enormous. *PriceWaterHouseCoopers* estimated that it cost \$300k per year for every percentage increase in turnover. Just the loss of one nurse costs twice their annual salary. As mentioned earlier, managers have a critical role in the decisions people make to stay or go.

Poor performance

Any areas where the staff are not performing at their highest will indicate a need to improve management impact. The first line and middle manager is in direct contact with almost every staff member. You want these people to succeed - they are the lynch pin of the organisation.

Stress, bullying and WorkCover

First-line and middle managers can have a direct impact on stress levels and WorkCover claims. In one hospital Unit there was \$120k worth of WorkCover claims relating to poorly managed staff stress and bullying claims. Added to this was the cost of filling vacant shifts owing to unplanned vacancies, which amounted to around 3-5 shifts a day over 6 months (represented approximately \$700/day = \$127,400 per annum). The costs of one bullying claim in another organisation came to \$37k.

Unfocused and unaligned

Almost half of the executives surveyed by McKinsey & Co (out of 1,500 worldwide) said they did not concentrate enough on guiding the strategic direction of the business. The principle reason is that they are doing lower level management work because their managers are not operating at their highest levels, autonomously. Managers are being diverted from the organisation's strategic priorities to focus on employee performance problems, email and voice mail, long and unproductive meetings, ticking boxes, and ad hoc reporting. Line and middle managers need to have solid skills in prioritizing, managing their time and ensuring their team is doing the same. They need to be plugged into the organisation's strategic priorities, so that issues that have no bearing on these don't distract them.

Reactive management – not proactive

I found in my own research that managers spend most of their time dealing with administration (39%) or people issues (36%) and not at a system or strategic level at all. They are reacting to people issues like conflict between staff members, under



performance, making sure gaps are filled in the roster, replacing people who call in sick. In the administrative area their focus is often on auditing, preparing reports and producing a growing amount of documentation. These activities are core to managing, but if managers were also able to work on the system as well as in it, much of their reactive 'stuff' would go away.

Building systems, structures, creating a positive work environment and developing people capability came a very, very distant last place. And the result is that there is never any let up. The same issues emerge day in day out, diverting the manager's attention away from the areas that could actually reduce or even prevent these issues. They are "so busy fighting alligators, you can't drain the swamp". This is why they feel totally overwhelmed.

Questions:

Are these the impacts you notice?

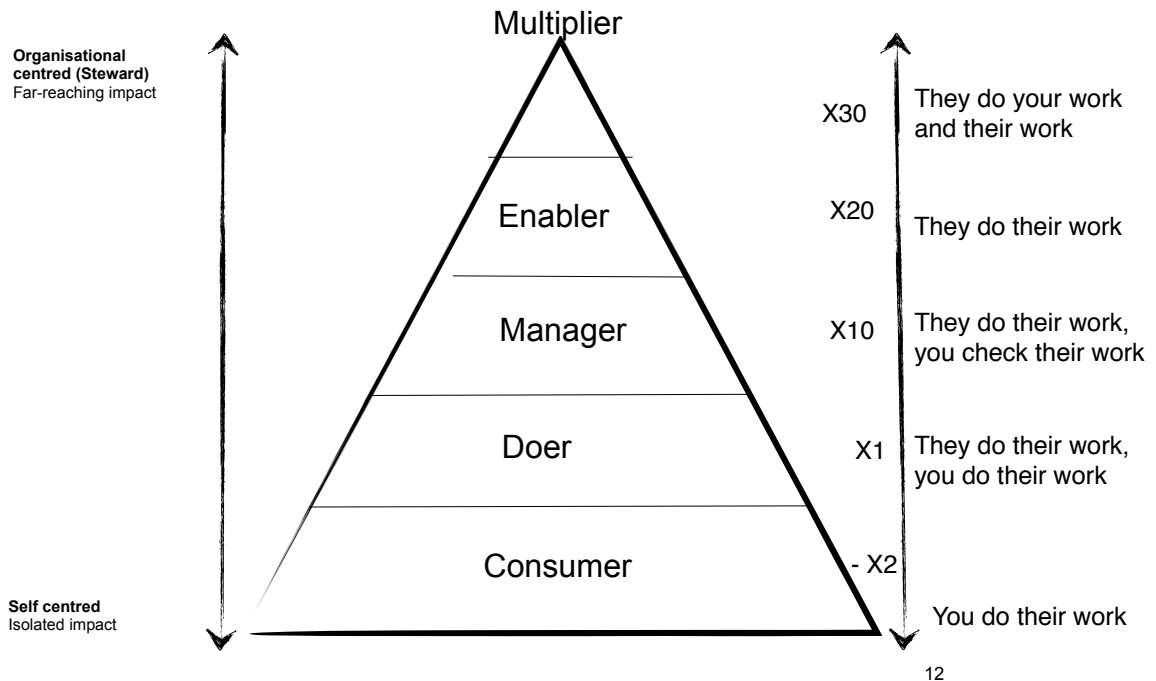
Are there others?

So what's the real issue?

The real problem is that first line and middle managers are often not fully empowered to manage or to empower their staff to operate at their highest levels. They are not operating autonomously. My research has revealed that 1 in 5 managers feel that they are being micro-managed by their bosses. When people are not enabled to make decisions as close to the point of service as possible then the work and difficult decisions are pushed up the line, and often delayed. To meet accreditation standards, performance targets and maintain budgets, it is essential that every individual in the team is totally engaged in their work, and able to operate at their highest levels.

What I have realized over the time that I have been working with managers to develop their management skills and mindset, is that they tend to fall into 5 distinct groups: consumers, doers, managers, enablers or multipliers (refer to figure below). If the ultimate aim is to create teams of self-managing individuals – people who have the capability to not only do their own work at an exceptional level, but can also manage themselves and step up – then we need managers who are multipliers. A highly empowering manager has this multiplier impact.

High Impact Management



The Consumer

Anyone new to a job, an organisation or a profession can reasonably be expected to consume a lot of time and energy to get them up to speed. The new manager will similarly be expected to consume more time and resources when they first start. These people might need to be micro-managed for a short period of time until they develop their confidence and skills to perform more autonomously. However, without this support or a genuine motivation to be a great at what they do, they can get stuck at this level. The root cause of this problem is their lack of belief in themselves and their ability to make a difference – they have an external locus of control. Most problems seem outside of their capacity to fix, so they tend to pile them up on their manager. So at this lowest level, they are very much focused on themselves - and their positive impact is isolated and limited. At worse, if staff and managers get stuck here, then they cost the organisation an immense amount through lack of engagement, sabotage, resistance, low productivity, turnover, absenteeism, and poor quality care. The Consumer's impact is draining by a factor of 2, because they not only take themselves out of the game, they divert the attention of their boss and others around them. OK in the short-term while they are learning the ropes – not OK in the long-term.



The Doer

Once they have finished their training, or orientation to the organisation and have settled in, you would hope new employees progress to being doers - they get their work done. In fact, one of our strengths as nurses is that we are doers - we solve problems and get things done. Which can be one of our biggest hurdles when we transition to manager - we keep doing and solving everyone else's problems rather than enabling those around us to do the work. If managers fail to leave the ranks of the doer - they dis-empower their people unwittingly - they can make them dependent - pushing them back into the consumer level.

When managers struggle to make the transition from worker bee to manager - they continue to 'do everyone else's work' thinking that this is what is expected. I have often heard people say that the characteristic of great managers is that they get down and get dirty. I don't tend to agree. That, in my view is the sign of a manager who is not clear about their role so they fall back into the comfort of doing what they used to do. Alternatively they don't ask others to do the work because they worry about losing the friendship. The 'doer' unintentionally diminishes the confidence and the capacity of their people and the team overall. Their focus is self-centered rather than organisational centred (stewardship). Their impact is actually negative, diminishing the capacity of the team by twice their basic potential. This manager provides no leadership so allows a leadership vacuum to form for other, informal leaders to fill. And these informal leaders can take the team down a very different path to where the organisation wants to head.

The Doer can be a controller. Having committed to the role of manager, some managers assume that the job is all about taking control - making sure every one is doing the work exactly how the manager would do it. It is actually through their fear of losing control that they take on a micro-managing approach. Ironically this approach creates dependence in those around them. Controlling managers sap their staff's confidence and any initiative.

At best their approach limits the team's capacity to their own capacity - their impact equals their individual capability (X1). They may as well not have a team.

The Manager

The Manager focuses on coordinating their people and the work they do ensure that their people are doing their jobs whether the manager is there or not. They are focused on employing people, telling them what to do, checking their work, and setting up the systems to manage people when they are not around. All good because that is what managers should do - increase the organisational capacity to equal the basic capacity of the individual teams members available. So one manager, with 10 staff, has a 10-fold impact.



The Enabler

The Enabler is the new black in management. These people are much more organizationally focused, and spend a lot of time developing their people - making sure that people have the skills, support and role clarity to do the job as best they can. The enabler motivates staff to do their allocated work at extremely high levels potentially ramping up their management impact by twice as much as an ordinary manager – management impact is X 20.

The Multiplier

The Multiplier, however, builds teams that can operate at advanced levels, expanding every individual's actual skill and scope to perform at a more advanced and autonomous level, but in total collaboration with each other. This is where true synergy happens. The multiplier aims for their team to ramp up their own work capacity, but also to manage themselves so that they, in effect, start doing the manager's job as well. This frees the multiplier up to focus on determining strategic direction, developing the people and the systems so that they can respond to emerging opportunities. They no longer get stuck in the minutia of the day-to-day work and issues. They are there to deal with the big stuff that cannot be dealt with by the team. Multipliers have an exceptional ability to find the right people, distil their strengths and place them where they can fully express these strengths. Multipliers motivate people and give them the confidence and courage to make autonomous decisions whenever they need to - to take initiative and not need to wait for constant direction. These multipliers have a X30 management impact. High Impact Managers will enable organisations to do more with less, and make the evolutionary shifts in the way work is done to survive in this new world.

Questions:

Have you any comments or feedback about this model?

Does it resonate?



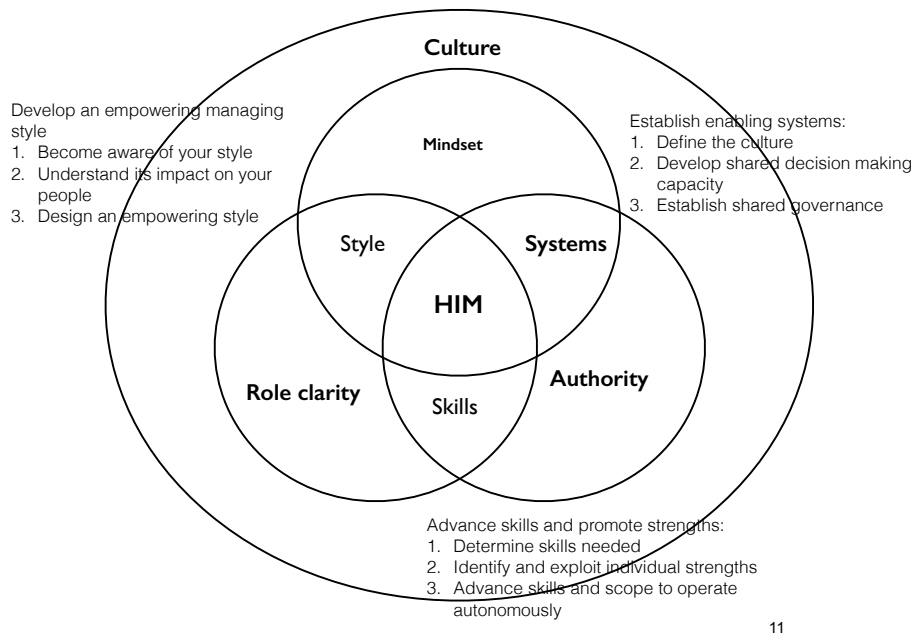
The solution: High Impact Managers

Managers can only free up their time to focus at a higher level if their people operate at a much higher, more autonomous level. Staff need to become self-managing. Which by the way is the single most powerful factor to increase staff engagement. But to achieve this, managers need to be empowered to manage at their highest level. This virtuous circle turns on the level of trust executives have in their managers, and they, the managers have in their staff. For managers at every level to get the most out of their people, they need to start with the assumption that their people want to work at their highest levels - and then enable them to do this - not micro-manage; not continually react to issues. Rather, managers need to focus on the developing skills, capability and systems that will enable everyone to manage better and more autonomously in collaboration with those around them.

So you can also fix the problem, along with your managers by taking on an empowering management mindset, building enabling systems and encouraging everyone to advanced their skills and scope to work autonomously in collaboration with their colleagues.

Multipliers are highly empowered managers, who empower those around them. They enable people to operate at their highest by putting them in exactly the right positions, making sure staff know what is expected of them, removing any obstacles to their achievement - and then getting out of their way. They multiply their impact through amplifying their team's performance.

While important, it is not enough to clarify roles and develop the core management skills. To really ramp up your managers' impact, they need to switch on empowering management mindsets and be given the authority to make autonomous management decisions. These are critical for creating collaborative teams of high performing, self-managing individuals. The keys to establishing all three elements are:



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1. Adopting an empowering management style
2. Establishing enabling systems and practices
3. Advancing the skills and scope of managers and staff to make autonomous decisions as close to the point of service as possible. This means giving them the skills to manage themselves, their work and the situations that emerge.

All elements are required to foster a highly productive, engaged and progressive culture.

Diploma of Management (High Impact Management for Nurses and Midwives)

This new Diploma has been designed on the basis of research and actual experience in the health and aged care sectors. It is designed, developed and will be delivered by nurses and midwives who have a realistic understand of the context that managers face today in hospitals, aged and community care settings. However, it also draws on contemporary management and leadership theory and best practice across a variety of industries.

This Diploma is intended to enhance the impact of nursing and midwife managers exponentially, as it will not only improved their skills and ability, it will lift their team's performance and improve the organisation.



Why a Diploma

One of the concerns we have is that short professional development programs might be too short to really have an impact on the individual's practice and organisation. Through a Diploma we are aiming to give participants the opportunity to learning, practice and consolidate the skills and behaviours they need to transition from a clinician to a high impact manager.

We understand that there are many clinicians who want to add a formal management qualification to their CV, and see a Diploma as an important step in their management career path.

So why not a post-graduate degree?

A Diploma is Level 5 on the Australian Qualification Framework. The clinicians this Diploma is targeting are making the move from clinician to manager, and have not undertaken any formal higher education in the management education. While clinicians, such as nurses, midwives, allied health professionals and medical practitioners have higher education in their clinical areas, they have not always had the opportunity to complete formal qualifications in management. It is quite a side step from being a clinical expert into management, which is assisted by learning the core competencies in management and leadership.

The team has all completed higher education in management and health administration and understands that programs at these higher AQF levels (Degrees, Post-graduate certificate, post-graduate diplomas and masters degrees) tend to assume that the lower level programs have been completed. This Diploma provides this solid and practical foundation to progress successfully into the next management and educational levels.

Key features of the Diploma

- 📍 **A nationally recognised management qualification providing a critical step along the management career path**
- 📍 **A mix of face-to-face, on-line and work-based learning, supported by regular on-line group mentoring and discussion forums, plus 2 one-on-one mentoring sessions**
- 📍 **Small and highly interactive groups**
- 📍 **Focused on improving their ability to respond the issues facing their workplace right now, and improve their organisations in the process!**



- Ⓢ **Designed to create an empowering mindset; develop/improve enabling systems, and advance theirs and their teams' skills and performance.**
- Ⓢ **No exam, just incredibly practical and valuable workplace assignments designed to** improve the individual and the organisation.

The Program comprises the:

- Ⓢ **8 full day face to face** workshops focusing on developing an empowered management mindset; establishing enabling systems and culture, and strategies to expand staff skills and scope. One workshop for each module will be held in a central location per month. These are small and interactive groups.
- Ⓢ **8 on-line group mentoring sessions** focusing on addressing the real life issues they deal with day-to-day, and engaging their team in an organisational improvement Project. These sessions are invaluable for keeping participants on track, reflecting on their learnings and developing insights into their own effectiveness and strategies to overcome hurdles.
- Ⓢ **2 one-on-one mentoring sessions** to build a base-line understanding of the individuals goals, issues and plan for transitioning to a high impact manager
- Ⓢ **Online community, resources and discussion group** for participants to access their resources from wherever they are, raise and answer questions, and share resources and ideas.

Questions:

Does this mix of delivery methods match yours or you manager's learning preferences?

If not, please provide some suggestions to improve on this:

Course structure and assessments

Unit	Core assessments
BSBWOR501B Manage personal work priorities and professional development	<ul style="list-style-type: none"> • Management style assessment and design • Personal work plan that reflect s the organisation's priorities, their role responsibilities and accountabilities • Develop, use and evaluate strategies and systems to priorities their work and manage their time • Personal leadership development plan

	<ul style="list-style-type: none"> • A reflective journal maintained through the program
BSBDIV501A Manage diversity in the workplace	<ul style="list-style-type: none"> • Implement the diversity policy • Establish skills and process that foster diversity and promote individual strengths • Develop skills and processes for dealing with conflict and harassment
BSBHRM513A Manage workforce planning	<ul style="list-style-type: none"> • Workforce plan signed off by Boss • Change management plan to introduce one workforce change, including a communication plan
BSBMGT502B Manage People performance	<ul style="list-style-type: none"> • Establish rostering rules • Design performance management and review processes to ensure consistency with organisational objectives and policies • Implement performance management strategies, including appraising performance, preparing performance improvement plans and managing non-performers
BSBWOR502B Ensure team effectiveness	<ul style="list-style-type: none"> • Unit Mission and Operational Plan that reflects the organisation's operational and strategic plan • Establish shared governance framework and processes • Establish and implement a policy and procedure review/development process • Create a communication and reporting framework
BSBFIM501A Manage budgets and financial plans	<ul style="list-style-type: none"> • Build a budget • Prepare a financial report on the current health of the Unit and develop financial improvement strategies.
BSBMGT516C Facilitate continuous improvement	<ul style="list-style-type: none"> • Develop, implement and evaluate a continuous collaborative improvement culture and system in your workplace
BSBLED501A Develop a workplace learning environment	<ul style="list-style-type: none"> • Undertaken a Training Needs Analysis • Prepare a Training Development Plan for the Unit • Establish an in-house learning forum/process

It is estimated that the participant will spend up to 15 hours per week studying (approximately 500 hours). This will include the various work-based activities that they will perform as part of their role as a manager.

Questions:

What, if any, core line/middle management competencies do not appear to be included in this Program?

Which of the core assessments do you believe will be valuable to improving managerial



ability and their impact on the organisation?

What other assessments would you like considered in this Program?

Next steps

It is anticipated that the Program will commence in early 2015. This Program has to meet the needs of the sector, so your feedback is very important to making sure this occurs. I would appreciate if you could take a few minutes to answer the questions within the paper and also the following questions from your perspective. You can either:

1. Email me directly,
2. Call me and tell me what you think so I can take notes (Please provide me with a time that suits you and phone number to call you on).

Question	Your response
Would you be interested in undertaking this Diploma?	0 – no 1 – maybe in the future 3 – Yes
Would you be interested in telling other managers about this Diploma when it is available?	0 – no 1 – maybe in the future 3 – Yes
Who else could provide feedback on this paper and the Diploma?	Please provide their email address or forward to them and provide me with their name and organisation:
Would you like to receive more information about the Program in the future?	If so, please provide your email address here.

If you have any queries please contact me either on 0408 468 496 or elise.sullivan@advanceleaders.com.au

Thank you, your feedback is very important to me.