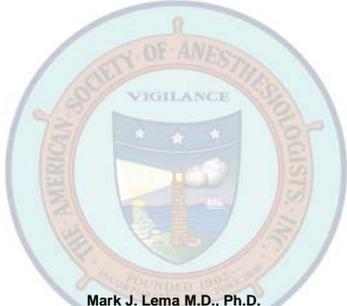


Getting The Wrong People Off The Bus



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“Good To Great”

- Jim Collins’ research showed that great organizations must:
 - Get the right people on the bus
 - Get them in the right seats
 - Get the wrong people off the bus (quickly)
- Clearly getting the **wrong** people off the bus is the hardest task for any leader.

Rule #1 – On Boarding

- An ounce of prevention is worth a pound of cure.



- Don’t hire the person if you have reservations up front.

Three Types of Employees

- Team Player – Does what is expected and more. Solid employee.
- Franchise Player – Necessary to the success of the program they serve.
- Problem Player – Does just enough to be useful but is always at the center of controversy.

Rearranging the Seating

- It's not just about finding great people but knowing where to place them as your organization is developing.
- If you have a young program, the right people can switch seats without consequences. (e.g., starting a dedicated preoperative clinic with a group of interested young faculty).
- Once the program starts to mature, seating becomes a priority for those who are looking to advance in their careers.

Switching the Seating Chart

- David DeWolf (3Pillar CEO) offers a few principles for rearranging your bus:
 - Companies outgrow employees. Employees outgrow companies. The early right fit may not be the right fit at the next stop!
 - Measure Production vs. Aggravation. Top performers may cause more aggravation but don't let it get out of balance.
 - Make deliberate decisions. If the person doesn't fit, finalize the decision but don't make it a knee jerk response.

<http://daviddewolf.com/>

Switching the Seating Chart

- Compassionate leaders find that asking someone to leave is very painful. Have the hard conversation. It will be beneficial for both the organization and the individual once finalized.
- Don't mistake changing the seat as an easy out for not getting the person off the bus. Seat reassignments require a defined role, criteria for success and a plan. Ambiguity when moving seats is a disaster.
- Sometimes the seats need reupholstering before you assign them. Strategic planning may be needed to reorganize your operation.

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"The Right People"

- All leaders want to hire the right person for the right seat. Thus, knowing what skill sets are needed to succeed in the job is key. Squeezing a 'good hire' into an ill-fitting position is a tragic waste of talent.
- Fill the spot with the right person, the right job description and the right resources to succeed.

All Aboard

- Look for sharp people who will attract other good people. "Magnets"
- Look for those who might shake things up a little bit. Balance is the key.
- Hire people for their thought leadership.
- Seek out those who are both independent thinkers and team players.
- Recruit those who share a passion for your mission.

<http://www.possibilities-at-work.com/newsletter/218.html>

Nine Tips to Hire The Best Candidates

1. Fantastic Four Qualities (Don't hire if one is missing)
 - Integrity – Ultimate quality
 - Motivation – Probe CV items
 - Skill – Regional, TEE, CCM, MBA, etc.
 - Culture Fit – Must know your organization (Don't hire a thoroughbred when you need a Clydesdale – both are majestic and valuable but have vastly different roles in the stable.)

<http://venturevillage.eu/9-tips-on-hiring-the-best>

2. Have a Set of Killer Questions Centered Around the Four Qualities

Top 10 Behavioral Interview Questions

- Tell me about how you worked effectively under pressure.
- How do you handle a challenge? Give an example.
- Have you ever made a mistake? How did you handle it?
- Give an example of a goal you reached and tell me how you achieved it.
- Describe a decision you made that wasn't popular and how you handled implementing it.
- Give an example of how you set goals and achieve them.
- Give an example of how you worked on team.
- What do you do if you disagree with someone at work?
- Share an example of how you were able to motivate employees or co-workers.

<http://venturevillage.eu/9-tips-on-hiring-the-best>

Nine Tips

3. Get a second opinion – co-interviewers needed
4. Hire people you would drink a beer with
5. Bad hires are poison: resist making a hire for immediate need – if you are willing to take anyone...DON'T!
6. Take time to integrate new members and listen to you team.
7. Get HR involved
8. Leverage your personal and company network – mature companies offer incentives to find-a-friend who becomes a good fit.
9. Accept that you will never get it right all of the time.

<http://venturevillage.eu/9-tips-on-hiring-the-best>

Rule #2 – Off Boarding

- Mismatched employees erode motivation and morale among effective co-workers, and stall initiatives.
- Before firing, examine the problem.
 - Reassigning a new seat on the bus may work.
 - Does the job play to the employee's strengths?
 - Does the person understand the job expectations?
- Firing opens leaders to liability. Get a legal opinion before acting.
- Detailed performance reviews and clear job descriptions will reduce future problems.
- Be careful about who you hire. Friends and family are harder to deal with when problems occur.
- Avoid over fraternizing with colleagues outside of work. It's hard to and a BFF and still make the tough calls as a leader ("It's lonely at the top").

When is it time to let someone go?

1. The person does not get along with others in your company
2. The employee is not courteous to others
3. Poor work
4. Lack of productivity/too slow doing things
5. Substance abuse affecting performance
6. Unethical employee – theft, lying, harassment.

Next Steps to Getting Them Off the Bus

1. Make sure you have addressed the concerns 'unofficially' (collegially)
2. Make sure you have addressed the concerns formally with someone present taking notes. Add to personal history file.
3. Make sure you have defined corrective actions with a timeline for documented change.
4. Proceed with termination.
5. Throughout the process HR policies need to be followed to assure that proper actions are executed.
6. The legal team needs to be involved to limit your liability.
7. Every institution/group is different as are the circumstances surrounding the dismissal.
