



THE SECRET TO STOPPING STAFF TURNOVER

Dr. John Lee

BY DR. JOHN LEE

THE SECRET TO STOPPING STAFF TURNOVER

Are you facing the challenge of frequent staff turnover?

Having to regularly rehire and train staff inhibits your practice from growing and reaching its full potential.

I will share my number one secret with you—a secret that has allowed me to not only keep my staff for a long time but that has also created a friendly, trust-based relationship with them.

Ask yourself this question: ***Can I look my staff in the face and have an honest conversation?***



THE POWER OF THE INDIVIDUAL MEETING

In my office, I meet with each of my staff members every week for about 10–30 minutes, and I have found it to be the secret to stopping frequent staff turnover.

Why? I'm glad you asked. I will share with you the plethora of benefits you, your staff, and your business will reap if you choose to make that time investment into individual weekly meetings with your staff.

THE POWER OF THE HUMAN NATURE

Every human has the need to be heard and understood. In a busy office, communication can easily turn into miscommunication or, worse, a constant barking of orders and reprimands for mistakes. Even though it might be unintentional, having that kind of work environment will lead even the most resilient person to quit at some point.

Therefore, in my individual meetings, my first question is always “What are your questions or concerns?” I give my staff members the opportunity to express themselves and ask for help or clarification. Not only does it make them feel heard and valued, but we also have uninterrupted time to clarify and find solutions together. (Note: Make sure the time is uninterrupted by conducting the meetings in a private office.)

Being consistent with the individual meeting will create trust and ease in your staff. They will know that even when things get hectic or issues arise, they have an appointed time to express themselves. This also eliminates the need to “address things on the spot.” Addressing things on the spot interrupts your workflow and is usually more emotionally charged than it needs to be; therefore, it creates more harm than good.

THE SANDWICH TECHNIQUE

As much as the individual meeting gives your staff the opportunity to share, it also gives you a scheduled time to express praise and gratitude and address any issues.

Nobody likes to be in a meeting and get showered with concerns, critiques, and issues. Those types of meetings aren't gladly anticipated. Rather, they are dreaded.

To address issues and, yet, have your staff look forward to the individual meeting, use the sandwich technique:

1. Start out with praise and compliments about things that went well.
2. Next, address a specific issue or behavior you noticed and would like to change.
3. Offer insight and advice on how they can change it, not only what needs to change.
4. Finish up with more praise and compliments.

A mature person will appreciate your honest feedback and the time you took to offer them solutions and further training opportunities to grow in their area of responsibility.

Using the Sandwich Technique consistently will create greater ease in your staff and will encourage them to grow and excel in their roles. No longer will they be walking on eggshells around you, terrified to make a mistake and getting harshly reprimanded.

HOW TO PROPERLY CONDUCT AN INDIVIDUAL MEETING

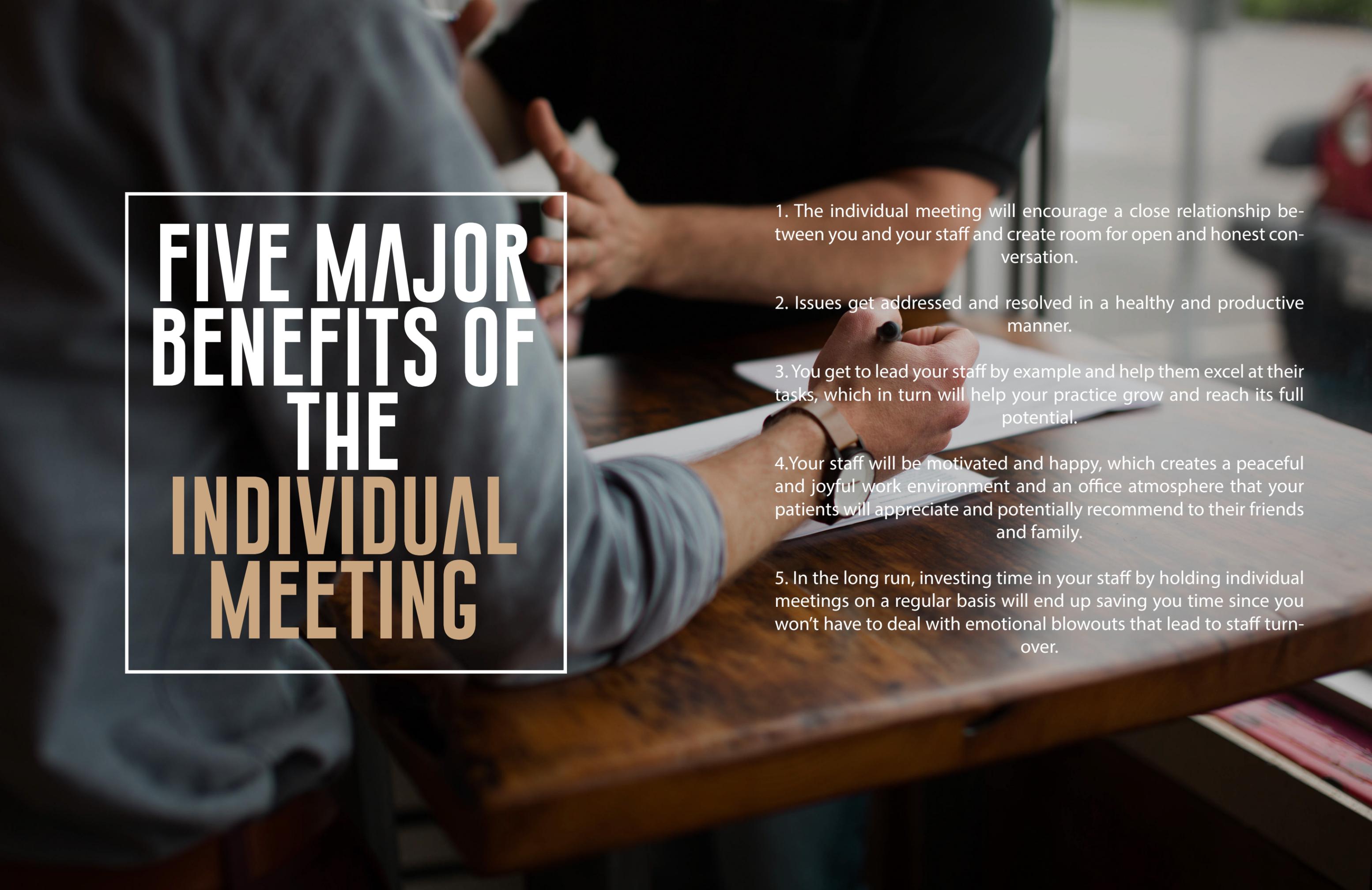
The key to successful individual meetings is for you to come prepared. You have to know up front what you are going to say and address. You can prepare however it works best for you.

I keep a journal, and each time I notice something positive about a staff member, I make a note so I can praise them on it. Every time something goes wrong or I notice something that needs to be changed or addressed, I make a note of it as well.

This really kills two birds with one stone for me:

1. I'm prepared for the meeting by taking notes all week and won't scramble through my memory trying to remember things to say on the spot.
2. I will have had time to get past my emotions on things that upset me and now not only deliver it in a calm manner but, since I had time to think about it, I can also offer solutions.

Mastering the power of restraint (not addressing issues on the spot but offering solutions during the individual meeting) will greatly grow the level of respect your staff has for you. Not only will they respect you, they'll love to work with you. In turn, it will make them stay on staff long term.



FIVE MAJOR BENEFITS OF THE INDIVIDUAL MEETING

1. The individual meeting will encourage a close relationship between you and your staff and create room for open and honest conversation.
2. Issues get addressed and resolved in a healthy and productive manner.
3. You get to lead your staff by example and help them excel at their tasks, which in turn will help your practice grow and reach its full potential.
4. Your staff will be motivated and happy, which creates a peaceful and joyful work environment and an office atmosphere that your patients will appreciate and potentially recommend to their friends and family.
5. In the long run, investing time in your staff by holding individual meetings on a regular basis will end up saving you time since you won't have to deal with emotional blowouts that lead to staff turnover.

**I hope you feel encouraged and inspired by the benefits of the individual meeting.
Take the template I provide and start using it with your staff.**



Individual Meeting Agenda

Staff Member's Name: _____ Date: _____

Meeting Start Time: _____ Meeting End Time: _____

THEIR QUESTIONS AND CONCERNS - Address their questions, issues or concerns first. (Record below)

-
-
-

MINOR ISSUES - Handle minor questions and requests you have for them. (List them below before meeting.)

-
-
-

MAJOR ISSUES – Handle major issues you need to address using the “Sandwich Technique”.

Positive Comment/Praise: _____

Critique or Correction: _____

Positive Comment/Praise: _____

To Do: _____

