



General session

Finding the management principle that works for you and your teams

2023 Fall member retreat

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2023 Fall member retreat speaker

About Me

Michaele (Mi-sha-el) Pimentel brings over twenty years of experience in healthcare revenue cycle for hospital and physician operations. She has spent most of her career assisting health systems in maximizing net revenue, optimizing business office workflows, project managing vendor implementations, and performance improvement initiatives in hospital departments. Michaele has built cross-functional teams to improve operational outcomes, served as a critical liaison with Executive leadership, and mentored team members into management positions.

Michaele has a Master's in Business Administration with a concentration in Healthcare Administration. She is also a Certified Revenue Cycle Representative (CRCR), Lean Six Sigma Yellow Belt (LSSYB), and is an active member of the Healthcare Financial Management Association (HFMA) and the American Association of Healthcare Administrative Management (AAHAM).



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Director, Patient Financial Services

Hennepin Healthcare at a glance

- Located in Minneapolis, Minnesota
- Nationally recognized Level I Adult and Pediatric Trauma Center

Organization Facts & Figures

Clinic locations	10	Beds	484
Annual revenue	\$2.5B	Discharges	16,597
Employees	7,300	In-person clinic visits	626K+

Awards and honors

- Named as one of the best employers for 2023 in Minnesota by Forbes.
- 80 Hennepin Healthcare physicians representing 42 specialties named as 2023 Top Doctors by Minnesota Monthly magazine.
- CEO Jennifer DeCubellis and Violence Prevention Specialist Jalilia Abdul-Brown named as 2021 Health Care Heroes by Minneapolis/St. Paul Business Journal.

Learning objectives

Finding the management principle that works for you and your teams

And, the ideal management principle to boost productivity, employee engagement, and company profits.

01

Contrast established organization-wide values and management principles, then charter how to implement, model and hold teams accountable to these behaviors and standards

02

Discover additional strategies for assessing and growing successive talent, expanding career paths, and leading through change

03

Illustrate how gamification may be able to help bolster management support in this areas while balancing accountability and “fun”

Personalized vs. one-size-fits-all management principles

The management principles you implement directly affect your planning, decision-making and operational management capabilities.

Personalized management principles

- Tailoring management strategies based on the information you have about an employee.
- Nurtures individual growth, maximizes productivity and promotes the financial success of the healthcare organization.
- Imagine you have two team members:



Q. What will happen if you adopt a management principle focused solely on granting autonomy to all team members just because you want to encourage innovation and ownership?

Alex

- Thrives when given autonomy and space to innovate.
- Prefers setting personal goals and working independently.
- Values flexibility in work hours to optimize productivity.

Chris

- Excels in team settings and values open communication.
- Enjoys brainstorming sessions and cross-functional meetings.
- Seeks regular feedback and appreciates a structured work environment.



The Problems with a one-size-fits-all management approach

Like a pair of shoes, finding the right management principle is a personal journey.

Diminished employee engagement

Example: A rigid top-down management style can reduce engagement and motivation among employees who thrive when given autonomy to make critical financial decisions.

Inadequate communication strategies

Example: In a multidisciplinary team working on financial reporting and analysis, relying solely on written reports might hinder effective communication between members.

Compromised work-life balance

Example: Implementing the same rigid shift schedule for all finance staff, including the roles with high-stress demands, can lead to burnout and suboptimal financial outcomes.



The Problems with a one-size-fits-all management approach

Overlooking varied performance recognition

Example: When you reward all finance professionals with a monetary bonus for hitting certain performance metrics, some team members who may value public recognition or additional time off instead will experience diminished impact of the reward.

Neglecting specialized skill development

Example: A standardized training program focused on general financial procedures will not nurture the specialized skills required for different areas of work, such as negotiating contracts or advanced financial analysis. Consequently, financial accuracy and compliance will be impacted.

Lack of individualized growth opportunities

Example: Not offering personalized growth opportunities can result in talented individuals seeking advancement elsewhere, leading to high turnover.

The benefits of personalized management

A tailored approach not only benefits individual employees but also contributes to a more harmonious and productive work environment overall.

Embracing individuality = Improved motivation

Acknowledging each employee's strengths, skills and preferences leads to a more engaged and motivated workforce where each individual unlocks their full potential.

Performance boost

Tailored management approaches empower employees to perform at their best, resulting in improved productivity and quality of work.

A culture of innovation

Nurturing diverse perspectives through personalized management encourages creative problem-solving and innovative thinking.



The benefits of personalized management

Enhance collaboration

Customized strategies foster an environment where different work styles can harmoniously collaborate, leveraging each other's strengths.

Increased job satisfaction

Employees who feel understood and valued are more likely to be satisfied with their roles and committed to the organization.

Maximum retention rates

Personalized management reduces the likelihood of talented individuals leaving due to unmet needs or feeling undervalued.



5 steps to finding the ideal management principles for your team



01

Understanding team dynamics

Focus areas	Questions to ask yourself
1. Observe roles and interactions: Pay attention to how team members interact with each other and perform their roles. Notice communication patterns, leadership styles and areas of expertise.	<ul style="list-style-type: none"> • Will the team's communication benefit from a participative management style? • Are there signs of transformational leadership in how roles are performed within the team?
2. Encourage open communication: Create an environment where team members feel comfortable sharing their thoughts and concerns to reveal underlying dynamics.	<ul style="list-style-type: none"> • Does my communication approach encourage democratic management where every voice is heard? • How can I incorporate elements of servant leadership to foster a culture of open communication?
3. Identify strengths and weaknesses: Recognize individual strengths and weaknesses and determine who excels in specific tasks or has unique skills to optimize team assignments.	<ul style="list-style-type: none"> • Am I assigning tasks based on individual competencies and interests? • Are training sessions tailored to what individuals need to get better at?
4. Acknowledge diverse perspectives: Value varying backgrounds, experiences and viewpoints and consider how different specialties can offer varied perspectives on a topic.	<ul style="list-style-type: none"> • How can I promote inclusive leadership to ensure all team members' perspectives are valued? • Are there ways to apply adaptive leadership to address challenges arising from diverse viewpoints?

Focus areas	Questions to ask yourself
1. Arrange regular team discussions: Invite brainstorming sessions to gather diverse perspectives where each member feels comfortable expressing their thoughts on management principles.	<ul style="list-style-type: none"> • What ground rules can I establish for respectful and active participation from all members? • Are there communication barriers that might hinder idea sharing?
2. Define core values and objectives: Identify the fundamental values that guide your team's actions and align them with both your team's aspirations and the healthcare organization's mission.	<ul style="list-style-type: none"> • How can I promote a clear understanding of how each core value translates into tangible objectives? • Are there potential conflicts between different values that need to be addressed?
3. Seek consensus and compromise: Embrace differing viewpoints and find solutions that resonate with the majority. In conflicting priorities, apply negotiation skills to find a middle ground.	<ul style="list-style-type: none"> • How can I promote a collaborative atmosphere that values compromise? • Are there ways to manage potential resistance to certain principles?
4. Draft and refine principles together: Establish a clear timeline for drafting and refining principles. Refine the draft collectively to ensure it accurately represents the team's identity.	<ul style="list-style-type: none"> • How can I foster a sense of ownership among team members for the principles we're developing? • What steps can I take to ensure that the final principles truly reflect our collective goals?

03

Evaluate and reflect

Focus areas	Questions to ask yourself
1. Regularly assess management principles: Set up a systematic process for evaluations and use KPIs to measure the impact of principles on team performance.	<ul style="list-style-type: none"> • How can I gather reliable data to measure the impact of our principles? • Are there any unforeseen consequences of implementing certain principles that need to be addressed?
2. Seek continuous feedback: Use surveys or anonymous suggestion boxes to gather employee feedback about the impact of the principles on their work and overall team dynamics.	<ul style="list-style-type: none"> • How can I ensure that team members are comfortable providing honest feedback? • Are there signs of resistance or dissatisfaction that might require further exploration?
3. Reflect on success and challenges: Encourage team members to share personal insights and lessons learned. Celebrate achievements and address challenges through open discussions and brainstorming.	<ul style="list-style-type: none"> • What specific instances highlight the positive impact of our principles on team morale or the organization's performance? • How can we collectively approach challenges and find innovative solutions based on evolving employee needs?
4. Adapt principles as needed: Involve the team in discussions about potential modifications. Clearly communicate the reasons behind any changes made to the principles.	<ul style="list-style-type: none"> • Are there emerging trends or external factors that require us to reconsider certain principles? • How can I communicate changes effectively to the team to ensure everyone understands the rationale?

04

Foster continuous learning

Focus areas	Questions to ask yourself
1. Aim for ongoing professional development: Attend leadership summits, workshops, conferences and webinars that offer insights into cutting-edge management practices.	<ul style="list-style-type: none"> • Are there specific areas within management where I could benefit from further education?
2. Embrace cross-functional learning: Initiate partnerships with other departments to exchange insights and learn from the experiences of other professionals and guest speakers from diverse industries.	<ul style="list-style-type: none"> • How can I create an environment that promotes cross-functional collaboration and learning? • Are there untapped sources of expertise outside of healthcare that I could exploit to benefit my team?
3. Get access to resources: Equip yourself with valuable resources like books, articles and online courses to explore new management techniques at your own pace.	<ul style="list-style-type: none"> • Are there particular topics, such as change management, that I should focus on to become a better manager?
4. Engage in peer learning: Initiate or join sessions to discuss challenges, solutions, experiences and best practices with other managers.	<ul style="list-style-type: none"> • Is there a possibility to organize book clubs or discussion groups to engage with the material with other managers? • How can I ensure the discussions remain focused on actionable takeaways?

05

Lead by example

Focus areas	Questions to ask yourself
1. Demonstrate consistency in behavior: Consistently model the behaviors outlined in your management principles. Hold yourself to the same standards you set for your team.	<ul style="list-style-type: none"> • How can I ensure my behavior consistently reflects our established principles? • Are there areas where my actions might inadvertently contradict our principles?
2. Embody respect and empathy: Treat your team members and colleagues with respect and empathy. Show that you value diverse perspectives and prioritize everyone's well-being.	<ul style="list-style-type: none"> • Do I listen actively during conversations? • Are there moments when I could have shown more empathy or respect?
3. Ensure transparent decision-making: Be transparent in your decision-making processes. Communicate the rationale behind your choices and involve the team when appropriate.	<ul style="list-style-type: none"> • How can I ensure my decision-making is transparent and inclusive? • Are there decisions I've made that could have benefited from more input from the team?
4. Embrace adaptability and accountability: Show your willingness to learn and adapt by openly discussing your learning journey. Take ownership of mistakes and learn from them.	<ul style="list-style-type: none"> • How flexible am I in adjusting strategies based on new information? • Are there instances where I could have embraced change or taken ownership of an outcome more openly?

Common challenges to look out for

Resistance to change:

Team members may resist new principles due to fear of the unknown, comfort with existing practices or concerns about increased workload.

Problem:

Implementing a principle of real-time financial reporting may face pushback from team members used to monthly reporting cycles.

Solution:

You could organize workshops to explain the benefits of the new approach and offer assistance in helping them become more efficient at it.

Conflicting preferences:

Team members may have diverse preferences and priorities when it comes to management principles, leading to disagreements and delays.

Problem:

While co-creating principles, imagine one group within the finance team emphasizing quantity/efficiency and another valuing quality/accuracy. Finding a balance might be challenging in this case.

Solution:

You'd have to organize a meeting and come up with a blended approach that focuses equally on the quantity and quality of work done.

Common challenges to look out for

Changing team dynamics:

The suitability of a management approach can change with evolving team dynamics.

Problem:

You implemented a top-down hierarchical approach to ensure efficient communication of goals and tasks in a stable and well-defined team structure. In the event of team expansion or cross-functional collaborations, the team dynamics would change, hindering efficient decision-making and exchange of ideas across different levels.

Solution:

Regularly review and update the management principles and get timely feedback from team members to ensure the alignment of principles with team composition and roles.

Measurement and evaluation:

Identifying appropriate metrics to measure the impact of new principles can be complex, especially in the context of financial management.

Problem:

Measuring the direct impact of a principle related to improving budget forecasting accuracy while promoting employee efficiency might be a challenge.

Solution:

You could collaborate with other departments to perform careful analysis of the forecasts, track team performance metrics and thereby gauge the effectiveness of the new principles.

Key takeaways

- No two people are the same; your management approach for them shouldn't be the same, either.
- A one-size-fits-all management system kills creativity, team morale and employee productivity.
- Personalized management principles leverage your team's unique dynamics and strengths, leading to better outcomes and bigger achievements.
- Encouraging dialogue while tailoring management principles ensures everyone's voice is heard, enhancing co-creation and buy-in.
- Principles aligned with your team's values and motivations foster a cohesive and productive work environment.
- Being open to change and adapting your management approach to evolving team dynamics is the key to unlocking the full potential of each team member and achieving long-term success.
- Regular evaluation of and feedback on management principles allow for adjustments that lead to ongoing growth and efficiency.
- Your actions set the tone; by embodying your principles, you inspire your team to follow suit.
- You might be blessed with natural leadership skills, but you must transform them into a deliberate approach in order to become a successful manager.

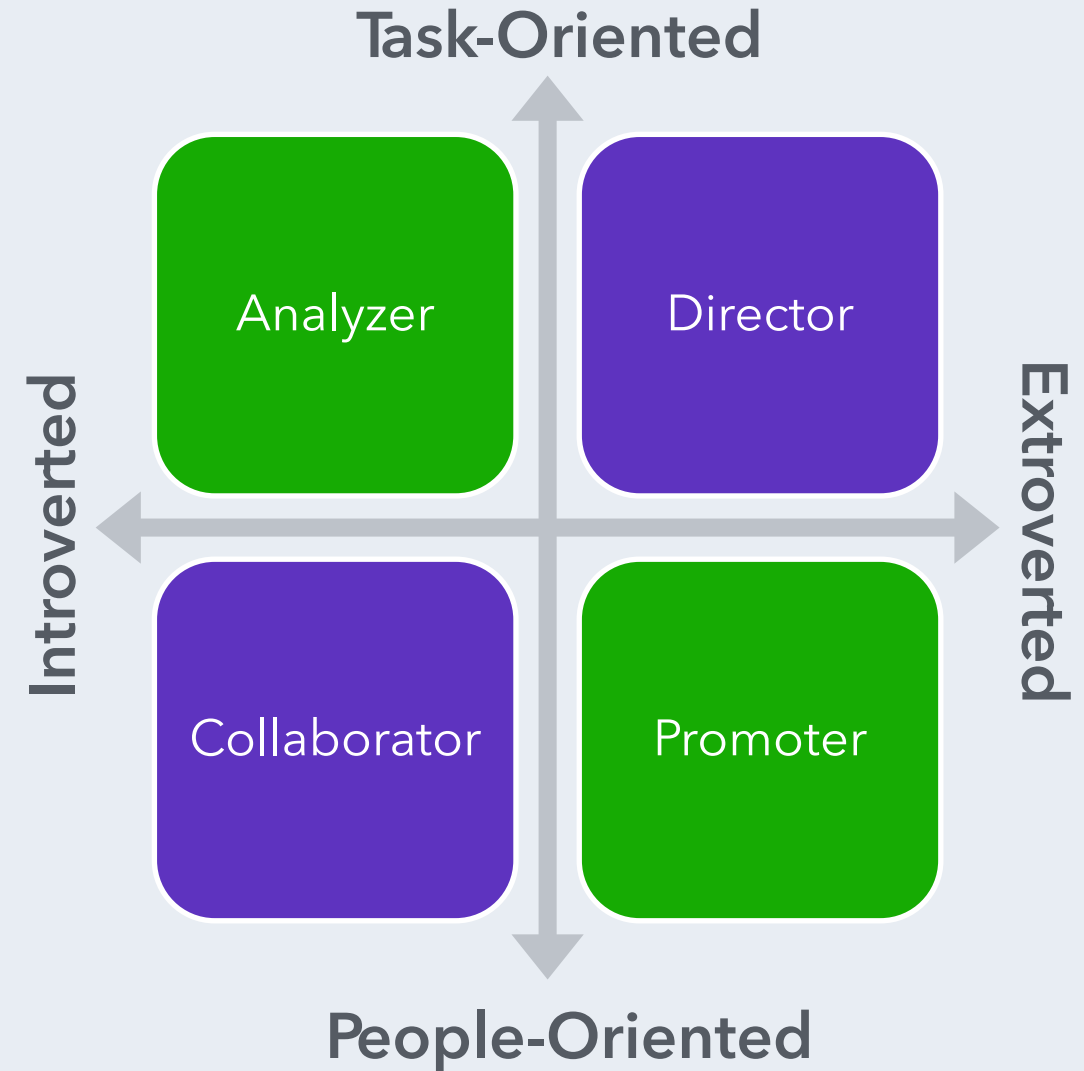
Activity: Let's develop self-awareness as a manager

Introverted vs. extroverted:

- Do you think to talk or talk to think?
- Do you achieve the best results working independently or in a group?
- Do you feel energized or depleted after meetings and collaborative work?

Task-oriented vs. people-oriented:

- Do you focus on the task at hand or the people doing it?
- Do you like to see work getting done quickly and efficiently or enjoy the process of people coming together to decide the project's direction?
- Do you instantly start thinking about solutions to a problem or ask your team members' perspectives on the situation?



Diving deeper into your management style



Q. What would you want to become more or less of?

Analyzer	Director	Collaborator	Promoter
<ul style="list-style-type: none">• A thorough, factual thinker.• Makes well-thought-out, data-driven decisions.• Has to be right, but may struggle without data.• Isn't great at collaborating or seeking consensus.• May become overly sensitive and critical when they don't like how someone is handling a task.	<ul style="list-style-type: none">• Opinionated and visionary.• Values action because of their need to reach an outcome quickly.• Tends to work independently without factoring in others' opinions.• Often dictates exactly what needs to be done, causing team members to feel restricted, micromanaged and less autonomous.	<ul style="list-style-type: none">• Cares a lot about the people they work with.• Great at building systems but might overcomplicate simple things just so nobody feels left out.• Often fails to clarify the expectations, responsibilities and boundaries of team members, resulting in ambiguity and frustration.	<ul style="list-style-type: none">• Always brimming with ideas.• Great at building relationships with people.• Has a natural ability to craft narratives that others eagerly get behind.• Can over-commit and under-deliver.• Gets bored easily, doesn't focus on details and may abandon projects mid-way.

Self-assessment



1. On a scale of 1 to 10, how well do you know your employees?



2. Rate your team's satisfaction level with your management style on a scale of 1 to 10.



3. List 3 aspects of your management approach that you can adjust to better accommodate team needs and preferences.



4. When was the last time you actively sought and incorporated team feedback into your decision?



5. Think about a recent change in team dynamics. How did you adapt your management style to accommodate this?



6. Examine a recent challenge your team faced. Did your approach facilitate or hinder problem-solving and collaboration?



7. Are there areas where transparent communication could be improved?



8. Think about your team's overall performance. Any direct correlations between your management style and their achievements?



9. Have you recently explored new management techniques or engaged in professional development?



10. Imagine your team's ideal work environment. How can your management approach contribute to that?

Your action plan

Days 1-5

Get to know each employee:

Have one-on-one conversations with each team member to learn about their roles, strengths, preferences and challenges.

Day 6

Schedule a team meeting to gather collective input:

Organize a team meeting to encourage open discussions about preferred management styles, communication methods and areas for improvement.

Days 7-9

Analyze feedback and identify common themes:

Review the input received from the team meeting. Identify common themes and areas where adjustments are needed to align with team preferences.

Days 10-12

Brainstorm new management principles:

Discuss elements from various management approaches to match team dynamics. Hear everyone out, give your input and reach a consensus.

Day 15

Communicate all changes transparently:

Hold a team meeting to communicate the customized management principles, explaining how they align with team preferences and goals.

Days 16-22

Implement the changes:

Start implementing the customized principles in day-to-day operations.

Day 23 & beyond

Continuously adapt and learn:

Stay open to ongoing feedback and changes. Continuously learn about effective management practices and make adjustments as needed.

Helpful resources to learn more about tailored management

Recommended Books

- *Leaders Eat Last* by Simon Sinek
- *First, Break All the Rules: What the World's Greatest Managers Do Differently* by Marcus Buckingham and Curt Coffman
- *The One Minute Manager* by Kenneth Blanchard and Spencer Johnson
- *Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity* by Kim Scott
- *The Culture Code: The Secrets of Highly Successful Groups* by Daniel Coyle

Online Courses

- **Coursera:** "Leading Diverse Teams and Organizations"
- University of Michigan
- **Coursera:** "Building High-Performance Teams"
- University of Pennsylvania
- **LinkedIn Learning:** "Leading with Emotional Intelligence"
- Daniel Goleman

Additional Resources

- "Listen, Learn...Then Lead" – a TED Talk by Stanley McChrystal
- "What Makes Us Feel Good about Work?" – a TED Talk by Dan Ariely
- "10 Management Styles Of Effective Leaders" – Forbes article by Dana Miranda





Thank you

Questions?

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