




Laboratory Management for Different Associate Styles

LACEY A. CAMPBELL, MHS, MLS(ASCP)^{CM}

SPRINGHILL MEDICAL CENTER, MOBILE, AL
CHEMISTRY SUPERVISOR

ASCLS LEADERSHIP ACADEMY COMMITTEE



“ Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work to deal with them. ”

- Paul Hawkin

Objectives

- Review management styles for effective leadership.
- Decide which management style best suits you.
- Identify which style of management works best in your environment in the lab.
- Recognize which associate style each of your employees demonstrate.
- Identify which management style your employees respond to the best.
- Use your employees' strengths to your department's advantage to maximize workflow and provide quality patient care.

Management Styles for Effective Leadership

“TREAT EMPLOYEES LIKE
THEY MAKE A DIFFERENCE.
AND THEY WILL...”

- JIM GOODNIGHT

6 Management Styles for Effective Leadership

- Autocratic Management Style
- Affiliative Management Style
- Coaching Management Style
- Democratic Management Style
- Pacesetting Management Style
- Visionary Management Style

Autocratic Management Style

- Any leader with a “Because I told you so...” mentality. Authoritative leadership means a manager takes complete control of (and responsibility for) a situation.
- Though it is the best choice in certain extreme environments, this leadership method does little to leverage worker creativity and facilitate growth.
- This directive leadership style can suit your team when members have little or no experience.
- Of course, it also becomes necessary in high-risk fields/areas. For example, critical cut off ranges for filing patient results.

Autocratic Management Style

- If your situation calls for an authoritative management style, use the **path-goal method of leadership**.
 - Set (and communicate) clear and immediate goals for your team.
 - Ensure they know exactly how to carry out your instructions –and have all the resources they need.
 - Everyone in your team should understand their roles and responsibilities – and how to handle any obstacles that may arise.
- Depending on your work environment, you may find this leadership style works well in small doses – and in specifically-targeted cases.

Autocratic Management Style



- New workers must follow their supervisors' instructions carefully (and without creativity) to avoid injuring themselves and others.
- Over time, however, these workers will grow into shift leaders.
- A smart manager would provide ongoing training/education opportunities
 - Determine each worker's level of expertise
 - Occasionally meet team members to get their feedback on procedures and systems.

Affiliative Management Style

- Affiliative managers promote **connection and harmony** between team members.
 - They solve personality conflicts between team members
 - Praise good work
 - Maintain healthy morale
- Management researchers associate the affiliative approach to leadership with the creation of trusting relationships.
- Focus on relationships and collaboration during stressful transitions and peak output.



Affiliative Management Style

- Use affiliative management strategies after setbacks
 - And when personality conflicts damage productivity
- Use affiliative management when creating a new team from scratch
 - Unlike authoritative management, which works best when introducing new workers into existing, high-risk environments
 - Give everyone time to learn their roles and work out the personality conflicts which naturally arise in the early stages of team development.

Affiliative Management Style

- When reorganizing a department, take special care to understand how each team member works best.
 - Some people will want to work in the comfortable niches they created for themselves under previous systems and managers.
 - Others see transitions as opportunities for rapid change – and address their ***pet peeves***.
 - Smart managers take things slowly. They challenge entrenched workers to adapt and help flourish the leaders.
 - **Healthy change takes time!**

Affiliative Management Style

- Some managers believe poor performance goes unnoticed by affiliative managers.
- Use this style of leadership sparingly, just as you would the authoritative leadership style.
 - These two methods represent the two ends of the management spectrum.
- When things start working smoothly again, transition into a more **goal-based management style and challenge your team to increase their productivity and efficiency!**



Coaching Management Style



- Leaders and managers act as coaches
 - Inspire
 - Encourage
 - Guide their teams to greater outputs and efficiencies
- Coaching leaders balance authoritative and affiliative management styles
 - They make decisions themselves, but with feedback from the group
 - They facilitate positive interactions between team members, but also let people know where they stand.

Coaching Management Style



- The coaching model works best with maturing teams.
 - They need information about new technology, terrain, etc.
 - Can be trusted to work independently – or even begin leading small groups.
- Managers that work with new teams can shift from affiliative to coaching leadership styles once their teams get through the early phases of development
- Once teams experience success and learn to work well together, they can benefit from a greater level of managerial expectation.

Coaching Management Style

- Smart leaders know when their teams have the cohesion and trust to handle new challenges – and new responsibilities.
- Coaching works best with employees who have demonstrated competency and earned their coworkers' trust.



Democratic Management Style



- Democratic leaders value *listening, collaboration, and investment*.
 - They allow people time and space to create the best possible products and services.
- Simply put, democratic leadership involves getting everyone's consensus on decisions.

Democratic Management Style

- If every voice is heard, leaders know they're getting the most possible information and feedback.
 - In situations that require the investment of all employees, building consensus can mean the difference between success and failure.
 - Employee engagement is the key to success.
- Democratic leaders work best in situations where time and resources don't limit brainstorming and debate.
- However, even teams in rigid and dangerous environments can benefit from occasional democratic decisions.

Pacesetting Management Style

- Pacesetting leaders use their experience in a certain market/niche to get the most they can from highly-motivated workers.
- Often high achievers themselves, pacesetters lead by example and ask a lot from their followers.
 - They set high standards, though they lead best by setting both short and long-term goals.



Pacesetting Management Style

- Unlike other management styles, this strategy often involves restraining achievers with big egos to avoid burnout and increase sustainability.
- Leaders who embrace this method often use detailed performance metrics to get the best possible outputs from their teams.
- Certain employees thrive when recognized and rewarded for their specific achievements.
- Pacesetting has a hidden benefit: encouraging overachievers to work hard and remain aware of long-term perspectives. By setting reasonable goals, they can avoid costly employee burnout and turnover.
- Smart managers balance the need for high performance while fostering healthy competition – not an unhealthy obsession with short-term results.

Visionary Management Style

- When managers need teams to invest heavily, but situations don't allow for democratic leadership, visionaries rise to the occasion.
- Visionary leaders help people see the impossible as possible.
 - They facilitate engagement and inspire trust in high-risk, high-reward settings.
- Visionary leadership relies on strong central leadership to maintain cohesion.
 - If you use this tactic, you can realize incredible results and experience massive organizational growth.

Visionary Management Style

- You must take time to listen!
- Inspirational leaders attract people who enjoy being part of big and meaningful ventures.
 - These followers can form a cult of personality around their managers/CEOs, which can create results at the expense of perspective.
- Smart visionaries know **when to inspire – and when to empower**.
- They can create impressive movements, but must use the trust they gain wisely.
- By identifying and promoting strong leaders, they can create long-lasting organizations that maintain momentum well after they achieve their first big successes.




Putting it All Together...

- You may resonate with one or many of these management styles.
- If you find something valuable in all of these methods, take a second look. Narrow your ideas down to the few that suit your industry and team the best.
- No one wants to be the cliché manager who tries to implement a great new idea every Monday morning
- Conversely, if you recognize yourself as only one of these management types, consider a hybrid approach

Putting it All Together...

- Stick with your strengths, but remember that every problem seems like a nail when all you have is a hammer.
- Pick one or two management styles that seem opposed to your way of doing things and find ways to test them out.
 - Start with rare, low-risk situations and see how your team reacts to a change of pace.
- At the end of the day, **management is all about balance**. Find it in yourself, your leadership style(s) – and foster it in your team. Ultimately, you aren't just leading – you're modeling wisdom for future leaders!



“ The true genius of a great manager is her or her ability to individualize. A great manager is one who understands how to trip each person’s trigger. ”

- Marcus Buckingham

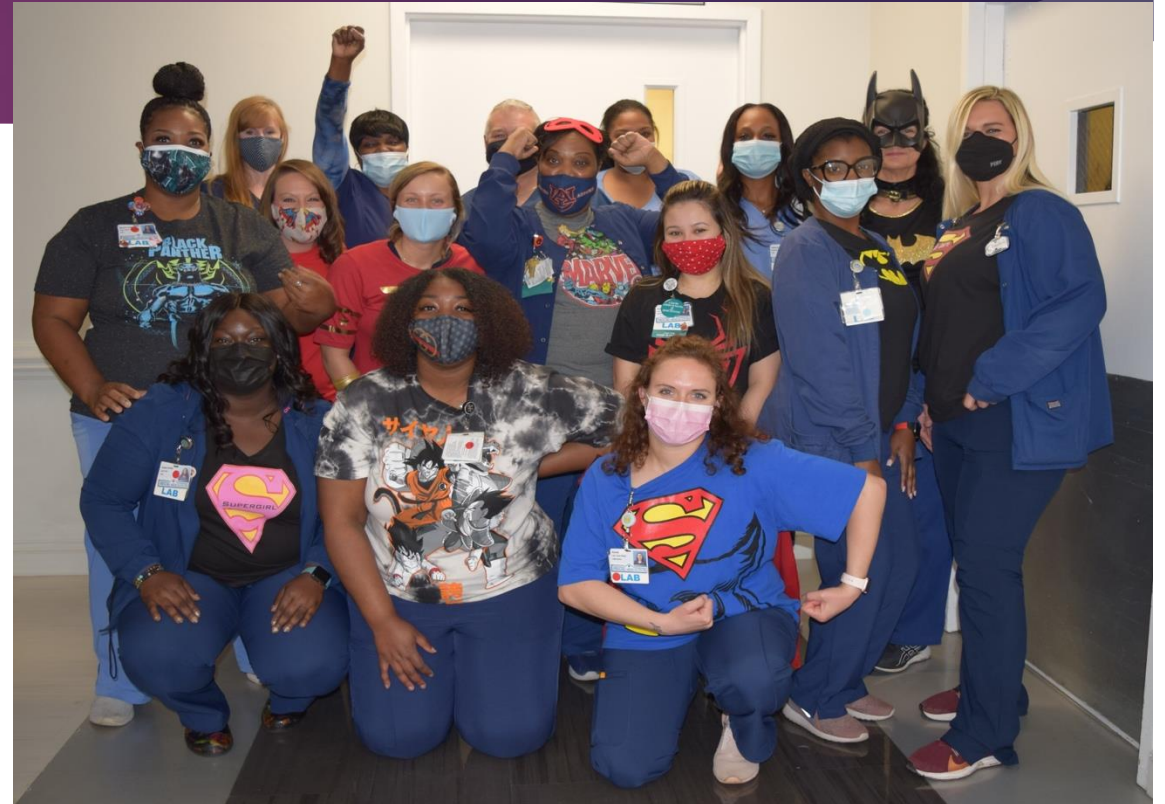
Associate Styles in the Workplace

“TIME SPENT
UNDERSTANDING PEOPLE
IS NEVER WASTED.”

- CATE HUSTON

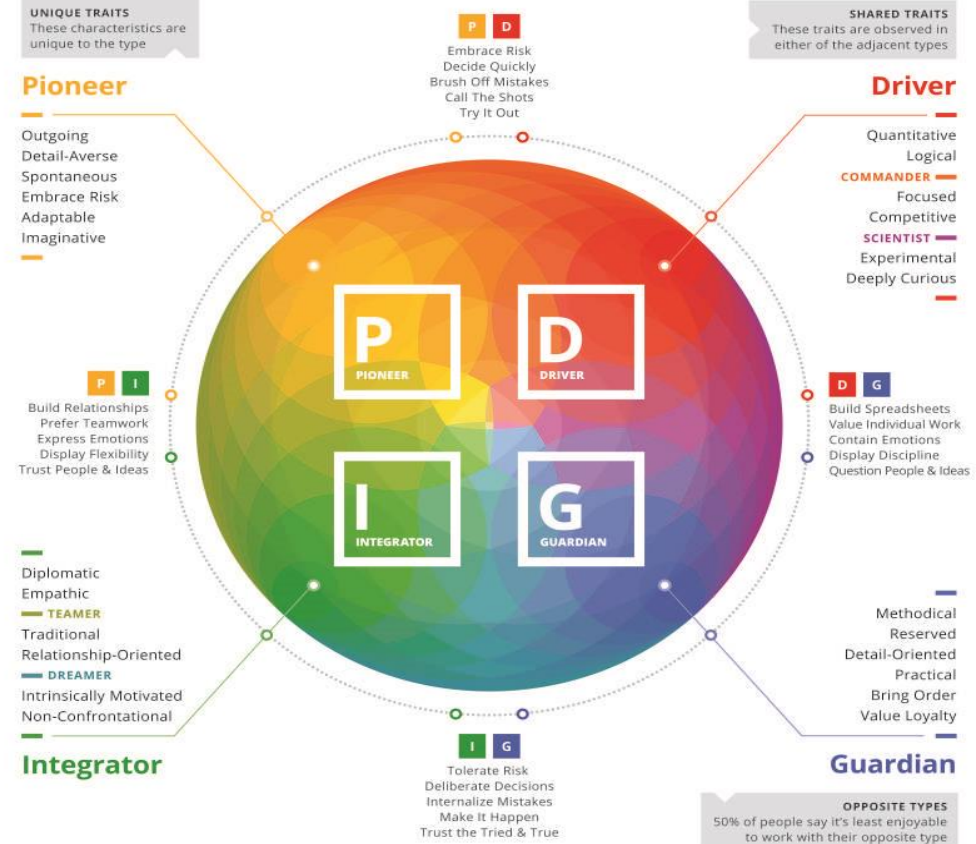
Four Diverse Work Styles

- **Pioneers**, who seek possibilities and spark energy and imagination
- **Drivers**, who like a challenge and generate momentum
- **Guardians**, who crave stability and bring order and rigor
- **Integrators**, who desire connection and bring teams together



Four Diverse Work Styles and How They Overlap

Business Chemistry®



Works Cited

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