

A Look in the Mirror

Healthcare Manager Self-Check

WORKSHEET

Leaders need to create the conditions that not only support and encourage use of the skills learned in training, but also require it.

Are you engaged in the key actions that ensure employee USE of the skills learned in training?

| Since my team attended training: | Not really | Somewhat | Yes, Definitely |
|---|------------|----------|-----------------|
| 1. I have articulated with feeling the value of the skills. | | | |
| 2. I have mastered these skills myself. | | | |
| 3. I have clarified expectations. | | | |
| 4. I lead by example. | | | |
| 5. I have provided skill practice opportunities. | | | |
| 6. I have worked with people to help them apply the skills to specific situations they handle. | | | |
| 7. I have coached people on the skills, inviting their self-evaluation, giving feedback and making suggestions. | | | |
| 8. I have verified skill use. | | | |
| 9. I have pushed hard for consistency. | | | |
| 10. I have called attention to the personal value of the skills to the individual. | | | |
| 11. I have addressed resistance to skill use directly. | | | |
| 12. I have acknowledged, recognized, appreciated, and celebrated effectiveness with the skills learned and our results. | | | |

And ask yourself: To what extent would your employees rate you the same as you rated yourself?

After you complete this, turn to a colleague and share:

- A strength
- An opportunity for improvement

And commit to doing an even better job of creating the conditions that support staff use of skills learned.

If you don't support and expect skill use, you are not going to get your money's worth from the time and expense of training. And you will demoralize your team members who want to connect with people and make a difference.