

Best Practices of Successful Program Models



Presented by Dana Jones & LaKisha Green



7 BEST PRACTICES OF SUCCESSFUL PROGRAM MODELS

Which type of Employees do you

love



1. Continuously scout the agency industry for top talent

- Do you have the right administrative and directors on your roster?
- Do you have the best talent at those agencies working on your business?
- Do you know the type of employees you have?

Successful CRPs keep a pulse on agency talent, scout the marketplace to find gems and are ready to seize opportunities to partner with top performing agencies and specialty vendors that can propel their efforts forward.

2. Make Change Your Friend

"The ability to manage change is critical," says Richard Lepsinger, president of OnPoint Consulting. Even though companies spend money and time helping managers to manage change, they still don't get it. "If management isn't effective in helping people move through transition, it's harder to close the gap," he adds. And in business, change is constant, be it a target market, the economy or any number of factors.

Make Change Your Friend . . .

Lepsinger says Netflix stands out as a company with a mindset of change. "When they first came on the scene, there weren't Web-based movies, yet they named the company Netflix in anticipation of moving forward with streaming video and movies online. That showed a willingness to shift and change with technology -- a certain change readiness."

What other big companies didn't handle change or prepare for change and are now closed?

3. Create a Structure That Fits

- When was the last time your organization chart was updated?
- Does it reflect the appropriate structure of the organization?
- Do you have directors and managers overseeing the appropriate departments?

Leaders can make the mistake of assuming that the current organizational structure and systems will support the new strategy. Sometimes, that's simply not true.

4. Look Outside the Executive Suite

Involving employees in decision-making may seem on its face to leaders like a sign of weakness, but Lepsinger says otherwise. "Others fear giving up control, but in reality, the world is too complex for any leader to go it alone. To make good decisions, you must seek out the perspectives of a wide range of people. And who knows better than employees what the closest-to-the-ground issues are?" he asks.

Look Outside . . .

- How often do you actually look at those employee surveys? And actually follow up on the comments?
- When do you spend a day working a referral from intake to authorization to see where the gaps are?
- How can you be a leader if you don't know your people?

5. Practice What's Preached

You can't just talk the talk. You have to walk it. Simply put, says Lepsinger, "When leaders say one thing and do another, business suffers."

He contends that there's a connection between execution and how consistent a leader's behavior is with organizational values and priorities. "A do-as-I-say-not-as-I-do attitude sends mixed messages and breeds resentment," he adds.

Practice what you preach . . .

- Although many owners and leaders keep appropriate boundaries from their employees, you must stay true to your word.
- Be consistent in your dealings with all staff and not just the ones you “like.”
- If you want staff to respect the organization and its leadership ensure that all understand your business model and why your mission drives service delivery.

6. Encourage Teamwork

There's much to be said for a workplace where the team is king. It takes shared goals and clearly defined roles. These provide the foundation upon which cooperation and coordination can be built. Add accountability -
- for fulfilling commitments, meeting obligations and taking responsibility for doing their jobs properly -- and you've got a well-running operation.

Teamwork makes the dream work . . .

There is no "I" in team but there is a big "U" in failure!

We need each person on staff from the receptionist to the trash-man to buy into the program model being a success.

Each person must know that they are a part of a team and without all of us, we will be a failure.

7. Foster a culture of accountability, transparency and recognition

- Are you rewarding outcome or output?
- Are you encouraging a performance-based culture that rewards those who consistently deliver results?
- Are you promoting a culture of accountability that encourages better work and leads to higher performance?

Successful CRPs are asking for full transparency and demanding results, not activity. Progress, not motion. By acknowledging top performers and appropriate services, they are setting the right example for everyone else to follow.