



Solution

Managing Up

What...

A communication method of introducing yourself or others in such a way that it positions people or services in a positive light.

Why...

To increase confidence, trust, and compliance, and to put others at ease.

Managing Up is one of the recommended Positive Communication Standards that support a safer and more satisfying patient experience.

How...

Manage Up YOURSELF during an introduction by sharing your name, job title, and a bit about your knowledge or skill set (this might include your years of experience and any applicable certification, licensure or special training you have completed).

Managing Up OTHER during a handoff by sharing positive information about the knowledge or skill set of others.

Non-clinicians can manage up too when you introduce yourself to a new employee, hand off work or assignments between shifts or departments, and to speak positively about our healthcare organization in the community.



To **Manage Up** other people, departments, teams, or organizations effectively, you need to know what is positive about them.

- ▶ First, think about the most common and important situations in which you - in your role - can Manage Up others.
- ▶ Next, consider what you know about them that could be shared while Managing Up.
- ▶ If you need to get to know more about others so you can effectively Manage Up, take the initiative to seek out that information.

CAUTION: “MANAGING DOWN”

And we should all be careful to avoid the opposite of “managing up” -- which is “managing down.” Managing down creates negative impressions of individuals, departments, or even our entire organization. This can lower confidence and trust, decrease compliance, and increase anxiety.

INTRODUCING AND DIFFUSING “MANAGING UP”

Given adoption and diffusion theories, you can expect that your leaders and employees will accept a change in practice at various rates. Perseverance is the name of the game when it comes to introducing and embracing the use of positive communication standards, such as Managing Up.

The most important piece in the successful launch of each positive communication standard is for the patient experience team to create organization-wide knowledge, interest, and excitement around each positive communication standard; and then for the leaders to take the baton from the teams. How Managing Up will be best used in one department can be

different from another department. Individual department leaders must know how to gain support for the use of Managing Up by their employees. In essence, the leader helps employees answer the questions: “Who can we Manage Up each day in our work and what will be the benefits when we do?”



Leaders cannot assume that because employees know about Managing Up, that it is consistently and competently happening. Each individual adopts changes at a different pace. Validation tactics help leaders and teams to assess the current use and benefits of an improvement effort such as the use of Managing Up.

Four tactics for validation include:

- ▶ Observe employees at work, listening for Managing Up of themselves and others
- ▶ Round with employees and ask how they have implemented Managing Up in their daily work and the responses they are observing when they Manage Up. Are they struggling with consistency or “how?”
- ▶ Monitor the data (e.g., teamwork, trust, willingness to recommend, etc.) that would indicate that Managing Up is occurring.
- ▶ Rounding with patients to ask for their perceptions about how employees introduce themselves or others. Ask about their trust and confidence in, and knowledge of, their care team.

