



Create Effective Leadership

INVESTING IN YOUR MOST IMPORTANT ASSET

By Dave Jakielo, CHBME

My career spans over 40 years in the healthcare arena and I feel that today is the most exciting time to be involved in the Medical Billing industry. There isn't a day that goes by without a news report or a discussion on talk radio about the "Healthcare Crisis."

The major concerns are the rising costs, the growing number of uninsured and personal bankruptcies due to healthcare debts. Regardless of what your opinions may be on the cause or solutions relating to any of these issues, one thing is certain; whatever the outcome, our industry will be affected.

I came across a quote recently by Albert Einstein: "The level of thinking that got us here is no longer enough." I couldn't agree more as it pertains to our industry. If you show up every day at the office following the same routine and your major goal is maintaining the status quo, trouble could be brewing. The requirements for success today, as a leader

thinking that if they are the only ones who know a particular functions or procedures, they will be invaluable to the organization. They mistakenly think that hoarding information makes them irreplaceable. This is totally unacceptable behavior for a leader. So if you can't convince them to train others, it is time for you to "Free them up for other opportunities."

It's important to remember that if you have employees who want to grow and learn, you must provide an environment where they can continue to grow or they will leave and find a company that will offer them that opportunity. If you lose your most motivated employees, you'll be left with those who are content with doing the same old inefficient tasks over and over.

The problem in some companies is that they lack full time managers. You can't take a top producer and promote them to a management position without training and without removing some of their current responsibilities. How could they possibly be successful with the same workload and have the added

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in your billing company, are to examine every policy, procedure and function with the goal of streamlining, re-engineering or eliminating every task. Your company will only improve through innovation.

Your role as a leader isn't to fill up your day doing "stuff," but to lead the innovation charge and to develop the folks who work with you. You are responsible to coach, empower, hold folks accountable and create an environment where your team members will want to motivate themselves.

For your company to improve and grow, you and your management team must develop your direct reports. You don't want leaders who won't train their staff because they consider them to be threats and you also can't afford anyone who has an ego the size of Mount Rushmore.

I have known managers who refuse to share information

responsibility of 10 others reporting to them? It's impossible.

A manager's responsibility that includes hiring, training, developing and retaining a team plus innovating is a full time job in itself. And the good news is that all of these skills are learnable.

So if you want your company to grow and improve, invest in your most important asset- your staff. ■

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