

HOW NOT TO PROMOTE A TEAM MEMBER

Written by Laura Horton



You've created a new role and you have the perfect candidate in mind, but don't mess it up, says Laura Horton

Creating a new role in your business is an exciting time; it means that you have grown enough to need this new role, congratulations! This also provides the ability to either recruit someone new into the team to inject more skill and personality, or allows you to promote from within to someone who you feel really deserves it.

Every person I have spoken to this year who is looking to create a new role already has the person in mind to fill it. In fact, they have already spoken to that team member and this 'A-star' employee is ready to move into this position. Great, right?

Well, actually things might not always work out so perfectly if you don't properly promote this person. While it might seem like a lot of paperwork and hassle, carrying out correct HR procedures not only covers you in terms of compliance, it will also ensure the transition is smooth and fair.

WHAT YOU SHOULD DO

Whether you are hiring someone new or promoting from within, you are recruiting.

Laura Horton

Laura worked has worked in dentistry for 21 years and has an unrivalled passion and enthusiasm for treatment coordination, business and team development. In 2008 Laura left her full-time practice management role. Ever since, with her years of experience and vast amount of knowledge, Laura has been working with dental practices to help them successfully reach their true potential. Laura is a master at communicating with patients and provides training to dentists with her grass knowledge experience. Every aspect of training comes from real experiences with patients over a period of many years. Horton Consulting works with dental practices through the UK and Europe to motivate and inspire the leaders and the team to deliver the vision of the owner(s) in a patient-centred business.

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I advise that you go about the promotion process using the following steps.

- Create a job description
- Advertise internally - even if no one else wants the job they should all be given the same opportunity to apply
- Interview
- Offer the job to the candidate by way of a formal letter offering the position
- Have a new contract prepared ready for them
- Confirm a probationary period (ideally six months) and schedule monthly review meetings.

Carrying out correct protocol in this way sets the right tone for you, your employee, and the rest of your team. If you do not follow the steps above, what usually happens is one of these common scenarios:

- If your 'A-star' employee has now become a TCO, the team will think they do nothing but chat and drink tea with patients. The green-eyed monsters come out because the job description wasn't advertised and no one else had a chance to apply (even if they didn't want it)
- As a boss you may become annoyed, this person isn't doing the job the way you thought they would - but if you didn't clearly communicate your expectations with a detailed job description and a discussion of the role in detail during an

interview, what did you expect?

- The newly-promoted team member that you had high hopes for has lost motivation and it is a mystery as to why.

SOUND FAMILIAR?

While hindsight is a wonderful thing, you will now have learnt exactly how not to promote a team member and you'll know how to do things differently next time. If you are already in

this situation, you need to fix it, but how?

If you have a demotivated team member, the reason is often simply that they have been given the job. By not going through the proper HR channels can often make it feel as though the new role hasn't been correctly achieved or earned. It just doesn't feel like a real promotion.

To get this team member motivated again you need to go back to that start, talk through the job description, review their performance, and ask them what help they need. This could be training to boost their skill set, or it could be emotional support - they might feel hurt, depressed, stressed or even bullied by jealous team members. The same goes for scenarios where you feel let down, going back to the start can remedy the situation.

I would then suggest making an announcement to the team about the new role and the promotion. Tell everyone what the role will entail, and the beneficial impact it will have on the practice and the team as whole. As with any change in your business, you need to ensure that everyone working with you is on side and will support each other. ●

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