

Leading Compliance: How To Gain Buy-In and Commitment

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Persuasion

“The most important persuasion tool you have in your arsenal is integrity.”

Zig Ziglar

Persuasion: Four Essential Steps

- ☐ Establish Credibility
- ☐ Frame for Common Ground
- ☐ Provide Evidence
- ☐ Connect Emotionally

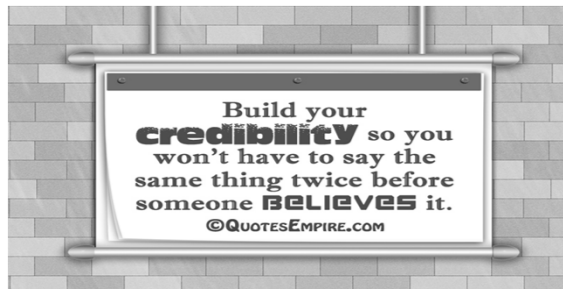


Step 1: Establishing Credibility

- ☐ Don't overestimate your own credibility, test yourself
 - How will others perceive my knowledge about the issue?
 - Do I have a track record in this area that others know about and respect?
 - Am I seen by my audience as helpful, trustworthy and supportive?
 - Will my audience see me in sync with them?
- ☐ Test your answers with colleagues you trust

Establishing Credibility

- Grows from expertise and relationships
 - Can be trusted to listen
 - Works in the best interests of others
 - Consistent and strong emotional character and integrity



“You may fool all the people some of the time, you can even fool some of the people all of the time, but you cannot fool all of the people all the time.”

Abraham Lincoln

Step 2: Frame for Common Ground

- ☐ Understand your audience
- ☐ Collect essential information through meetings, conversations, etc.
- ☐ Describe position in terms that illuminate their advantages. (shared benefits)



Step 3: Provide Evidence

- ☐ Make the evidence come alive with examples, stories, metaphors, etc.
- ☐ Paint a vivid word picture
- ☐ Just numbers on a graph won't do



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Step 4: Connect Emotionally

- ☐ Demonstrate your own emotional commitment to the position
- ☐ Judge your audience's emotional state and be prepared to adjust the tone of your position
- ☐ Match your emotions to that of the audience

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Understanding Managements Position

The Angry Manager

A tedious, arbitrary, and unrealistic compendium of stupid rules, made up by mindless bureaucrats, designed to waste my time, threaten and punish the innocent, and undermine my authority.



Most Managers

- ☐ Want to be compliant
- ☐ Can't stand to be the problem
- ☐ Wants to be in control
- ☐ Are healthy skeptics
- ☐ Want it simple, quick and over
- ☐ Spot sales people a mile away

Understand Your Managers: Know Their Focus

- ☐ Focus
 - Workflow
 - Productivity
 - Employee Safety
 - Quality of Work Product



Understand Your Managers Compliance Concerns

- ☐ Takes too much of an employees time away from their work
- ☐ Infringement into their territory
- ☐ "We are already compliant"
- ☐ "I can take care of my own department"
- ☐ Others



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Understand Your Managers: General Characteristics

- ☐ Competitive in nature
- ☐ Makes sure work gets done
- ☐ Directive and controlling approach
- ☐ Focus on day to day tasks
- ☐ Self-motivator
- ☐ Want to be right

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Find Your Management Champions

- ☐ Your Leader: must be respected, have power, known to rarely use it
- ☐ Your Lieutenants: active, specialist champions, defenders of reason
- ☐ Your Role Models: quite, respected examples in action

Build Critical Mass

- Don't expect to personally win everyone over
- Focus on “enough good reasonable managers doing the right thing almost all the time”
- To make progress leave the problem people for last – go around some barriers, not through
- Pull versus push where you can



New Regulations Bring Many Emotions

- Assume Kubler-Ross stages of grief
 - Denial (Eyeore, if I don't look it will go away)
 - Anger (It's not fair!)
 - Bargaining (I will do this if you do this)
 - Depression (Prozac moment)
 - Acceptance (or at least somewhat)

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Convincing Managers of the Value of Compliance

- Power comes from using data fragments to change others' perceptions of the task at hand
- Demonstrating how compliance can reduce waste, fraud and abuse
- Gentle persuasion
 - There is a risk, we can reduce it
 - Can save them money
 - Show them cautionary tales

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Communicating with Managers

- Prepare to listen
- Run short, organized meetings
- Multiple small hits
- Use examples, even better their examples
- Communicate both good and bad news
- Feed them and they will come

Communicating with Management

- ☐ Understand the material you are discussing
- ☐ Research any term, conditions or abbreviations in advance
- ☐ Stay on course, don't deviate and become "wishy washy"
- ☐ Show empathy where appropriate and suggest coping mechanisms
- ☐ Ensure confidentiality of findings
- ☐ Remain in control and make eye contact

Your Approach to Chronic Offenders

- ☐ Restate the facts
- ☐ Restate your role
- ☐ If it is a "must" tell them, if they can make the decision let them
- ☐ Tell them what's expected and what's next
- ☐ Don't let them make you the problem
- ☐ Call in your champions

And...

If it is clear they are dying...
Be a hospice worker not a surgeon

When They Will Not Buy In

- ☐ Protect the institution
- ☐ Isolate them – prevent contamination
- ☐ Never react back
- ☐ Vent with the leader – never in public
- ☐ Document your efforts

□ Build Bridges

- Provide data
- Compare them to their peers
- Appeal to their interests
- Be mindful of their time
- Just the facts!



Change

“Never expect anyone to engage in a behavior that serves your values unless you give that person adequate reason to do so.”

Charles Dwyer, Ph.D.
UPenn