

“The park is OPEN until 8.”

-How a Disney employee answers when asked what time the park closes

It is the simplest of twists to a basic question but the reframing means everything. We all know the person who never sees anything but the glass as half empty. Just listening to them complain drains your very energy. When I meet with leaders, the biggest challenge for them is not how to meet goals, improve processes or deal with unexpected problems. Almost to a person, the most aggravating issue is staffs or peers who are negative about all aspects of their jobs. Nothing is more deflating then to listen to someone knock every decision made, to complain about their co-workers, to sigh as they work or roll their eyes during discussions. News flash! If this is draining to you as a manager, imagine what the co-workers and more importantly the patients and family feel.

As such, it is very much a management and leadership issue to address. Disney does a great job of defining behaviors and expectations. We need to do the same. If such behavior has been allowed to exist a new expectation must be created and new behaviors defined. Consequences for failure to comply must also be defined and enforced. If someone wants to complain about all aspects of their job, they can do so....on their time, outside of your organization. There is no reason you cannot sit down with such people and ask them why they remain in a job that makes them so unhappy. Give them permission to leave the role. If they chose not to, let them know their current behavior will not be tolerated anymore. You can disagree with leadership. You can believe decisions made were not correct. However, you should do so professionally and respectfully and those conversations should occur with the leader not everyone but the leader. Clinical competence alone cannot be tolerated without accompanying professional behavior.

I am quite certain Mickey Mouse has never told a five year old the costume was too hot, he was on his second 12 hour shift in two days or Walt made a bad decision on the latest ride.