

5 secrets to curing 'supervisoritis'

By Monica Wofford

Are you guilty of "supervisoritis" — acting as though you (the boss) are the most important person in the office, the only one who knows all the answers, and the one who takes credit for the practice's success?

It's fine to take pride in what you have accomplished, but the truth is you didn't do it all by yourself. Building your practice to its current level required a team effort.

To cure — or avoid — any symptoms of supervisoritis, try using the following methods. I think you will be pleased with the sense of teamwork these methods create.

1. Treat each teammate as unique. Employees are unique individuals who have lives, minds, and beliefs of

their own. And although they work in your practice, they really don't work for you. They work for *themselves* — for their own reasons.

Tip: Instead of calling them "my team," think about calling them "the team I have the privilege of leading."

2. Communicate clearly. Clear communication sounds easy, but it can be a challenge. Communication is achieved when those who are communicating have no differences concerning three things — what was said, heard, and interpreted from the received message.

What is clear to you may not be clear to others because each person's understanding in a communication process is built on the individual's beliefs, experiences, perceptions, and background. Because no two people have the same beliefs, experiences, perceptions, and background, differences arise. (Those differences become magnified if your team

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