

Tips for Successful Performance Appraisals

Have them!

- ☒ Yes, that's right! You must schedule them regularly to be able to effectively communicate with your employees. In the first year, try to give feedback often to review the standards you expect. After the first year, annual reviews should be sufficient unless you are having challenges that need attention.
- ☒ If you are an employee who has not had feedback consistently, do your own! Submit an appraisal of goals, where you feel you need to improve, and where you feel you have excelled. It might just stimulate some great conversation.

Be prepared!

- ☒ Both manager and employee need to go into the meeting with an idea of areas of improvement, areas of achievement, and goals. Standards should have already been reviewed so that both parties understand what was expected.

Be enthusiastic and expect a positive outcome!

- ☒ Unless there have been major problems that have been discussed, performance reviews should not be

filled with surprises. It should not be the objective of the manager to "bait and switch." A successful employee reflects well on the manager, an unsuccessful employee reflects a failed attempt on both parts. Make it successful.

Embrace confrontation!

- ☒ I know that this is a weird one. Confrontation is difficult in almost every office. However, confrontation is an opportunity to understand one another's point of view. It clarifies points of confusion, and bridges gaps in communication.
- ☒ Both managers and employees should remember to not let it become personal. Practice good listening skills.

If it becomes negative, stick to the objectives and standards!

- ☒ Everyone in this business is interested in great results and excellent patient care. Those objectives are the most important values that we have in common. *How* we get there is what encompasses the standards we set. If an appraisal is negative, it is usually because there is a compromise in one of these values. Perform

good problem-solving methods to identify what has caused the conflict and why.

Restate your goals both as the employee and as the manager!

- ☒ Restating and refocusing the objectives of the appraisal from the perspective of the manager and the employee help to verbalize what the employee intends to work on and what the manager plans to do to help. Get agreement between both parties so that an alliance has been formed.

Set up a time for the next meeting!

- ☒ If an appraisal is awesome, you may not need to meet until the next year, formally, unless there is a change in job function or job performance. If the appraisal has objectives to work on, a more prudent idea is to have a follow-up meeting within 1–3 months to review success or the need for further review.
- ☒ Employees may need to be proactive with managers to make sure they make time for follow-up. When you feel that there is miscommunication occurring, set a meeting to "get on the same page." ♦

MESSAGE FROM THE SURGICAL ASSISTANTS CHAIR

Dear Surgical Assistant Members,

I am pleased to accept the honor of chairing the Surgical Assistants meeting being held in Vancouver, BC, Canada, August 11–15, 2004, at the Westin Bayshore Resort. I am very excited and look forward to meeting many of you at that time.

I have worked for Dr. Michael Beehner in Saratoga Springs, New York, for the past 4 years. I am a LPN and have a wide variety of tasks to perform such as scheduling and assisting Dr. Beehner as well as post-op hair washes and suture removals.

The New York meeting was wonderful and the turnout was one of our best ever with the number of registered assistants reaching 210. I especially enjoyed the open discussion area with the questions from the baskets. We would like to continue and expand on that idea by having anonymous submissions of post-op complications that you have had occur in your office. This is just one of the ideas that the Vice-Chair Cheryl Pomerantz and I have been talking through. We welcome any suggestions on how to make this an informative and educational experience. Our goal is to bring back some of the scientific aspects of being an assistant as well as address some of the pressures and stresses that I know we are all feeling in this hectic world.

Please remember that this is our meeting and it can be as great as we want to make it. It is up to you to get involved and make a difference. If there is something that you are interested in or would like to hear about, please contact either Cheryl or me. I encourage all of you to give a presentation or simply write a submission for the *Forum*. I know that we have a lot of knowledgeable, talented members that we have not heard from yet.

Let your voice be heard! We are listening.

Sincerely,
Betsy Shea

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Upcoming Events

Following is a guide to upcoming meetings and workshops related to hair restoration. For more information, contact the appropriate sponsoring organization at the number listed. Meeting organizers are reminded that it is their responsibility to provide the *Forum* Editors with advance notice of meeting dates.

Date(s)	Venue	Sponsoring Organization(s)	Contact Information
December 5–6, 2003	New York Hair Symposium 2003 The Plaza Hotel <i>New York, New York USA</i>	Marc R. Avram, MD, Chair	Tel: 212-734-4007 Fax: 212-734-4321 E-mail: info@dravram.com
March 10–13, 2004	10 th Annual Live Surgery Workshop, <i>Orlando, Florida, USA</i>	International Society of Hair Restoration Surgery	Tel: 407-333-4200 Fax: 407-333-2140 E-mail: lmgvalmont@aol.com
March 13–14, 2004	ABHRS Board Exam, <i>Orlando, Florida, USA</i>	American Board of Hair Restoration Surgery <i>www.abhrs.org</i>	Tel: 708-474-2600 Fax: 708-474-6260 E-mail: ambrdhrs@cs.com
May 20–23, 2004	7 th Annual Meeting & Live Surgery Workshop, <i>Florence, Italy</i>	European Society of Hair Restoration Surgery (ESHRS) <i>www.eshrs.org</i>	Tel: 33-1-45-00-00-76 Fax: 33-1-45-02-15-77
June 3–5, 2004	9 th ISHR International Congress <i>Torino, Italy</i>	Italian Society for Hair Restoration <i>www.actacongress.com</i> or <i>www.ishr.it</i>	Organizational Bureau Tel: 39-011-591871 Fax: 39-011-590833 E-mail: acta@actacongress.com
August 11–15, 2004	12 th Annual Meeting of the ISHRS <i>Vancouver, BC, Canada</i>	International Society of Hair Restoration Surgery <i>www.ishrs.org</i>	Tel: 630-262-5399; 800-444-2737 Fax: 630-262-1520

To Submit an Article or Letter to the *Forum* Editors

Please send submissions via a 3½" disk or e-mail, Remember to include all photos and figures referred to in your article as separate attachments (JPEG, Tiff, or Bitmap). For e-mail submissions, be sure to ATTACH your file(s)—*DO NOT* embed it in the e-mail itself.

We prefer e-mail submissions with the appropriate attachments. Any person submitting content to be published in the *Forum* agrees to the following: 1. The materials, including photographs, used in this submission do not identify, by name or otherwise, suggest the identity of, or present a recognizable likeness of any patient or others; or, if they do, I have obtained all necessary consents from patients and others for the further use, distribution, and publication of such materials. 2. The author indemnifies and holds harmless the ISHRS from any breach of the above. *Send to:*

William M. Parsley, MD • 310 East Broadway, Suite 100 • Louisville, Kentucky 40202-1745 • E-mail: bparsley@bellsouth.net

Submission deadlines: January/February, December 10 • March/April, February 10

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