

# Transforming Lab Middle Managers into Top-Performing Team Contributors!

*Send your lab's best management talent and most promising young leaders to this two-day intensive!*

*Continuing Education Units (CEUs) to be provided.*



*For All  
Up-and-Coming  
Lab Managers!*

## *Topics include:*

- Teaching lab managers to become effective coaches
- Refining leadership styles
- Improving your lab's working culture
- Charting personal career paths
- Succession-planning essentials
- Evaluating staff to identify leaders
- Understanding your communication style
- Unleashing creativity within the lab!

**THE DARK  
REPORT**

**Four Great Cities!  
Four Convenient Dates!**

**October 12-13, 2010 • Baltimore**

**October 26-27, 2010 • San Francisco**

**November 2-3, 2010 • Chicago**

**November 16-17, 2010 • Miami**

*Visit [www.darkdaily.com](http://www.darkdaily.com) for more information*

# Innovative Management Training, Tailored to the Needs of Laboratory Managers, Directors, Administrators

*Two days of hands-on learning, useful case studies, and great networking!*

MANAGEMENT SKILLS AT ALL LEVELS are in high demand! Across the nation, clinical laboratories and pathology groups need skilled and competent management leaders.

Now you can step up your personal management career and your contribution to your laboratory organization. Our special two-day workshop delivers you the customized management tools, insights, and hands-on competence you need to move up your lab's management ladder.

Best of all, it's affordable, it's at a city near you, and it's lab-specific management knowledge. Join us for the essential management training that can propel you into greater leadership roles. Bring your colleagues and learn as a team. Register today to guarantee your place!



## Who Should Attend:

This unique workshop is appropriate for up-and-coming middle managers, senior managers, and administrators; any lab manager tasked with achieving business goals and boosting staff productivity, including:

- Operational department managers
- Clinical department managers
- Pathology administrators
- Director-level managers, including operations, logistics, IT, sales, marketing, client support, finance, and more
- Administrators at all levels
- Clinical section managers
- Supervisors on the management track
- Supervisors at all levels

*You've always wanted it... now it's here!*

## Your perfect lab management training resource!

**Acquire and master these skills and more...**

- New ways to engage your lab's culture that turbocharge productivity and profits!
- Proven methods that motivate lab staff to achieve stretch goals on time and on budget!
- Charting your personal and organizational vision—setting a road map for success!
- Increase your lab's productivity by improving the effectiveness of your lab's middle managers!
- How to evaluate your team and identify the barriers to increased performance and profitability!
- Becoming the better coach: why it works and how to pick your best coaching candidates!
- Know your preferred leadership style and how to use it to motivate staff and improve teamwork!
- Simple steps to teach your managers better people-management skills.
- Succession planning essentials: prepare your lab for the coming wave of retiring managers and staff!
- Best ways to develop talented staff members with limited time and a bare-bones budget!
- Effective methods to retain top producers with a management career path they appreciate!
- Achieving the high-performance culture in your lab: unleashing your managers' creativity!
- Understand how to get the wrong people off your bus!
- Secrets to leading Baby Boomer's, Gen-Xer's, and Millennials!
- It's all about vision: best ways to align your lab's growth goals with your personal career path!
- Recognize your lab's superstars and how to energize them to greater achievement!

### EXECUTIVE MEMORANDUM

TO: All Lab CEOs and Senior Lab Administrators  
FROM: Robert L. Michel, Editor, THE DARK REPORT  
RE: Are you doing enough to prepare your lab's middle and upper managers?

As the management leader of your laboratory organization, you recognize the value of competent managers at all levels—from bench supervisors and testing section managers to department heads and senior administrators.

You also know it is vital to nurture and develop the next generation of management leaders in your laboratory. After all, very soon, your lab's most experienced and longest-serving talent will begin retiring. The oldest baby-boomers turn 65 years old starting on January 1, 2011—just months away!

That's why we've created this intensive, two-day workshop on laboratory management and leadership. It's designed to give your most promising management talent proven tools, useful insights, and hands-on training in how to manage people and achieve organizational goals, on time and ahead of schedule!

You are urged to send your best and brightest management stars! Give them the strong grounding they need to advance their personal management career and make big contributions within your laboratory! This special training is the perfect solution for you and your always-improving team.

Best,

Robert L. Michel  
Editor, THE DARK REPORT



# Meet Your Leader and Guide



**Jeff Smith** brings over 20 years of experience as an executive in human resources and operations in both for-profit and not-for-profit organizations. He currently works with Slone Partners providing Leadership Development for Laboratory Professionals and he also teaches for Titan Management University.

Smith was a key team member in the transformation of the management culture at top-performing Carilion Laboratories in Roanoke, Virginia, and worked for Capital One. As Director of Human Resources for Carilion Labs, he participated in designing and driving culture change, implementing succession planning, and creating coaching tools for laboratory leaders.

Smith has earned high marks from laboratory professionals who participated in recent lab management educational programs offered by THE DARK REPORT. He teaches a collaborative approach that helps laboratory managers, directors, and administrators determine their vision, then craft a plan for achieving this vision in their professional and personal lives. His area of expertise in HR includes: organizational development, organizational change, succession planning, executive coaching, team building, leadership development, and recruiting.

Jeff graduated cum laude with a BBA from James Madison University in management and history. He holds an MA from George Washington University in Human Resource Development. Additionally, Jeff graduated from Georgetown University with an Executive Coaching and Leadership certificate and became a fellow of the Advisory Board in 2006. Jeff is a certified Professional Coach (PCC) by the International Coaching Federation.

## Frequently Asked Questions

### ***Why a Lab Managers Workshop?***

Opportunities to learn basic, advanced, and sophisticated management methods that focus specifically on clinical and pathology laboratories have been almost non-existent during the past. This four-city workshop series fills that vacuum and offers laboratories a useful resource to advance the understanding, capability, and confidence of their most promising managers, administrators, and directors.

### ***What Benefits Can I Expect?***

Savvy lab leaders know that their laboratory's most important resource is people. This two-day management workshop is designed to engage the up-and-comers within your lab's management team and equip them with powerful insights, tools, techniques, and case studies. It is their energy and enthusiasm which engages the entire laboratory staff to be more productive, to work more harmoniously, and to achieve sustained gains.

### ***How Is the Learning Organized?***

By design, each of the four workshops conducted in Baltimore, Chicago, Miami, and San Francisco will be small classes, less than 30. This allows personal attention and fosters tight collaboration among the participants. The goal is to introduce

concepts, conduct exercises to establish mastery, then provide implementation guidelines. Upon completion of the two-day intensive, participants are ready to return to their laboratory organization and contribute to a more productive management structure.

### ***What About Succession Planning?***

With as many as 30% of the typical laboratory's managers and administrators rapidly approaching retirement, a special learning module on succession planning will be conducted. Importantly, the succession planning techniques taught will be complementary to each aspect of laboratory management, team building, and culture change that is discussed over the two-day seminar.

### ***Can Teams of Lab Managers Come?***

Yes! This workshop is designed to help teams from the same laboratory, as well as individuals. In fact, teams can earn a substantial discount on their registration.

### ***Can I earn continuing education credits?***

Application has been made to make continuing education units (CEUs) available through the American Association of Clinical Chemistry.

# Advice for medical technologists, laboratory scientists, and others wanting to contribute more to their laboratory and climb the management ladder...

Are you excited and ready to attend our exceptional clinical laboratory managers workshop? Then take initiative and ask your boss! After all, initiative is an essential trait that sets the leaders like you apart from the followers.

A smart boss wants lab managers committed to learning, willing to master new skills, and ready to take on expanded responsibilities. Speak up and make the business case to your boss about why sending you and others on your team to this highly-focused lab managers workshop is a smart decision. Don't forget to remind him or her that it is investment in people which generates the biggest return in the laboratory and for the hospital!

This special clinical laboratory managers workshop is designed to help you unlock your full potential, while teaching you how to motivate and lead others in your laboratory. These are skills and outcomes that every enlightened boss wants for the ambitious managers on their team.

Best of all, this powerful training on clinical laboratory management is affordable and may even be taking place in your backyard, since we have workshops scheduled for Baltimore, San Francisco, Chicago, and Miami. Seize the initiative! Register today to ensure your place!



**Perfect for  
Medical Technologists  
Ready to Advance  
Their Management  
Careers!**

## Two days of discovery!

In each of four cities, the identical two-day workshop will be presented. For each day, start and finish is 8:00 a.m. and 4:00 p.m. Curriculum will address four basic management areas:

**First**, an overview of culture; how managers can shape and transform culture; along with proven tools to achieve these outcomes.

**Second**, team dynamics; how to identify leaders in your lab; specific techniques for engaging these emerging leaders; effective ways to achieve greater productivity and improve staff harmony and morale.

**Third**, essentials of coaching; creating coaches among your lab's most promising managers, how to unleash the power of coaching.

**Fourth**, the management and career development path, ranging from goal-setting and succession planning to sustaining the improved performance of your lab managers.

## It's an agenda loaded with lab management essentials!

Be prepared for a rich learning experience. Led by a laboratory manager like yourself who played a key role in transforming the working culture and environment at the laboratory of one of the nation's largest health systems. This is the management knowledge and expertise you've craved, so plan to be with us!

### Day 1 Agenda and Activities

**8:00** Introductions, goals, fast start overview

**8:30-11:00** Learning your personal management style; understand how to flex your style to meet the needs of your teams, peers, and bosses

**11:00-12:00** Cultural overview

- Defining lab's working culture
- Ways to create a motivated and engaged workforce
- Breaking down silo mentality in your laboratory
- Dealing with the entitlement mentality of some staff
- Striking the right balance between operations and sales
- Retention of the right people
- Create a "CEO of Your Department" philosophy
- Leading Baby Boomers, Gen-X'ers and Millennials

**12:00-1:00** Lunch Break

**1:00-2:00** Obstacle Course

- Connecting your team to the vision, mission and goals of your laboratory organization

- How to effectively use your leadership style to shape your team's culture

**2:00-2:15** Break

**2:15-4:00** How to increase productivity from your lab leadership team

- Identify behaviors of high performers and emerging leaders
- Hire the right leaders
- Retention of the right leaders
- Get the wrong people off the bus
- Getting the right attitude for your lab's management leaders
- Highlights of a strong culture

**4:00** End for the evening

*Homework—Plot your boss and your direct reports leadership styles, using the tools you learned today. How will you communicate differently based on what you learned today?*

### Day 2 Agenda and Activities

**8:00-8:30** Recap of Day 1; Homework review

**8:30-10:00** Turning your laboratory managers into effective coaches

- Define coaching
- Create an understanding of coaching

- Why managers should coach
- Provide coaching tools
- Common coaching scenarios
- Tips and traps for coaches
- Resources

**10:00-10:15** Break

**10:15-11:00** Goal Setting for you and your lab team

**11:00-12:00** Situational leadership model as it applies to laboratories

**12:00-1:00** Lunch

**1:00-1:30** Recognizing "Blue Chips" and unlocking their potential

**1:30-3:00** Succession planning in the laboratory and management ladder

- Planning for the next generation
- Mastering the 9 Box Talent Review
- Supporting differences in how people like to learn
- Your role as manager

**3:00-3:30** Personal career planning and using new knowledge to contribute more in the laboratory

**3:30-4:00** Identifying next steps for you as a manager and a leader

## Our Hotels in these Four Great Cities!

### October 12-13, 2010—Baltimore

Hilton Baltimore BWI Airport Hotel  
1739 W Nursery Rd, Linthicum Heights, MD 21090  
Tel: 1-410-694-0808 Fax: 1-410-694-0855

### October 26-27, 2010—San Francisco

Hilton San Francisco Airport Hotel  
600 Airport Blvd., Burlingame, CA 94010  
Tel: 1-650-340-8500 Fax: 1-650-343-1546

### November 2-3, 2010—Chicago

DoubleTree Chicago O'Hare  
5460 North River Road, Rosemont, IL 60018  
Tel: 1-847-292-9100 Fax: 1-847-292-9295

### November 16-17, 2010—Miami

Hilton Garden Inn Miami Airport Hotel  
3550 NW 74th Ave, Miami, FL 33122  
Tel: 1-305-629-7701 Fax: 1-305-629-7702

## Registration Details

**Registration & Fees:** All registrations will be confirmed in writing with receipt of your payment if received at least one week prior to the meeting; after that date, please call 800.560.6363 to confirm your registration.

### Cancellation & Substitution Policy:

Substitutions may be made at any time. Cancellations made less than five working days prior to the program's start date are subject to a \$100 cancellation fee.

# REGISTRATION

Get Everything You need! Build Team Performance!  
Pick from four great dates and four great cities!

Yes! We are sending:

Name 1	Title	Email
Name 2	Title	Email
Name 3	Title	Email
Name 4	Title	Email
Name 5	Title	Email

(Copy form for additional registrations)

## Billing and Contact Information:

Organization	E-mail contact		
Address	Phone		
City	State	Zip+4	Fax

### TUITION CALCULATOR

Teams are encouraged to attend together! Tuition includes all meeting materials, along with refreshment breaks during each morning and afternoon.

	Early Bird Special Thru Sept. 10	Registration After Sept. 10	Total
Individual	\$895 x 1	\$1,095 x 1	_____
Team of 2-4	\$745 x ____	\$945 x ____	_____
Team of 5 or more	\$595 x ____	\$795 x ____	_____
		<b>Total</b>	_____

I / We will be attending:

- Baltimore—Oct. 12-13, 2010
- San Francisco—26-27, 2010
- Chicago—Nov. 2-3, 2010
- Miami—Nov. 16-17, 2010

### METHOD OF PAYMENT:

Check made payable to: THE DARK REPORT  
Mail to: THE DARK REPORT, 21806 Briarcliff Dr, Spicewood, TX 78669

Note: THE DARK REPORT  
Fed. Tax ID No: 93-1187430

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## 4 Easy Ways to Register



By Internet

www.darkreport.com



By Phone

800.560.6363



By Fax

512.264.0969



By Mail

THE DARK REPORT  
21806 Briarcliff Drive  
Spicewood, Texas 78669

**SATISFACTION GUARANTEE:** If you don't gain everything we promise—and all that you expected—from this program, we'll refund your tuition in full, promptly and courteously.

Please contact Debra Neilan at 512.264.7103 for information or special arrangements.

Space is limited. It is essential to register early!

QUESTIONS? 1.800.560.6363