

Community Foundation of St. Joseph's County

Regional Nursing Home Collaborative

in partnership with Health Care Excel

What You Do Matters!

Creating a Positive Chain of Leadership

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What a difference management makes!

Five Management Practices Associated with
Low-Turnover, High Attendance
and High Performance:

**High quality
leadership at
all levels of
the
organization**

Valuing staff
day-to-day in
policy and
practice, word
and deed

High
performance,
high
commitment
HR policies

Work systems
aligned with
and serving
organizational
goals

Sufficiency
of staff and
resources to
care
humanely

Kouzes and Posner survey

Most people follow leaders who are:

- Honest
- Forward-looking
- Inspiring
- Competent

Level Five Leaders

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

They are a study in duality:

- modest and willful
- humble and fearless

Jim Collins
Good to Great

Words describing the Good to Great leaders:

- Quiet
- Humble
- Modest
- Reserved
- Shy
- Gracious
- Mild mannered
- Self-effacing
- Understated

*But they also are fanatically driven,
infected with an incurable need to
produce results*

Jim Collins

Level 5 leaders channel their ego needs *from* themselves and *into* the larger goal of building a great company.

It's not that Level 5 leaders have no ego or self interest. Indeed they are incredibly ambitious – *but their ambition is first and foremost for the institution, not themselves.*

Jim Collins

In contrast, the comparison companies often had Level 4 leadership which is:

“A genius with a thousand helpers”

A leader who sets the vision and develops a road map for getting there.

The Good to Great Level 5 leaders
never wanted to become larger than
life heroes.

They were seemingly ordinary people
quietly producing extraordinary results.

The Leadership Challenge

A field guide for Leadership

By Jim Kouzes and Barry Posner

Myth:

Leader as “renegade” who *magnetizes* a band of followers with courageous acts

Fact:

Leaders attract constituents not because of their willful defiance, but because the leader has a deep faith in the human capacity to adapt and grow

Myth:

Leaders have the special gift of *Charisma!*

Fact:

Leaders' dynamism comes from a strong belief in a purpose and a willingness to express that conviction

Myth:

It's lonely at the top

Fact:

The most effective leaders are involved and in touch with those they lead. They care deeply about them, and often refer to them *as family*.

Myth:
Leaders are born, not made.

Fact:

Leadership is not in a gene; it is an observable, learnable set of practices.

The belief that leadership can't be learned is a powerful deterrent to leadership development.

FIVE FUNDAMENTAL PRACTICES OF EXEMPLARY LEADERS

- MODEL THE WAY
- INSPIRE A SHARED VISION
- CHALLENGE THE PROCESS
- ENABLE OTHERS TO ACT
- ENCOURAGE THE HEART

Encouraging the Heart

- Set clear standards – people need to know what's expected of them
- Expect the best – self-fulfilling prophecy
- Pay attention – tune in
- Personalize recognition -- individualized
- Tell the story – share your successes
- Celebrate together – have fun
- Set the example – leaders go first

Leaders make something happen

Leaders are learners

“The only way people can learn is
by doing things they’ve never done
before”

You are the most important leader to
the people you supervise

Building Self Confidence Through High Expectations

- Leaders give heart to others by recognizing their contributions
- Leaders belief in others creates a self – fulfilling prophecy.

Connect performance and recognition

- ❖ Make certain people know what's expected of them
- ❖ Provide feedback about their performance
- ❖ Recognize when people meet the standard

Common feedback

- Silence
- Negative
- “Constructive” criticism
 - No child left behind

Closing the Gap in Leadership Development

*Twenty –two ways to develop
leadership in staff managers*

By Robert W. Eichinger and Michael M. Lombardo
Center For Creative Leadership

Evaluate Staff for Management Potential and Intent Early

- **Early identification** of staff who show signs of managerial leadership potential is the first step towards providing them with opportunities

Look at life experiences

- What leadership opportunities have they been involved with off the job?

Enrich the Leadership Experience: Provide **Variety with Support**

Variety

- Managers develop most when leadership demands change
- New people, new skills
- When they have to give up old ways to get something done

What **Support** Looks Like

- Pay attention to their development.
- Think about- What will this person have to learn quickly? What will they have to unlearn? Give up doing?
- Actively help them with that process.

Think Small

- Many mini – opportunities exist
 - Developing a new training program
 - Working with a problem employee
 - Confronting morale problems

These can teach how to develop others and involve working with those not worked with before. These small opportunities can add up to a big one.

Use the *Principle of Progression*

- Successful managers who start at 40 often had mini versions of such work earlier in their career.
- They may have helped to create a new program, hired people, or were a number two person.

**These chains of small but
progressive opportunities
are available in most workplaces.**

Provide lots of feedback

- Feedback is crucial - and should be received on a regular basis
- Let them know what they're doing well because they won't know it unless you tell them

Aggressively help them learn from
each experience

- Successful people are active learners
- Debrief past experience and review upcoming ones when developing leadership

Find ways for them to work directly with frontline staff issues and with residents

- Don't allow them to work isolated. Keep them grounded in your core business activities – hands-on care
- The further away they are from the bedroom, the more they will need to have this grounding.

Urge them to build their own leadership skills

- There is no leadership DNA—like any other skill the more you do it the better you get at it.
- I am a work in progress
- CA young nurses - hungry for leadership development

Look for opportunities to be in it together in the caregiving work

- The positive affect of pitching in
- This provides your developing leader with the specific understandings of the requirements of frontline work
- Teamwork

Make early promotions

- After you identify staff who show an inclination toward management and leadership, move them into permanent positions as soon as possible.
- Create opportunities if none exist.
- Offer the option of going back if it doesn't work out

Unit Based QI

- Develops leadership because it involves fairly complex strategies of implementation
- Makes the QI more effective

Mix front line staff, supervisors, and managers when you offer training

- Everyone gains
 - Relationship building
 - Perspective sharing
 - Reality check both ways

*Having CNAs in the room
keeps us all honest*

Become a Mentor/Coach

- Support their development
- Talk things through
- Take them under your wing

Manage the careers of key talent
more aggressively

**Their development is your biggest
task**

Think about opportunities for early
development of leadership among
your staff

Who comes to mind?

What can you do?

The importance of encouragement and feedback

The soldiers story

The Leadership Challenge
By Kouzes and Posner

The first group of soldiers were told the exact distance they would march – twenty kilometers -- and were regularly informed of their progress along the way.

Group two soldiers were told only, “This is the long march you heard about.” No one knew exactly how far they would march, nor were they informed of their progress along the way.

Group three soldiers were told they would march fifteen kilometers. After marching fourteen kilometers, they were told they had six to go.

The fourth group of soldiers were told they would march twenty-five kilometers. After marching fourteen, they were told they had six more to go.

So how did they do?
Which group did the best,
and suffered the least?

No surprise -- Group one performed the best.

Knowing how far they were going and getting regular reports were the keys to achieving the highest ratings.

Group three came in second.
When this group learned that they had
farther to go they just pulled harder.
To some this was surprising.

Group four finished third.

Apparently, it's a let down to think you have farther to go and then learn you have less.

It appears to take the spring out of your step.

Group two performed the worst.

Not knowing how far they had to march and then getting no information along the way yielded poor results.

Blood tests for stress indicators were taken throughout the march and again twenty-four hours later.

The results corresponded with the finish times.

Praise and Recognition

How many of you are praised too much?

How often do you praise co-workers?

How to Praise Effectively

- Praise should be:
 - Timely
 - Specific
 - Sincere
 - Proportional
 - Positive

Blanchard, “One Minute Manager.”

Path to Improvement

Staff Stability
and
Engagement

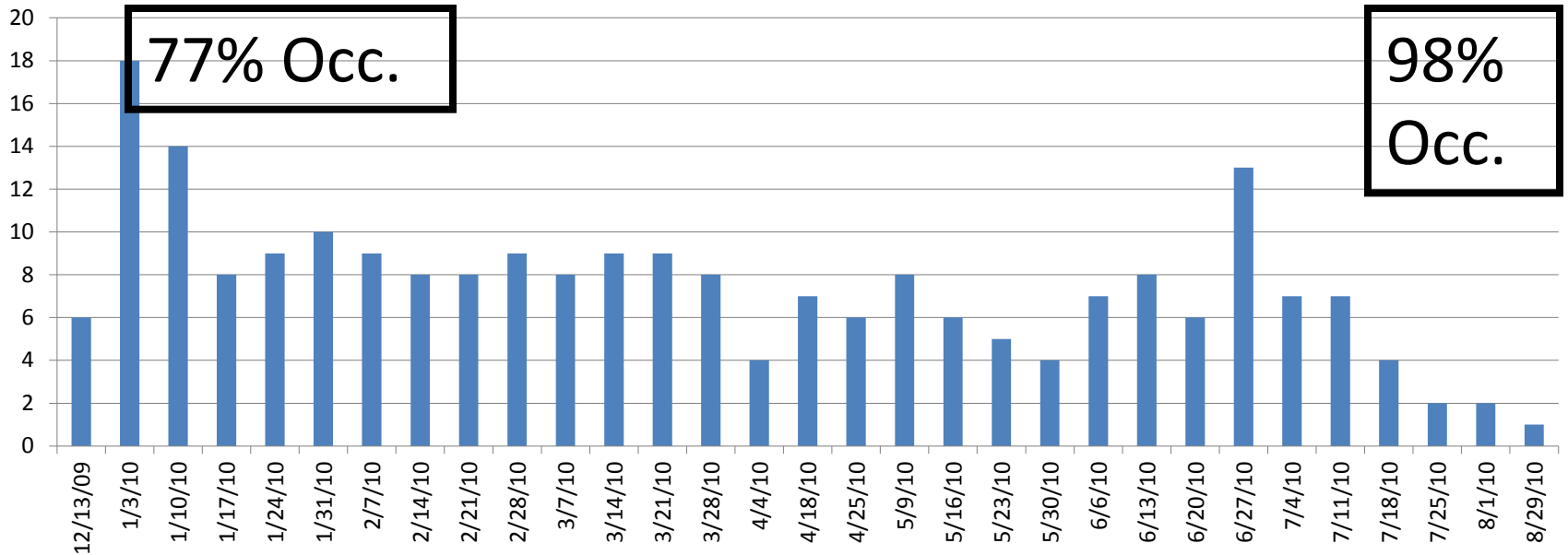
Improved
Quality and
Satisfaction

Better Census
and
Resources for
More
Improvement

People and Systems Development

From NH in Need to NH in the Lead

NHIN 2: Total Pressure Ulcers



Adm. & DoN Rounds	All Hands on Deck	Nurse Leadership Training	New ADoN, Charge Nurse Changes	Unit-based QI
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All Hands on Deck - Why

- Residents' care needs are better met
- Staff stress is relieved
- Managers get first hand knowledge of the work-load and workplace dynamics
- Managers role-model teamwork
- Builds different and better relationships with staff
- Breaks the cycle of staff instability

All Hands on Deck - What

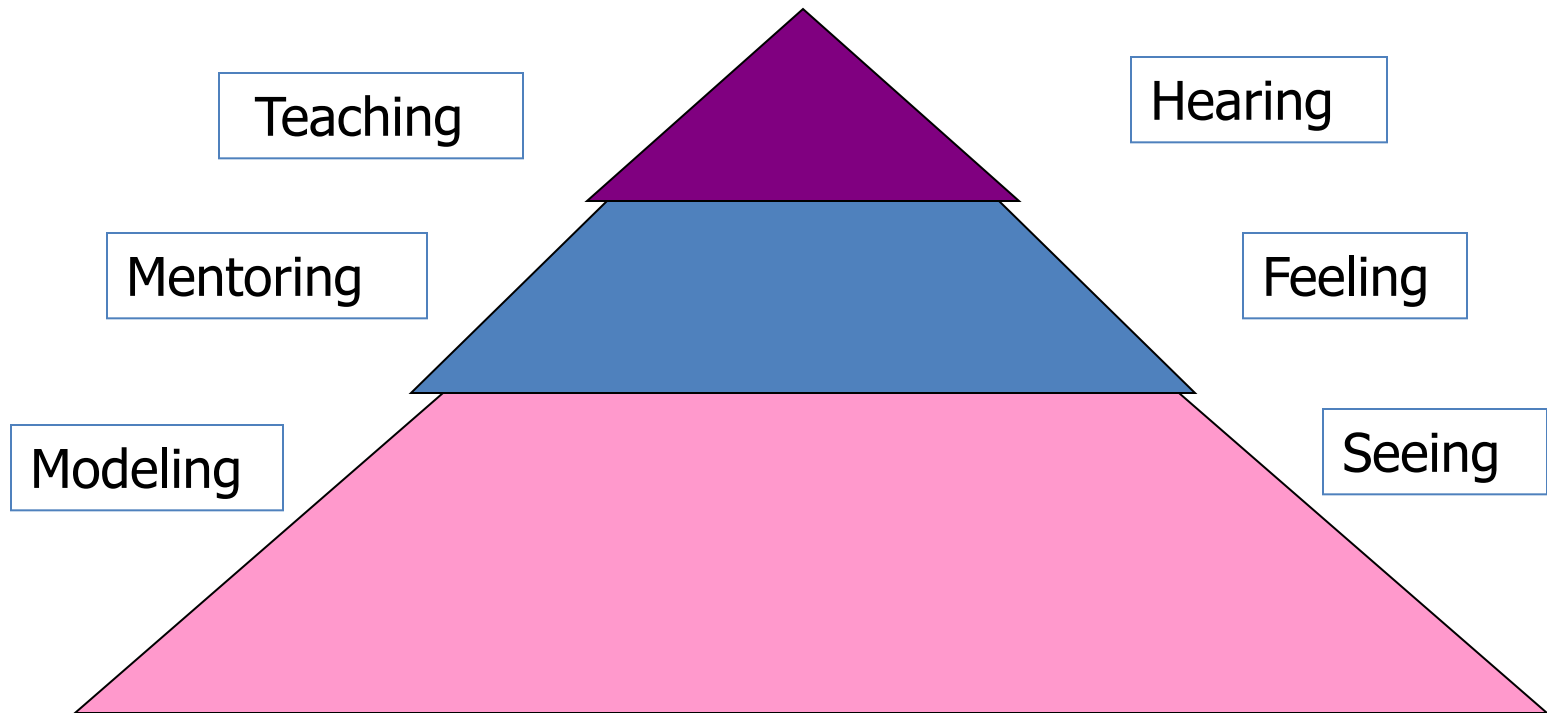
- Help at meals
- Answer call bells
- Fall prevention, comfort rounds, and other check-ins
- Be a “runner”

All Hands on Deck - How

- Leaders go first
- Ask unit staff what is needed and when
- Make a management plan
- Be consistent and reliable
- Point person on unit to report in to
- Monitor/ trouble shoot at management mtg

Leadership Pyramid

from Stephen Covey



Leading by Example, Franklin Covey Co., 1998

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