

Nuances of Management in a Culture Change Environment

Chris Cheek - SentryCare

Management vs. Leadership

Management

- Accountability
 - To the manager
- Process
 - Manager managed
- Growth
 - Data driven

Leadership

- Accountability
 - To the Team
- Process
 - Coached
- Growth
 - Individual oriented

Conclusion:

We need Managers who are Leaders.

Well Being

- Overarching purpose of our work is Well Being.
- SentryCare Mission: “PROMOTE WELL BEING”
- What does Well Being look like for a business?

Domains of Well Being

- Identity
- Growth
- Autonomy
- Security
- Connectedness
- Meaning
- Joy

Well Being of a Business?

Well Being of a Business

- Product Driven (Committed)
- Identifiable - Well Known
- Profitable
- Sustainable
- Stable
- Growing
- Dedicated to the Well Being of People

Similarities?

Well Being - Business

- Product Driven (Committed)
- Identifiable – Well Known
- Profitable
- Sustainable
- Stable
- Growing
- Dedicated to the Well Being of People

Well Being - People

- Identity
- Growth
- Autonomy
- Security
- Connectedness
- Meaning
- Joy

How do we obtain Well Being in a Business?

Develop mission driven teams that focus on:

- Accountability
- Process
- Growth

Accountability

- Expect the Exceptional!
 - Our DNA, who we are – Governing Board to the Ironing Board!
 - Cost vs. Investment – Gift to Staff
 - Commitment for the long haul – No gray zone
 - Culture Change is about a calling to a higher level
 - Lack of alignment of expectations = CONFLICT

Accountability (cont.)

- It starts with the application process (letter)
- Staff Care Partners want to be held to a PRIDEFUL standard!
- Inspirational work! (letter)
- But, also be honest and don't sugar coat! Ex: Complaint - Own it!

Accountability - Formal Leaders

- Creating Leaders who are Inspired – Be One!
 - Anyone following you?
- Commitment to **Collective Wisdom**
 - Control Freak? Get over ourselves!
 - Just say NO to EGO! Check ourselves!
- **Setting Each Other up for Success - EMPOWERMENT**
 - Conditions of Empowerment: Knowledge, Information, Training, Resources, Supportive Environment
 - Walk the Talk!
- Quit answering questions, Leave them alone, Coach, Servant Leader`

Accountability (cont.)

“I can’t get them to care”

They don’t care because you’re not empowering them to care – Empowered people are required to care! Don’t rob, otherwise good people, of their reason to care!

Process

- How we **REACT** is important!
 - Listen (rules), Ask Questions then:
 - Conversation
 - Resource
 - Facilitate a process
- **Guardians of the Process** vs. Being the Process
 - Don't say you are going to empower until you are!
 - Structure is key! Again, Walk the Talk!

Process (cont.)

- I Will **Walk Beside you** to Facilitate Growth (nurse team)
- **Being Good Stewards of One Another** (story of the tea man)
- It's Organic by design! So quit planning and start!
- It always takes time to create sustainable change
- Failures happen!

Growth

- Good to Great – Push me, I want to Grow!
- Change Over vs. Turn Over
- Grow or Go!
- **Discernment** of where team members are now and where they can grow next
- Teach Care Partners to find successes and celebrate themselves
- What is progress?
 - Decisions are made that you find out about after the fact.
 - Decisions made are better than you would have made!

Growth (cont.)

- Data may not be where you think ...
 - Evolving change?
 - Listen to the Silence?
 - “Glad to be here” feeling?
 - Individual growth?
- One more story of an empowered nurse advocate

Well Being of a Business

- Product Driven (Committed)
- Identifiable - Well Known
- Profitable
- Sustainable
- Stable
- Growing
- Dedicated to the Well Being of People

Institution vs. Human Habitat

How do you respond to these questions or comments, now?

- “Now that you are the Administrator, you will never hear the truth again!”
- “If I could just get rid of turn over!”
- “How do I differentiate myself among a crowd of providers?”
- “The sign of a Good Manager is how well things run in his/her absence”

Next Steps

- Empowerment – hiring
- Learning Circles
- Who is more important, Elders or Staff?
- Neighborhood Guide Modules

To All Applicants:

Thank you for visiting our Village to inquire about working as a member of one of our teams. Please read all of this notice completely to make certain that you would be a good fit here before going further.

First of all, Dunbar Village supports the operating philosophy of the Eden Alternative which recognizes that the greatest threat to our Elders is the plagues of Loneliness, Helplessness and Boredom. Loneliness is the pain we feel when we want but cannot have companionship. Helplessness is the pain we feel when we always receive care and never give care. Boredom is the pain we feel when our lives lack spontaneity. The cures for these plaques are not pills, but companionship, providing opportunities to give care, and a life filled with variety and spontaneity.

Secondly, this is the Elders' home into which we have been invited to provide care, companionship and opportunities for meaningful engagement. They deserve the same respect, dignity and independence that you would expect for your loved one or yourself, should you need nursing services some day.

Our work is divided into Neighborhoods and each Staff Care Partner is a member of a Neighborhood team. The team members work together and make operational decisions for the Neighborhood. Regardless of what department team members work in or what certifications/licenses they hold, we are all here to provide care and services for the Elders, and everyone is expected to do what is needed to meet the Elders' needs and provide good customer service.

We are open 24 hours 365 days a year. All staff members are empowered to create the team work schedule and therefore the team expects all members to be prompt in attendance!

We believe in being Good Stewards of One Another! We do not tolerate gossip, illegal drug use, laziness, drama, pot stirring nor bad attitudes. The Village team members work hard to support the needs of the Elders and each other, and are only looking for applicants who are equally committed!

If our culture sounds like a place you could grow and make a positive difference in the lives of the Elders and other team members, then please continue with the application process. If not, thank you for coming by and good luck with your job search.

Thank you,

The Dunbar Village Team

LISTENING

A manager spends 90% of his time listening.

We speak at 125-250 words per minute; however we comprehend 900 words per minute.

How to be a good listener:

Listen and do nothing else.

Do not interrupt – let one finish what he has to say.

Do not talk at the same time as others.

Maintain eye contact.

Be cognizant of your body language.

Summarize mentally what has been said.

Hear a person out. **GOOD LISTENERS DO NOT FINISH A SENTENCE FOR THE PERSON TALKING.** Though our culture is not accustomed to silence, it is good as it gives one time to gather thoughts.

Listen between the lines. Pay attention to the feelings which accompany the message. The feelings may actually deliver the message.

Ask questions to clarify your understanding of the message.

Validate the concerns of the person talking.

What is an INSPIRATIONAL STAFF CARE PARTNER?

Dear Staff Care Partners,

I am an Elder, but I used to be a Staff Care Partner just like you. I am here because I cannot live alone at my previous home. This is now my home. As a partner in my care, I invite you to be an INSPIRATIONAL member of the Neighborhood TEAM, and I trust that you will be committed to these expectations.

EXPECTATIONS:

Please be committed to the Quality of my Life and the Quality of Life of those who live and work in our Neighborhood. By facilitating the Life Passions of those who live and work in the Neighborhood, you bring MEANINGFUL ENGAGEMENT to all of us.

Just as I was when I worked here, be committed to the Quality of Care of those who live in the Neighborhood.

Let's welcome new Elders and Staff Care Partners always SETTING THEM UP FOR SUCCESS.

Be a TEAM player - be GOOD STEWARDS OF ONE ANOTHER. Have a CONVERSATION.

Respect the TEAM rules and guidelines of our Neighborhood and Village.

We should all foster RELATIONSHIPS among one another.

I am an Elder and I expect to make decisions about my daily life and those things which impact it.

Embrace impeccable CUSTOMER SERVICE! Treat us Elders and fellow TEAM members just as you would like to be treated. We all appreciate PROMPT action to meet a need. Sometimes I don't have much control over my bodily functions and every minute counts. Remember, you will be an Elder someday too - the answer is always YES!

I invite you to GROW and please encourage me to GROW too!

Be a LEADER in INSPIRED CARE.

Sincerely,



Chiquita Dorsey, LPN – Elder and former SentryCare Staff Care Partner

Signature _____ Date _____