

*"Happy Staff = Happy Home"*

**"The Do's and Don'ts of Successful Leaders"**

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we are **nurses**  
&  
we are **happy**

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## Understanding Leadership

- We must first understand what bad leaders do?
- Evaluate our self and then facilitate change.
- Learn and listen to become better.
- Understand that a bad manager is frequently cited as a key reason why employees quit their jobs.
- Helping employees feel rewarded, recognized, and thanked is the key to performing effectively as a leader.
- Every action you take during your career in an organization helps determine whether people will one day want to follow you.



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## Employee Involvement



- Create an environment in which people have an impact on decisions and actions that affect their jobs.
- Involve people as much as possible in all aspects of work decisions and planning.
- Involvement increases ownership and commitment, retains your best employees, and fosters an environment in which people choose to be motivated and contributing.



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## The don'ts of Leadership – things bad leaders do!

- In the next several slides we will discuss all the things you should not do as a leader.
- You must first understand those things before you can strive to be a better leader.



*A bad manager can take a good staff and destroy it, causing the best employees to flee and the remainder to lose all motivation.*



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## What do bad leaders do?

- **Leaders who can't see it, probably won't find it:**

- **Examples:**

- Poor Vision – No idea where they want to head and what they want to accomplish
- Tunnel Vision – Can only focus on one thing at a time – not the big picture
- Fickle Vision – Change the vision day to day
- Non-Existent Vision – No real idea – goes day to day – satisfied

A leaders job is to take the team and provide them a clear and achievable vision.



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## What do bad leaders do?

- **Leaders that lack character or integrity**

- It does not matter how intelligent, affable, persuasive, or savvy a person is.
- If you are prone to rationalizing unethical behavior based upon current or future needs, you will be undone.
- You must have good ethics to be successful in our chosen career



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## What do bad leaders do?



- **Know-it-all**
- Good leaders are acutely aware of how much they don't know.
- They don't have the need to be the smartest person in the room and should have an unyielding desire to learn from others.
- If you are not personally growing how can you lead an organization?
- When looking for a leader a wise decision is to base your choice on performance not potential!



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## What do bad leaders do?



- **Fail to communicate properly**
- A leader with poor communication skills is someone who will be short lived in their position
- **Great leaders communicate effectively across all levels – are active listeners, fluid thinkers, and know when to dial it up, down, or off.**

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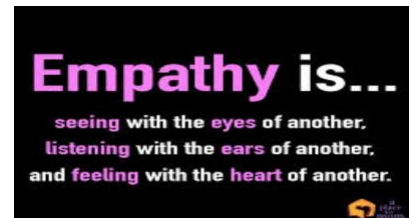
## What do bad leaders do?



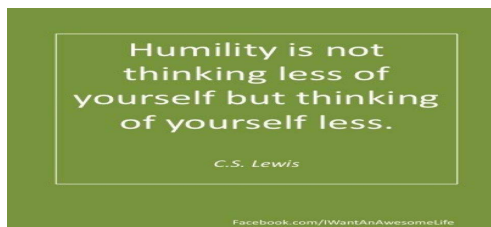
- **It's all about them**
- **"Service before self"** – this is what will engender the trust, confidence, and loyalty of those they lead.
- A leader is only as good as his or her team's desire to be led by them.
- An over abundance of ego, pride, and arrogance are not positive leadership traits
- **Real leaders take the blame and give the credit – not the other way around.**

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## What do bad leaders do?



- **No love being present**
- Failed leaders often have a lack of love, misplaced love, or misguided love
- **Empathy, humility, and kindness** are signs of leadership strength not of weakness



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## What do bad leaders do?

- **One size fits all leadership style**
- Good leaders are fluid and flexible
- “My way or the highway” don’t play well in today’s world, will result in a fractured culture, and ultimately in a non-productive organization.
- You as a leader must recognize and adapt methods to the situation at hand to be successful over the long haul



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## What do bad leaders do?



- **Lack of focus**
- Poor leaders lack focus and attention to detail needed to apply leverage and resources in an aggressive and committed fashion.
- Leaders who lack discipline will model wrong behaviors and will inevitably spread themselves too thin.

**I can do  
whatever  
I focus my  
mind on.**

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## What do bad leaders do?

- **Death by comfort zone**
- The best leaders understand how to pull towards the future.
- Leaders satisfied with the status quo, tend to be more concerned about survival than growth and will not do well over the long-run.
- Good leaders are focused on leading change and innovation to keep their organizations fresh, dynamic, and growing.
- Bottom line – leaders who build a static business doom themselves to failure.



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## What do bad leaders do?

- **They don't pay attention to the consumer**
- If you're not taking care of your customers, someone else will be more than happy to.
- Successful leaders focus on the consumer experience, which in turn leads to satisfaction and loyalty.
- If you ignore, mistreat, or otherwise don't value your customer base, your days as a leader are numbered



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## What do bad leaders do?

- **Don't get invested**
- Bad leaders are not fully committed to investing in those they lead and this will result in failure.
- The best leaders support their team, build into their team, mentor, and coach their team.



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## What do bad leaders do?



- **The "A" Word**
- Real leaders are accountable.
- They don't blame others, don't claim credit for the success of their team, but always accept responsibility for failure that occurs on their watch.



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## What do bad leaders do?

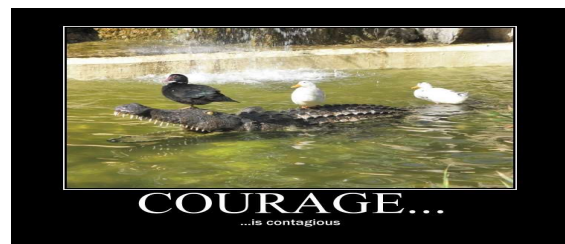


- **It's the culture stupid**
- Cultural design is very important – look for people that have traits, attitudes, and work ethic that can be contagious.
- This can be a positive or negative culture that you create based on your choices and your own traits
- “Talent begets Talent”



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## What do bad leaders do?



- **Leadership absent courage is farce**
- It takes courage to break from the norm, challenge the status quo, seek new opportunities, cut your losses, make the tough decisions, listen rather than speak, admit your faults, forgive the faults of others, not allow failure to dampen your spirit, stand for those not capable of standing for themselves, and to remain true to your core values.
- Courage is the strength of conviction to do the right thing when it would just be easier to do things wrong.

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## Now lets discuss Good Leader approaches

- Hopefully this discussion will lead you to some good choices as you take leadership in your facilities.



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## Good Leaders

- Treat people with dignity and respect
- They keep their word, exude integrity, and display dependability and character under even the most challenging situations.



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## Good Leaders

- Communicate Effectively – I personally don't think this can be expressed enough as a key to success
- Listening and two-way feedback.
- Are open to receiving feedback from peers and employees.
- Are willing to change their behavior when the feedback is on target



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## Good Leaders

- Build the Team
- Enable staff to feel as if they are – more effective, more creative, creating more productivity.
- Problem solve with your team by being open and candid with them.
- Let them feel like they are part of the solution and they can then take pride in the results



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## Good Leaders



- Understand the financial aspects
- Create positive ways to reach goals by developing a staff
- Create ownership and nudging them to exceed expectations



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## Good Leaders



- Knows how to create an environment
- Environment can help people experience positive morale and recognition
- This leads to employees being motivated to work hard for the success of the business.
- You must understand as the Leader you are the key factor in whether the employees are happy at work or not.
- Your staff manage others as you manage them, you must expect only the right behaviors from your leaders.

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## Good Leaders

- Leaders always lead by example and set the pace via their expectations and behaviors.
- Provide recognition when others do the same.
- You must walk the talk.
- Makes you the real deal because you do what you say you will do.

“PEOPLE MAY  
**DOUBT**  
 WHAT YOU SAY,  
 BUT THEY WILL  
*believe*  
 WHAT YOU DO”  
 ~LEWIS CASS

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## Good Leaders

- Help people grow and develop their skills and capabilities through education and on-the-job learning.
- Bring career pathing to employees.
- Makes employee career and personal development a priority in the workplace.
- Makes employees feel as if their manager cares about their careers and progress.

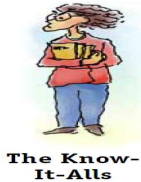


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## Different Generations of Workers in Long Term Care

- The Silent Generation – 1925-1944 – (Depression, WWII)
- The Baby Boomers – 1945-1965 – (Vietnam, Assassinations, Women's Rights)
- Generation X – 1966-1980 – (Reagan era, MTV, AIDS)
- The Millennials – 1981-1996 – (Desert Storm, Iraq, 9/11)
- Generation Z – 1997-2012 – (Post 9/11, Terrorism, Financial crisis)



The Know-It-Alls



The Passives



The Dictators



The "Yes" People



The "No" People



The Grippers

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## Don't Stereotype



- Don't get caught up in stereotypes, while there are some general attributes common to each generation, it should not be assumed that, for instance, a Boomer is more achievement-oriented than a Millennial.
- So much has to do with the individual and his or her personality and life/work experience. If you create broad brush programs that stereotype by generation it can set up employees for failure.
- The best way to encourage different generations of workers to interrelate and work better together is to recognize each person's individuality, but within the context of his or her generation.

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## Clues to Manage Different Generations

- What are the desires of the person you are hiring?
- Provide Education to foster growth
- Mentoring – Mentoring – Mentoring – Encourage and promote this behavior
- Incentives that encourage people to believe in the company



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## Millennials – 1981–1996 (26 – 42 years old)

- Used to be the Majority of our work force especially in our front line C.N.A. staff members, now they are moving up into leadership.
- How do we recruit and retain and what do most millennials need?
  - Growth potential – fast – quicker expectation than most generations before them
  - Connection – they need to know you (face time), they want engagement outside of work (social events), keep it real (be authentic and transparent)
  - Dare to Care – pay attention to what is important to them
  - Purpose – Make their work feel meaningful – ask and they will tell you
  - Focus on their strengths – They want to feel valued
  - Acknowledge them – publicly when possible they want this more frequently
  - Focus on Coaching them – They view authority very different

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## Gen Z – 1997 -2012 - Work Place

- Workplace attitude – they demand workplace equality, desire career growth over higher salaries and value meaningful connections with co-workers, and with management, more so than millennials
- Entrepreneurial – 55% more likely to start a business than millennials
- Digital Communicator – Gen Z may tend to value digital communication more so than they do face-to-face communication
- Tech Savvy – they are tech savvy but not necessarily life savvy. They’ve grown up in an environment where their view of the world has been influenced by their digital lives.
- Risk-Averse – Having grown up in more uncertain times, Gen Z are understood to be more risk-averse and anxious about the future.
- Creating a business that attracts workers from this talented group of young employees means giving your staff more freedom and a better work-life balance.

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## Gen Z - Traits

- Social – Gen Z is naturally social and spend 7.6 hours per day socializing with friends and family
- Multi-Taskers – Gen Z prefers to work on multiple tasks at the same time. On average Gen Z will work off of 5 screens at once.
- Entrepreneurs – Gen Z desires independent work environments. 72% of teens want to start their own business someday.
- Educated – Gen Z is constantly learning 1 in 2 will have a college education.
- Philanthropists – Gen Z wants to do good in the world. 93% say that an organizations impact on the society affects their decision to work there.
- Digital Natives – Gen Z are the first true natives to the digital era. This generation spends 15.4 hours per week on their smartphones.
- Interactive – Gen Z likes to interact with people. 34% are most concerned with boosting their people management skills.
- Tech Savvy – Have a question? Google it. 66% say that technology makes them feel that anything is possible.
- Less focused – Gen Z needs continuous updates and stimulation. It’s no surprise that this generation has an attention span of 8 seconds.
- Cautious – As a result of growing up during the Recession, Gen Z tends to be more careful with their expenses. 57% would rather save their money than spend.

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## Millennials & Gen Z



- The best managers must be actively interested in their employees, learn about their needs and wants, and given their millennials immediate in-time feedback and coaching.
  - Make sure they have a lot of opportunity to grow
  - Create opportunities for them to collaborate with their coworkers
  - Make them feel like their work is important and makes a difference
  - Recognize and celebrate their work as often as possible
  - Coach, empower, and support them whenever you can

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## Keys to be a productive leader



- Reduce the amount of trivial decisions you make every day so that you can focus your energy on the really important ones.
- Daily have the top three key things you need to accomplish today and get them done before anything else.
- Don't let email run your life – don't check it all the time if not necessary batch the times you check it and respond daily
- Use the skills of your team members to the fullest, don't try to do everything on your own
- Get rid of paper – makes things much easier to manage – put things in files if you need to have a copy
- Have passion about your job – life's short
- Don't wait on the perfect idea – start trying to do things – often people try to wait until it is perfect – take the plunge
- What's the best for the customer – customer-centric should always be your priority
- Though I speak about happy staff and I feel it is important to have them to have a happy home, their priorities should never take precedence of the needs of our customers.

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## My Personal Approaches to Manage for Employee Satisfaction

- Know your staff on all shifts – be personable – smile and greet
- Have an open door and I truly mean open (not just say that)
- Treat all staff as your equal – but they should always understand the buck stops with you.
- Give them input into decisions when possible and listen to them – We have an employee suggestion box and great ideas have come from their recommendations to make the home better – we reward the ideas with gift cards
- Create an employee council and empower them to make things better.
- Let staff truly have input and they will take pride in the building and the home you create.

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## My Personal Approaches to Manage for Employee Satisfaction

- Recognize your employees whenever possible – things I do at my facility:
  - Employee Spotlight
  - Pep Card Program
  - Employee Breakfast
  - Trivia Games with prizes
  - Bingo with prize
  - T-shirt program
  - Department Head of the Year, C.N.A. of the Year, Nurse of the Year, Support Staff Member of the Year, 12 Employee of the Months – all this stuff is at the front entrance area on display for a year
  - I take these winners to all sorts of events during the year and make sure they feel special – nominate them for anything possible such as MHCA awards and Ombudsman awards



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## My Personal Approaches to Manage for Employee Satisfaction

- Monthly employee recognitions – such as example MDS staff, Medical Records, Social Services – always get certificates and gifts for them.
- Donut Friday for all staff
- Engagement in several facility parties for our community: Halloween, 4<sup>th</sup> of July, Easter & then our great big annual Christmas Party
- Special BBQ meals, pizza parties, and ice cream days – these are often just spontaneous on hot days or days where I feel that everyone has gone above and beyond
- Thank you & Please (the most important statements you can use)

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## Results



- Staff Satisfaction
- Staff Pride
- Referrals by Staff for new residents and co-workers
- Retention of Staff
- Great survey results
- They don't want to let you down because they know you are loyal, kind, and committed.

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## Social Media – Tips to recruit – Basic Ideas

- **Participate in the right conversations.** The key to recruiting on social media is to cut through the noise and find the right people. Being active in LinkedIn groups and using hashtags are great ways to get your job openings in front of candidates you want to apply. For example, #devjobs or #NYChiring can help you reach the right candidates on Twitter.
- **Take a soft approach and promote your culture.** Social media recruiting goes beyond posting open roles from company accounts. You should also share content that shows your company is a great place to work so you can organically attract candidates. People love talking about companies with unique cultures so this type of content often gets a lot of shares.
- **Don't overlook the niche networks.** Sure, everyone and their parents are on Facebook, LinkedIn and Twitter these days. But you can find specific candidates by perusing niche networks and forums.
- **Involve every employee.** You likely have some social media power users in your workplace. Encourage your entire staff to share openings and, in general, be an evangelist for your brand on social media.
- **Help your recruiters grow a social media presence.** Corporate accounts can only accomplish so much. Individual recruiters can make person-to-person connections with candidates but should first know social media best practices and use their accounts on a regular basis.

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## Benefits of Social Media Recruiting

- The idea businesses can recruit and hire using social media is no longer a gimmick. It's now a vital channel for sourcing candidates and promoting company culture. Here are some benefits of using social media in your recruiting efforts:
- **Reach the elusive passive candidate.** Social media is the best way to find and connect with passive candidates. LinkedIn is essentially a directory of professionals organized by industry, company, job title and a number of other categories.
- **See talent and passion firsthand.** Many people use social media to make it known they love their career. You can find passionate people and learn what amazing work they've done and creative ideas they have.
- **Get resumes details without a resume.** On LinkedIn, and to some extent Facebook, you can view a person's complete work and education history. You'll know if a candidate has the experience the role calls for before you reach out to them.
- **Find a great culture fit.** Social media allows you to learn what a person's hobbies are and even conclude what sort of personality they have. You can find candidates who are skilled and will also be a good fit for your workplace.
- **Filter out bad candidates.** Some people behave poorly on social media. You can determine if a potential candidate has a bad attitude by seeing what they share online.
- **Save money.** Unless you promote job openings through paid campaigns, social media recruiting is completely free.

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## How to facilitate change in a new assignment as a leader!

- In my career I have had to restore pride and change attitudes in failing buildings on several occasions – here is how I did it
- #1: First you must evaluate all the staff personally – don't listen to the people that are working there – they could be the problem. (Make a list of those that you have concern with and that don't fit your vision of care and services and monitor them for change to better fit your vision) Of course make sure they know what you expect always be fair and consistent!
- #2: Establish your standards with an early meeting with all staff – what are your expectations and goals – mine was to have a full building with a waiting list and to be considered one of the best buildings in the state of Missouri
- #3: Get hands on and boots on the ground in every area to determine what is failing (for example at one facility I took over the prior leaders where rationing the trash bags and there were no wash clothes for the residents)
- #4: Make sure your staff have all the equipment to do their jobs. Nothing worse than not having what you need.
- #5: Evaluate the sense of the design of offices and placement of staff for efficiency and equipment placement for efficiency and organization. Make changes ASAP! Don't accept people who will not change.

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## Continued Approaches

- #6: Create a dynamic building where ideas are appreciated and listened to and action is taken on the idea. I have heard a lot of great ideas that no one took action on, you must have ambition and/or drive to make it happen – You must show people that you will make things happen and follow through on things.
- #7: Get all your team involved and make them feel special and promote that they will be considered the best – people love to feel like they are on a mission of greatness – nobody wants to just be average.
- #8: Start mentoring those who exhibit the behaviors and attitudes that you want to see in your building
- #9: Never be satisfied with where you are at and the success you have had.
- #10: Financial success will come when you have a high census and great staff who believe in the mission! The high census is because of your commitment and that of your staff.
- #11: Say yes every chance you get!
- #12: If you have to say no please explain to your staff why.
- #13: Follow up – Follow up – Follow up
- #14: Try to hire employees that are smarter than you – remember they make you look good
- #15: Get associated with the local C.N.A./LPN/RN programs so they start coming in your building – this gets you future staff members so you are never held hostage by your employees – everyone is replaceable

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## How to Avoid a Toxic work Environment

- Provide Praise and acknowledgement
- Implement mentoring
- Treat everyone fairly and professionally
- Model appropriate behavior
- Request Feedback
- Address Concerns

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## Why is it important to have a positive work environment?

- Negative environments tend to cause stress. Contrary to many people's understanding, stress is a physical condition that manifests in the nervous system. When people's stress levels are elevated, productivity is more challenging, and workers are more prone to illness. A healthy, happy workforce is more productive, and you're less likely to have high turnover rates.
- Employees who feel like you're on their side are more likely to have a personal investment in delivering results for your company. Cultivating a positive work environment is a win-win situation.

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## Why Happy Staff?

- Why is it important to have a happy staff?
- I believe that you will be successful and your building will be full with satisfied families and patients if you can master this.
- My experiences of the last 20+ years has proven to me that this is the key to success.
- Thanks!



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