







Set up Pro-active Work Environment from the Top Down

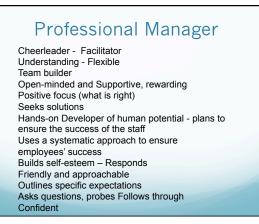
Delegate Authority -

Responsibility

- > Management hands-on, not afraid to do any level of work "in touch
- Generate a Sense of Belonging > Democratic Team
  - Ask/talk to Employees
    - > Discourage egos
- Promote Relationship Building Quality Circles

### Amateur Manager

Police officer - Enforcer Judgmental By the book Do it or else - Closed-minded Hypercritical - Negative focus (what is wrong) Seeks to blame - Hands-off Hires the "right" person, and if they can't do the job, finds someone else Disciplines employees frequently Generates fear or anxiety Reacts Poor communicator - Assumes Unclear about standards Waits for problems to arise, often Insecure





	What Dissatisfies
> N	Ioney/Benefits
> V	Vorking Conditions
	v Catalyst
> Ir	nsecurity
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# **Organizational Motivators**

- Industry Recognition
- Growth Potential
- > Entrepreneurial Attitude
- Personal/Professional Growth
- Belief in Concept/
- Organization
- Good/Profitable Business
- Free Reign

# Recognition of Talent Challenge

- Mission
- Trusted Leadership
  - Learning/New Systems
- Self Gratification
- Influencing Lives
- Impact
- > Sense of Accomplishment

### **Organizational Destroyers**

- > Blame
- Poor Communication
- Poor/ineffective Conflict Resolution
- Management by Intimidation
- Lack of Empathy
- ≻ Favoritism
- Rumor Mill
- Ignoring needs
- Lack of Growth
  sense of being locked in
- Over Promise and Under Deliver

# Shed old ways of thinking

Cost/Convenience Driven

Revolving Leadership Few people in control Regimented care & treatment Control (provider's way) Overworked, irritable staff Traditional job descriptions Limited staff training Staff unwanted in care planning Punitive, inflexible human relations

#### Resident Driven Stable Leadership Point-of-service care Individualized care Flexibility (resident's way) Friendly, helpful staff Creative job design

Thorough staff orientation Staff has meaningful involvement Attention to employees' needs

## **Organizational Readiness**

□ Mission statement reflect commitment to establish and nurture constructive relationships among staff/ residents/families?

- Articulate values shared?
- □ Care system aligned with organizational goals?
- □ Systems foster collaborative approach?

D Programs in place to welcome new staff/residents/ families?

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### Human Resource Readiness

- Performance expectations realistic?
- Do policies have some flexibility?
- Can staff develop leadership skills?
- Are staff recognition systems and award programs in place?
- □ Is there a career development pathway?
- Are continuing education programs made
- available?

Are employee benefit plans easily understood by all?

### Administrative Readiness

Do policies and procedures place residents/ families at the center?

Does organization have sufficient staff to provide safe care to the residents?

Do scheduling practices take into account the needs and interests of the staff and residents/families?
 Are direct caregivers involved in the care planning process?

□ Is management visible and involved with residents and staff?

# Clinical Readiness

□ Are residents cared for in a holistic manner?

Does management encourage creative and

individualized care planning? Are families included in the care/service planning process?

process? D o direct care workers routinely support and validate the choices made by the residents?

Do clinical policies discourage the use of chemical and physical restraints?

Are residents allowed to safely live within their own reality?