

LEADERSHIP INTENSIVE**Small Group Discussion Notes**

Meridith Elliott Powell presented the overview of her research and book on Turning Uncertainty to Your Advantage. Ric Olson led a workshop with a series of interactive conversations on the sessions' learning objectives using the 9-step formula.

9 Steps

1. Relentless Vision
2. Condition Yourself for Change
3. Competition Becomes Collaboration
4. Know Your Core (values)
5. Secure Your Base (customers)
6. Build Your Network
7. Strengthen Your Team
8. Shed Fast and Keep Moving
9. Rinse & Repeat

Below is summary of participant ideas and comments. Where applicable, comments are categorized in each of the steps. The takeaways are greatly appreciated and hopefully will provide some additional insights, thoughts, and ideas.

Transform your strategic planning into a living, breathing, actionable process that allow you to be flexible and adaptable to the changing environment.*(1 – Relentless Vision)*

Shared vision – include in meetings.

Identify the obstacles/challenges and look/focus on where we are going – “the bigger vision.”

Need to update clarify as a place to start.

Clearly defined roles. Keep folks in their lanes.

Working toward the future development.

Continue engaging the team in the planning and execution.

(2 – Condition Yourself for Change)

Start driving change – look to what to change – be proactive

Condition yourself for change through vision and sharing with staff.

Anticipate change.

“Embrace the suck.”

(3 – Competition Becomes Collaboration)

Collaboration is critical to managing change and uncertainty.

Beginning to work together on technical services.

Look for partners.

(4 – Know Your Core Values)

Know your purpose.

(5 – Secure Your Base/Customers)

Touch base with every staff member

Customers – employees

- Stay interviews.
- Employee ideas – approach, positive response
- Exit interviews
- Employee staff meetings

Secure your base – crystalize core services and understand community needs.

More listening sessions with staff – families – residents.

(6 – Build Your Network)

Increasing visibility and strength connectors to develop leaders when unable to find leaders. Growing our own.

Invest in your network before you ask them to invest in you.

Build your network.

(7 – Strengthen Your Team)

Strengthen my team which will support an atmosphere to drive change.

Lead through power of the question – gives accountability – voice – ownership.

Involve/invite the team to conversations and brainstorming around the problem(s).

- Hold “Town Hall” Meetings
- Speak to employees Individually
- Go to “Huddles

Work from the bottom up, asking for input, suggestions and ideas to allow for ownership, voice and responsibility by the entire team.

Give them ownership – put problems on the table and ask for ideas to solve.

Lead through the power of the question.

Here is something I am taking away – Strengthen the Team.

Learn to lead with the power of the question. Open each meeting with vision.

We need to develop our strategic plan from the bottom up.

Need to engage our senior leaders in the process.

(8 – Shed Fast and Keep Moving)

Relates to our changing care model. We needed new approaches to meet staffing challenges and shifted part way

Reminder to reassess what’s working, what’s holding us back, and what we need to be more productive.

Resetting on where we are going – what is going well and what is not.

We can’t continue to live in time where we are only focusing on the now. Need to think to the future.

Shed fast – keep moving is difficult for our organization. This has helped prioritize this.

Take-Away (Quarterly) Seeds – What’s Working? Weeds – What’s killing you/in your way
Need to pause and reassess so we can pivot, as needed.
Know what is working and what is not.

(9 – Rinse & Repeat)

This takes discipline. Try to make it a fit bit and start a regular cadence to repeat the steps.

Other Comments

Ask for feedback. Ask for help. Don’t solve problems by yourself.
Bringing focus back to vision and core values.
Needs – what do we need to do?
Use of the power of the question to get them involved in solutions.
Make things happen versus things happening to you.
I need to be more purposeful to objectives.
Competition drives collaboration – solving the rant problem.
Diversify your facility and focus on one thing to best at.
Success is not logical (i.e. visionary, passion)
Welcome being acutely aware of the obstacles.
Rely upon the future strategic voices – which are being discounted by those who are tactical.
Need to articulate the vision for a particular project.

Flipchart Takeaways

Get resident feedback and prospective resident feedback.
Talk with staff.
Resident wisdom and experience – ask.
Work groups – lead with questions.
MBWA – Management by walking around.
Lean focus boards.
Email not primary communication – talk to people face to face.
Ask and listen.
Shut up and listen.

Know how to engage the people closest to the work – its challenges as well as opportunities – in your strategic planning efforts. Engaged and invested staff are powerful partners in accomplishing organizational goals.

(1 – Relentless Vision)

Assure a united front and goal on where we are going.
Make aware of vision/goals
Sharing the vision and core values with all – to provide insight.\
Provide a clear vision and ask for ideas.
Set the clear vision – use core values. Ask them the question. Meeting with residents.
Share the vision.

(4 – Know Your Core Values)

Engage them by asking for ideas or share ideas and ask for feedback Especially in case of changes. They will feel included and you will have more ideas.

Know your Core – Mission/Vision/Values – “Purpose” – the Why

(5 – Secure Your Base/Customers)

Rounding with staff, customers.

Rounding with “non-essential customer.”

Why are folks not choosing us?

Collect feedback by soliciting input – acknowledge all ideas and encourage sharing.

Know your existing customers.

Listening sessions with the key stakeholders (readt, residents, families, communities) we serve to ensure our vision and strategic plan are incorporating or aligning with their needs.

Going beyond leadership team.

Town hall meetings. Small groups w/residents. Utilize customer surveys and feedback.

Ask for feedback and follow up. Clear vision needs to be shared. Timely updates and feedback sought.

Residents are customers. “New business” is new residents.

Listen to residents about new ideas and compare to your vision.

Resident Coffees.

Listen to residents/ideas i.e. suggestion box.

Ideas for engaging customer in strategic plan “secure your base” – Listening, tenant council, coffees by floor with tenants (what do you like/why do you stay/what don’t you like/why do you want to move), survey for tenants, check ins with staff, focus on vision/core values during weekly meetings.

Know your core – relentless vision.

(6 – Build Your Network)

Create a central communication feedback loop time clock area/breakroom

Intentional conversations with time and room for questions.

Include key stakeholders.

(7 – Strengthen Your Team)

To give them a sense of ownership and responsibility.

How do we engage staff?

Daily stand up meetings – dept heads.

Walk around and asking more probing questions.

Weekly all staff information meetings.

Staff meetings – caregivers – family members – What’s greatest

Lead by the power of the question – work groups, MBWA, listening groups,

We have Mohameds [reference to Caregiver of the Year Award] in all of our buildings. Let’s identify them, invite them to a series of sessions where we pose questions and seek feedback.

Listen to ideas and let them know right away if it is worth considering or not. Even if it is not it opens the door for the m to come up with an idea later.

Learn to lead with the power of the question.

What brought you here? What keeps you here? What are your biggest obstacles?

Poll staff on the floor.

Start one on one – then team/division. Don't stop. Honor their experiences/voices.

Form committees of people closest to the problem to create that future state vision and steps to get there.

Employee focus groups – retention group.

Stay interviews – Embrace technology – Rings of staff.

Engage staff surveys – directed questions – discussions – quality teams – share data results.

Focus groups with staff. Attend departmental meetings. Small group conversations.

Strategic teams around an objective.

How to engage staff – stay interviews – what are we doing right? Know your core values.

Involve senior leaders. Meet the team members and residents in all the communities.

Stay interviews to solicit suggestions.

Empower them to find solutions.

Coffee & Staff – Depts ask? Rounding.

Structure team mtg for input and to do list.

Forming work groups

Give tasks to the staff – weight logs, call light response, other

Challenge. ID biggest problem – let them find solutions.

Engagement – ask them to help solve the problems – give them time on the floor.

(8 – Shed Fast and Keep Moving)

Having the ability to eat crow.

(9 – Rinse & Repeat)

Ask & Listen. Ask & Listen. Ask – Shut-up and Listen!

Other Comments

Allow staff that routinely exceed expectations to take on ownership of particular tasks

Ask for ideas. Be honest and follow through.

Engage in strategic learning process closest to the work.

Coffee and residents – ask?

Prospective residents – prospective employees.

Quality Reports

Bring food: Lunch – coffee – pizza

Do something with the data.

Wave the answers to the problem – sometimes just need to be present.

Ask questions.

Basics – lunches – out on the floor – new employee check ins – work groups – leading through the power of the ? Engage – rounding, available, work groups, conversations, build connections.

Pull everyone together in some fashion; safely, but intentionally.

Create personal commitments in a zoom environment is a challenge.

Culture – how to recruit/retain.

Wellness group.

Rounding

Listen – don't drive agenda.

Follow through.

Ask – Listen – Listen

Engage through casual and informal gathering – rounding.

Involve in A3 groups – focus board standing item – employee forums.

Involve others in problem solving.

Surveys/survey monkey around the objective (s).

More listening sessions – staff, families, residents.

Don't expect to have all the answers.

Remember the power of informal communication by manager. Don't talk all the time to the front line and listen more.

Rounding at communities.

Ask more questions – get more insight from the team and users of information.

Assign tasks to people to implement or find ways to do things.

Daily. One on One. Walk thrus. What can I do to help You.

Flip Chart Takeaways

Don't shield staff from problems – involve them.

Vision can be big or small – short-term keep everyone involved with clear roles.

Listen to customers.

Pull info from all members of team.

Explore how to lead your organization in a way that creates and sustains community and strengthens connections.

(1 – Relentless Vision)

Talk about the vision and values. Ask about how values are expressed – more than a brief conversation.

(2 – Condition Yourself for Change)

Embrace the suck.

(3 – Competition Becomes Collaboration)

Competition becomes collaboration – home care – HR Consortium – Pharmacy –Hotels – fundraising.

Listen, validate.

(4 – Know Your Core Values)

Know your core will tell you who to collaborate with.

Stay grounded with core values to align with the right reasons. Assure right people are on the bus.

Follow through with alignment.

Zoom breakouts focused on relationships with core value building.\

(5 – Secure Your Base/Customers)

Secure your base. Talk with residents. Know what needs to change for the better. Listen! Listen!
Listen!

Visit, listen to customers, build connections with community suppliers of what we do.

Six degrees of separation.

Secure base by listening to current tenants.

(6 – Build Your Network)

Explore community based solutions.

Focus on fundraising as marketing follow through + purchasing.

Engage in opportunities like: family council, community forums to strengthen networks.

Seek board member candidates by using a wider network of friends, contacts and associates.

Take the time to reach out.

Act on Alzheimer's initiative.

Someone else has already figured this out – don't reinvent the wheel.

Build network – don't be shy – online – conference in person – talk to people – chamber of commerce
rotary – business leaders.

Collaborating with other Jewish organizations.

Solutions to the challenges you're facing lies within your network.

Find collaborative partners through creating networks to help fix your problems.

Getting out in the community – bank – bakery – etc.

Other professions have the answer.

Be open to communication, make connection with people. Community – car shows – church – pine
wheel derby – various groups – advisory board – school group.

(7 – Strengthen Your Team)

Create an activity allowing small teams to work on similar project – creating

Inclusive training.

Encourage Education.

Rounding. Listen. Develop internal experts. Networking within organization to find the leaders.

Strengthen your team by helping them know themselves better, know each other better and improve
relationships to ultimately improve outcomes.

Inclusive training.

Stay interview – input, job shadows.

Fun/team building/problem solving.

Ops Meeting – Happy Hours – Birthdays – Share stories with each other.

(8 – Shed Fast and Keep Moving)

Ask good questions – What do you do that makes no sense? (example)

Other Comments

Relationships – talk – check in with others – rely on others for support.

Sometimes just getting it done vs. pushing it off.

Get feedback from residents, family, staff and community to determine what customers you are looking
for. (invest in network/community).

Listen to communities ideas.

Every number has a name – every name has a story – every story matters to God – true for staff/residents.

Know or find out what your community values and bring that to the community. Help in ways that you can and are meaningful.

As important as walking around in a building. Same thing about community – knowing players.

Flipchart Takeaways

Partner with other industries.

Partner with schools/chamber/clubs/etc.

Network within own organization to find future leaders.

Use the arts.

Reignite your passion as a servant leader to restore a spirit of optimism throughout your organization and the greater community.

(1 – Relentless Vision)

Vision - know your purpose – serve, we gain by giving to others.

Develop a vision within the company with strong focused goals.

Remember our why, align with right partners for the right reasons, while envisioning where we want to be.

(2 – Condition Yourself for Change)

Teach others. The great resignation. Meet with others interested

Conditions yourself for (triangle-)

Absorb fear!

Encourage leaders to open up to embrace change – to start driving change.

Absorb fear and portray optimism.

(4 – Know Your Core Values)

Remember core value – use to guide decisions.

Are our core values serving our residents and employees?

Framing all meetings and key discussions around the core

Core Values – servant leadership, NFP faith based.

Project in line with core values.

Know/own/live out organization core values – which exemplify servant leadership.

Core values – organization blend, your own values.

Why are we here?

Reinforce shared vision & core values = common bond/purpose.

Need to continue focus on our core values – why we do what we're doing and the difference we make.

Refocus everyone to work for same goals.

Do your personal values align with the values of your organization? If not, find a new job, company, profession.

Write own the core values – find out the employee values.

(5 – Secure Your Base/Customers)

The unknown scares the people of the organization and the community – involve them – make them aware of the problem, clarify the problem and reinforce that you are committed to them and solving the problem.

(7 – Strengthen Your Team)

Engage the customer – employees – clients.

Can't be done without a servant mindset.

Strengthen your team – problem solve close to issue

Strengthen team – leading by example.

You can't strengthen and support people you do not know.

People support what they help create.

Let them make a decision.

Proactively communicate the plan. Send updates to everyone –written thanks and opportunity to help

Mop floors – move boxes – help maintenance.

Leadership hours.

Listen. Walk the talk. Always be intentional in every action. Know our customers by name/family – authentic interactions. Value/gratitude.

Trust in what they are doing.

Care about – know the people you work with. Appreciate them/cry with them etc.

Talk to staff – get their feedback. Come up with 4 questions to ask and then have open time for whatever they would like to say.

Understand your team and what they're looking for.

(8 – Shed Fast and Keep Moving)

Talk to people about what is working, not working and what they need.

General Comments

One to one conversations – residents/ team members.

Daily stand up – transformational – scripture/prayer.

Develop an attitude of gratitude!

In senior living. Be a mentor.

Gods, Grades, Graduation.

Creating a culture of trust – gratitude.

Leadership hours.

Gratitude – authentic interaction – create culture of trust.

Environmental rounding.

Practices/scripture.

Get out and be with the people. Visit all, send notes, live in Hope not despair.

Have people share moments of joy and celebrations.

Servant leadership. Talk about how you are serving your people.

Tell me about a time this week where you served your people – helped solve a problem they have.
Ask staff. Help staff prepare for (triangle). Get their input.
Serving people – get to know others' jobs in your group.
Moving residents from old to new building – to staff teams – all dependents-Families – music playing –
Great Time!!
Fun! Every Day!
Starts with vision words with rinse wash – repeat.
Are we enhancing lives?
Give my passion to God.
Let God figure out my next passion venue.
Transformational leader vs hero leader.
Reignite your passion by: Participate in an activity like meal time, visiting residents, volunteer – focus on
good things that are occurring.
Start driving (triangle) by asking what I can do for you.
Serving people – working in all areas of nh.
Involved in admission process. Meet all new residents – families.
Leadership by walking around – visiting with all staff and depts.
Not about you.
Be honest

Flipchart Takeaways

Daily stand up – Value – Script – Prayer
Multi-department teams
Music
Align personal values with work.
Ask about core value implementation.