



Leading in the 21st Century

What Does it Take?

IL Pioneer Coalition Summit
March 6, 2019
Naperville, IL



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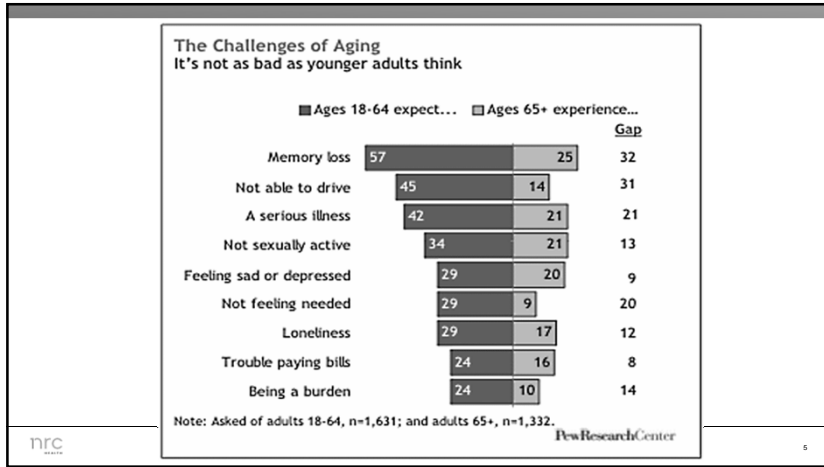
Objectives

- Describe how the aging demographic is changing and how we must respond to it
- List three important qualities of a leader in the 21st century
- Describe the current work environment, distinguishing work from labor
- Identify 5 specific behaviors and/or actions of what a compassionate leader could do to improve the engagement of caregivers
- Discuss Four characteristics of a compassionate leader



Demographics of Aging





NEWS FLASH

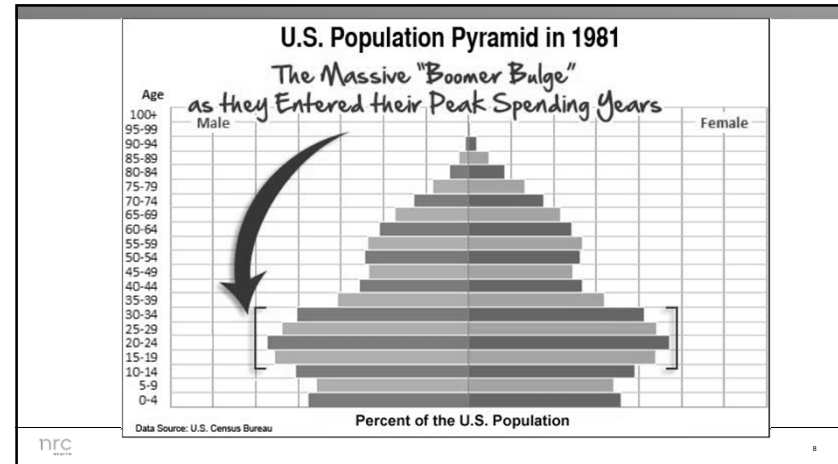
Most babies born since 2000 in countries with long-lived residents will celebrate their 100th birthdays if the present yearly growth in life expectancy continues through the 21st century

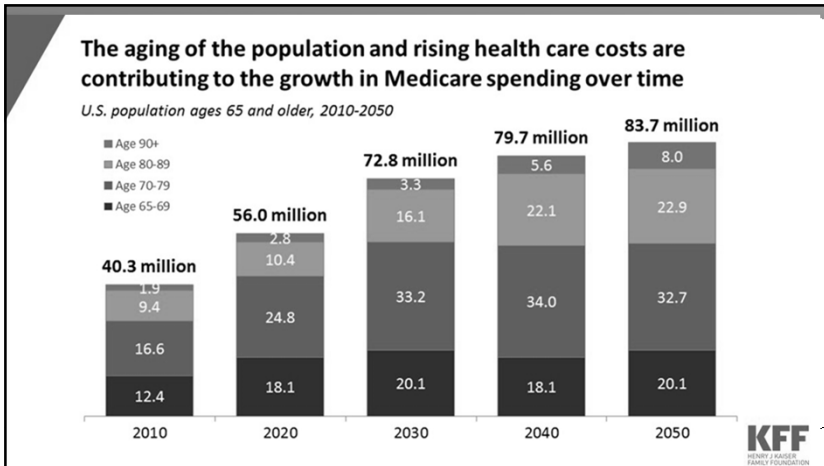
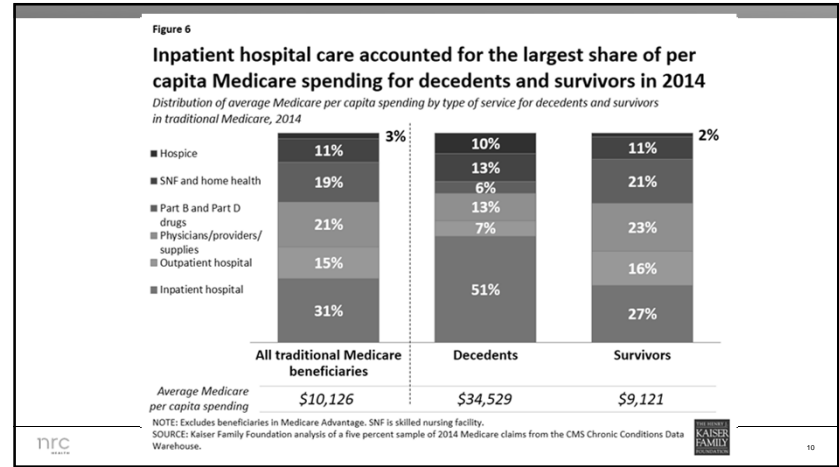
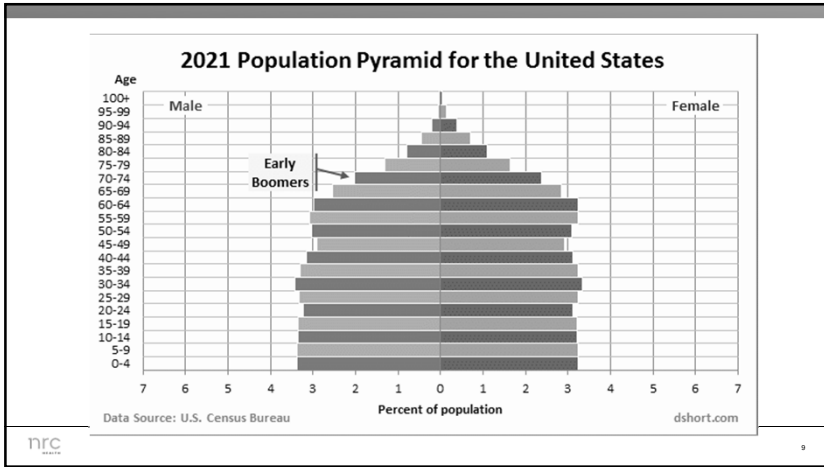
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Oldest age at which at least 50% of a birth cohort is still alive in eight countries

	2000	2001	2002	2003	2004	2005	2006	2007
Canada	102	102	103	103	103	104	104	104
Denmark	99	99	100	100	101	101	101	101
France	102	102	103	103	103	104	104	104
Germany	99	100	100	100	101	101	101	102
Italy	102	102	102	103	103	103	104	104
Japan	104	105	105	105	106	106	106	107
UK	100	101	101	101	102	102	103	103
USA	101	102	102	103	103	103	104	104

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What is Leadership?

WE BELIEVE
IN MAKING
A DIFFERENCE

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Leadership is essential in transforming our homes to a culture of quality, not a culture of compliance


And here is why ...




Administrator and DON:
The architects of excellence

An organization excels or fails because of its managers

“80% of all quality problems are the fault of managers”




W. EDWARDS DEMING

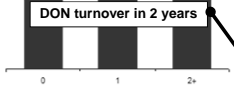


The NHA/DON turnover is by far the best predictor of a quality collapse

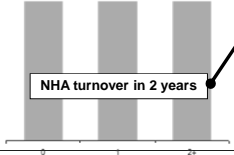
Every quality-related outcome turns direction and heads south

- Quality of care: QI Index
- Survey results
- Family satisfaction
- Staff satisfaction
- Staff turnover
- Administrator turnover
- Census
- Liability
- Finances
- Other






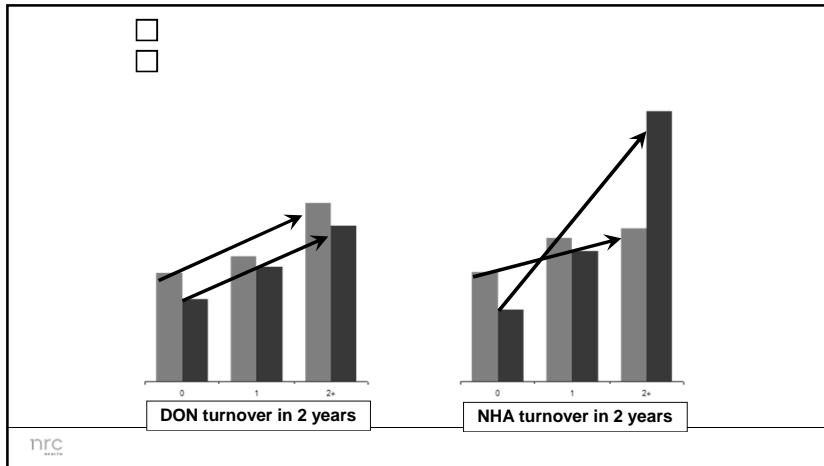
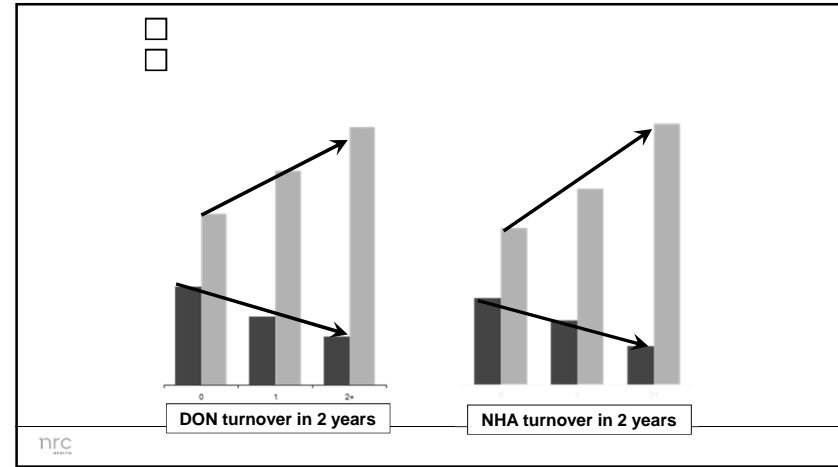
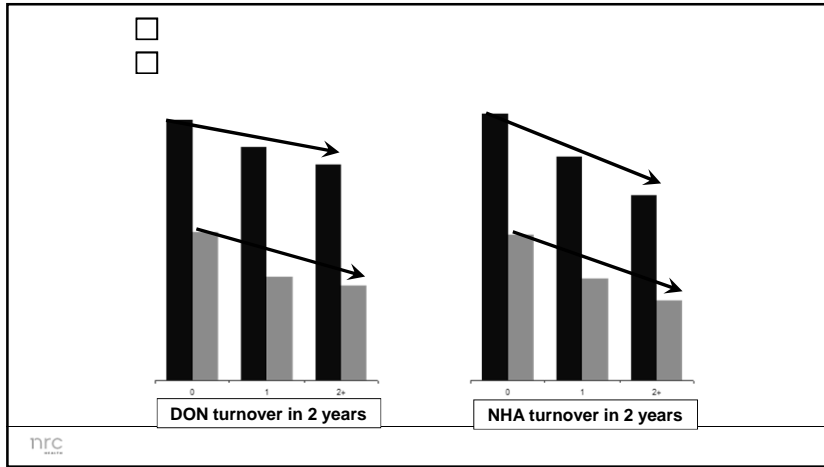
DON turnover in 2 years



NHA turnover in 2 years


- Quality of care: QI Index
- Survey results
- Family satisfaction
- Staff satisfaction
- Staff turnover
- Administrator turnover
- Census
- Liability
- Finances
- Other





MANAGER	vs	LEADER
The manager maintains		The leader develops
The manager has a short-range view		The leader has a long-range perspective
The manager focuses on systems and structure		The leader focuses on people
The manager asks how and when		The leader asks what and why
The manager accepts the status quo		The leader challenges it (the status quo)
The manager does things right		The leader does the right thing

Think of someone in your life who has been an effective leader



What qualities did he/she have?

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EXERCISE

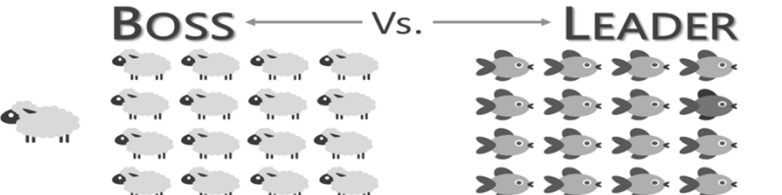
Identify their leadership characteristics : What was it that made this person such an effective leader?

Share a story about the best or most influential leader that you have encountered

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Differences between

BOSS ← Vs. → **LEADER**



<ul style="list-style-type: none"> • Drives employees • Depends on authority • Inspires fear • Says "I" • Places blame for the breakdown • Knows how it's done • Uses people • Takes credit • Commands • Says "Go!" 	<ul style="list-style-type: none"> • Coaches employees • Depends on goodwill • Generates enthusiasm • Says "we" • Fixes the breakdown • Shows how it's done • Develops people • Gives credit • Asks • Says "Let's go!"
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Striving To Be An Effective Leader

ARE YOU AN EFFECTIVE LEADER?



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- Trait Theory
- Great Events Theory
- Transformational Leadership Theory

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- Some personality traits may lead people naturally into leadership roles
- We have all met a few people like this, such as high school coach, scout leader, teacher or a good boss
- There are very few people who have natural talent for leading others

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- A crisis or important event may cause a person to rise to the occasion
- This can bring out extraordinary leadership qualities in an ordinary person

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- People can choose to become leaders
- People can learn leadership skills



This is most widely accepted theory today

- Must have the desire and willpower
- Good leaders develop through never-ending process of:
 - Self-study
 - Education
 - Training
 - Experience
- Best leaders are continually working and studying to improve their leadership skills

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Focus on these 3 things!

- What you are (“BE”)
- What you KNOW
- What you DO

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Actions speak louder than attributes

- What you DO speaks to what you ARE
 - Everything you do effects the organization’s objectives and their well being
- Employees will OBEY but not FOLLOW a self-serving leader
- Leaders often succeed because they present a good image to their seniors at the expense of their team

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What you are (“BE”)

A professional

- Seek responsibility and take responsibility for your actions
- Search for ways to guide your organization to new heights
- When things go wrong (they will eventually), do not blame others
- Analyze the situation, take corrective action and move on to next challenge

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What you KNOW

- The four factors of leadership
 - **Follower:** Different people require different styles of leadership
 - **Leader:** To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed



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What you KNOW

The four factors of leadership

- **Communication:** You lead through two-way communication; much of it is nonverbal
 - You must not ask them to perform anything that you would not be willing to do
- **Situation:** What you do in one leadership situation will not always work in another situation



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What you KNOW

- Yourself
 - You need to understand your own attributes
 - Seek self-improvement to strengthen your attributes
- Human nature
 - Know human nature and the importance of sincerely caring for your workers

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EXERCISE

Looking at your personality
and what it can tell you
about your leadership

DRAW A PIG

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What you KNOW

- Your job
 - A leader must know the job
 - Have solid familiarity with your employees' jobs
 - Train your people as a team
- Your organization
 - Use full capabilities of your organization

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What you DO

- Provide direction
 - Make sound and timely decisions.
 - Use good problem solving, decision-making and planning tools
 - Keep your team informed
 - Know how to communicate with your team, seniors and other essential people within organization
- You Motivate

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What you DO — Implement

- Develop sense of responsibility in your team
- Ensure that tasks are:
 - Understood
 - Supervised
 - Accomplished
- Communication is the key to this responsibility

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The State of Work

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The Difference Between Work and Labor

*Writing a poem, raising a child, developing a new calculus, resolving a neurosis, invention in all forms--these are labors. . . Work is an intended activity that is accomplished through the will. A labor can be intended, but only to the extent of doing the groundwork or of **not** doing things that would clearly prevent the labor. Beyond that, the labor has its own schedule. Things get done, but we often have the odd sense that we didn't do them. . . And labor, because it sets its own pace, is usually accompanied by idleness, leisure, even sleep. . .*

Lewis Hyde

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What is Work?

- Work is a quintessential human activity
- We use our talents, gifts and strengths to the best of our abilities to serve other people. Through that service, we see a return that sustains us.
- Work shapes our self-image and identity

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Work reaches its highest ideal when it does not seem like work

It is rewarding
It is not burdensome

Historically, some personal and professional worlds have no boundaries.

With industrialization and the market economy came the paradigm of compartmentalized modern life.


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OMG!!!

Heart attacks are the highest on Monday mornings by at least 20% as compared to the other days of the week?

IT'S MONDAY

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Independent Living Employee		Assisted Living Employee	
Care (Concern) of Management	.61	Care (Concern) of Management	.69
Assistance with Job Stress	.59	Assistance with Job Stress	.67
Attentiveness of Management	.58	Attentiveness of Management	.66
Clear Expectations by Management	.57	Clear Expectations by Management	.64
Support of Career	.56	Fairness of Evaluations	.62


Skilled Nursing Employee	
Care (Concern) of Management	.73
Attentiveness of Management	.71
Assistance with Job Stress	.69
Safety of Workplace	.63
Fairness of Evaluations	.61

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In the United States, an estimated 88% of the workforce, 130 million people, go home every day feeling that they work for an organization that doesn't listen or care about them.

Simon Sinek

NO ONE IS LISTENING TO ME



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LEADERS WHO DON'T
 LISTEN WILL EVENTUALLY
 BE SURROUNDED
 BY PEOPLE WHO HAVE NOTHING
 TO SAY

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The Current Market Ethos

- Emphasizes competition not cooperation
- Capitalism is built on the pillar of self interest not altruism
- We are asked to check our humanity at the door
- Organizations can suppress the human capacity for caring
 - Treat employees like commodities
 - Make work and the worker less human
 - Making work “assembly-line-like”

This is the world from which our caregivers come

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Let’s talk about Millenials

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WHO ARE MILLENNIALS?

- BORN BETWEEN 1980 - 2000
- 80 MILLION IN THE U.S.
- LARGEST GENERATION YET
- 2.5 BILLION WORLDWIDE
- MOST ETHNICALLY & RACIALLY DIVERSE
- GREW UP ALONGSIDE TECHNOLOGY
- DOMINANCE OF SOCIAL NETWORKS (Facebook, Twitter, YouTube, Instagram, LinkedIn)
- 50% OF WORKFORCE BY 2020, 75% BY 2030
- ASPIRE TO MAKE A DIFFERENCE W/ THEIR WORK
- CONFIDENT, HAVE HIGH EXPECTATIONS, ACHIEVEMENT ORIENTED

Image from Why Millennials Matter (www.whymillennialsmatter.com) nrc HEALTH 51 24 February 2019

The Millenials

- Need to work in a place with a purpose in life
- Want to make an impact
- Want free food and a bean bag!!!

Most Desired Places to Work

- ✓ Alphabet (Google)
- ✓ Amazon
- ✓ Facebook
- ✓ Salesforce
- ✓ Uber
- ✓ Tesla
- ✓ Apple
- ✓ Time Warner
- ✓ Walt Disney
- ✓ Comcast

WHY?????

Employees want to work for companies with excellent culture (this research was compiled before Uber’s culture implosion), great salaries, benefits, and perks, and overall size of the staff.

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Parenting and Millenials

- Were told they could have anything they wanted
- They told they were special
- Some got A's because the teachers didn't want to deal with the parents. – same with honors class
- They got “participation” medals for coming in last which – lowers their self esteem
- They have lower self-esteem than other generations
- Life is amazing even though I'm depressed – we are good a putting filters on things - FACEBOOK

Technology

- Engaging with social media release dopamine
- We count the likes and if the likes aren't coming – we ask “did I do something wrong” – OH NO
- Its trauma to be unfriended
- Dopamine is highly addictive – smoking, gambling, alcohol
- It is like opening up the liquor cabinet with adolescents – they have access to a numbing chemical called dopamine with their access to social media
- Kids don't know how to form deep relationships – most of their friendships are superficial – they never practice the skill set and don't have the coping methods to deal with stress and they are turning to social media (i.e. dopamine)
- High use of facebook is related to depression
- ~~Because you can't put your phone away at a meeting, when with friends – is an~~
addiction

WELCOME TO FACEBOOK,
the place where RELATIONSHIPS are perfect,
LIARS believe they are telling the truth,
& the WORLD shows off they are living a great life:
where your ENEMIES are the ones that
visit your profile the most,
your FRIENDS & FAMILY block you:
and even though you write what you are really
thinking, someone takes it the wrong way !!!

Impatience

- No postponed gratification
- People skip seasons so they can binge at the end of the season
- Everything you can you can have instantly
- No app for social relationships and job satisfaction
- “How's your job”? – fine but I think I'm going to quit
 - “Why”? – I'm not making a difference
 - “You've only been here 8 months”!!!
- Must learn patience – somethings that really matter like love, joy, job fulfillment, skill set – take time
- Increase in suicides and drug related deaths

Environment

- We put them in corporate environments that care more about the numbers than they do about the workers
 - The short term gain than the long term gain of the human
 - More about the year than the lifetime
 - These environments don't help them overcome the need for instant gratification
- It is the total lack of good leadership that makes them feel the way they do
- It is the companies responsibility to help them
- No cell phones in conference room –
 - How relationships are formed is not via cell phone use
 - Slow steady consistent relationships with colleagues
- When a group goes out to dinner together, only one takes a cell phone
 - To call Uber OR take a picture of the meal!!
 - If you don't have the phone you will have more time to enjoy the world
- This is where ideas happen – when our mind wanders.

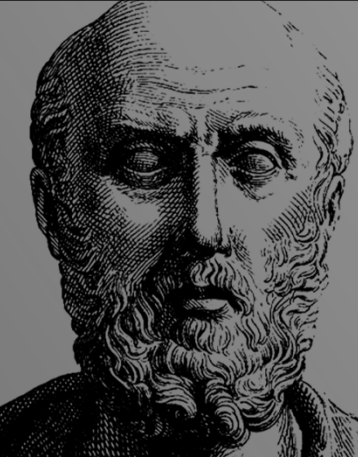
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How should it be?

What are the qualities of a leader in elder care?

Let us start with understanding our humanity

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Hippocratic Oath

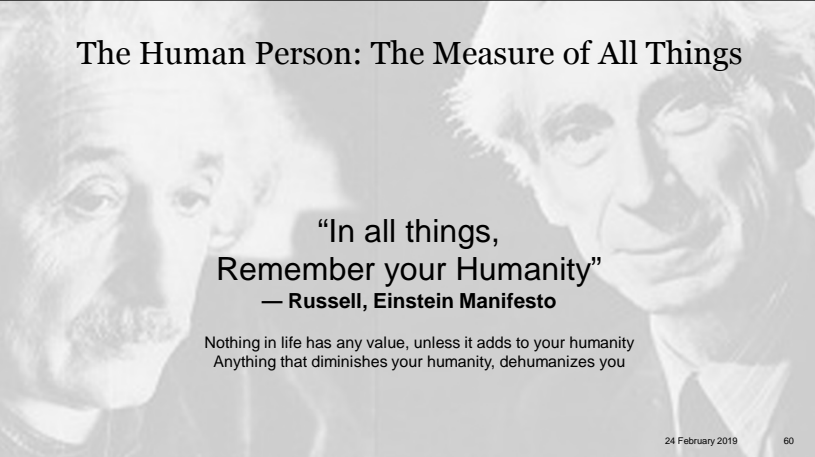
"I swear to fulfill, to the best of my ability and judgment, this covenant:

I will remember that I do not treat a fever, a cancerous growth, but a sick human being, whose illness may affect the person's family and economic stability.

My responsibility includes these related problems, if I am to care adequately for the sick."

This modern version of the Oath of Hippocrates was adopted by the World Medical Association in 1948

Hippocrates — 460-375 BC



The Human Person: The Measure of All Things

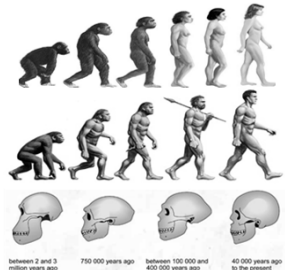
"In all things, Remember your Humanity"
 — Russell, Einstein Manifesto

Nothing in life has any value, unless it adds to your humanity
 Anything that diminishes your humanity, dehumanizes you

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Each One of Us Today is a Summary of our Yesterdays

Our inheritance at birth



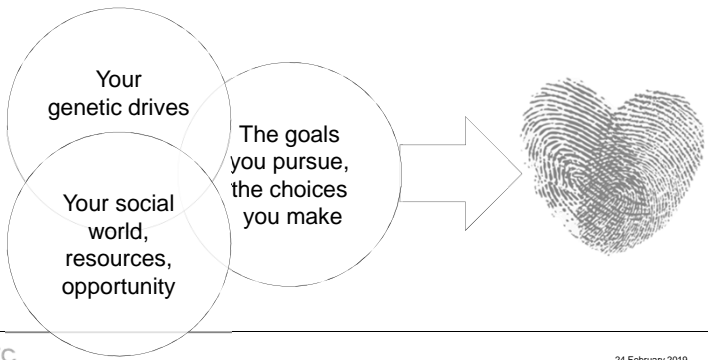
- Our forebears used both noble and crass ways to adapt/survive
- Adaptation changed their body, brain, behavior and values
- This long journey thru ages is etched in our genes
- That is the blue-print on which we were built
- Each one of us carries in us the propensities of our ancestors

between 2 and 3 million years ago 750 000 years ago Between 100 000 and 400 000 years ago 40 000 years ago to the present

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Three forces interacted to form your identity

Three Forces Interacted to Form Your Identity




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What Makes you a Human, Priceless Person?

What Makes you a Human, Priceless Person?

- For 99% of history many animals and we had the same parents
- Today, 98% of our genes exactly match the genes of a gorilla, chimpanzee or bonobo monkeys.
- We share with them many of the same passions, instincts and urges



What makes us special and human?

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Who is the Person in Person Centered Care

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Who is a Patient in a Nursing Home?


Patient = a person suffering
Healer = one who makes the patient whole again

1. The **patient** is a patient
Has a chronic condition
2. The **family** is a patient
Needs emotional healing
3. The **doctor** is a patient
Shaken by a new malpractice suit
4. The **nurse** is a patient
She hears her sick baby crying for the mother
5. The **administrator** is a patient
Worried about the shortfall in revenue



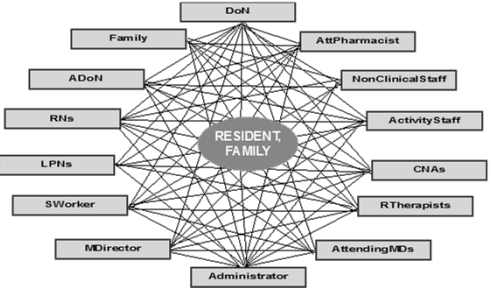
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"I slept and dreamt
 that life was joy.
 I awoke and saw
 that life was service.
 I served and behold,
 service was joy."
 — Rabindranath Tagore



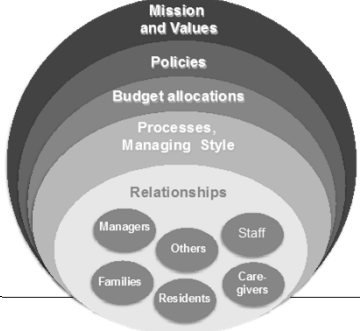
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Leaders' Task: To Transform Human Connections into Caring Relationships

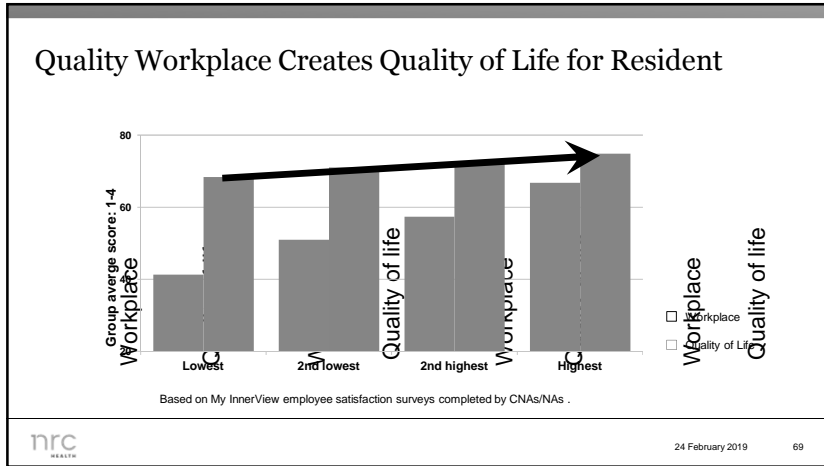


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Leaders' Task: To Transform Human Connections into Caring Relationships



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5 Primal Yearnings Set Our Goals, Define Us as Persons

- To Be**
 To be alive, to be healthy to be safe, to have access to care, to die a dignified death
 Life is precious given the odds of life
- To Become**
 To be your own self, to be respected, to be free, to be in control, to be fully informed and to have choices
- To Belong**
 To connect, to relate, to bond, to have family, to feel secure and be wanted, to love and be loved, to be with people, children, animals and nature
- To Be Your Best**
 To self actualize, to be all you can be, to use your talent
 To have a purpose in life, to find joy in good things and meaning in suffering
- To Reach Beyond**
 To rise above selfishness, to reach out and help others, to serve and to be compassionate

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NHs: Dehumanizing Workplace

- 1 million CNAs in 15,000 nursing homes
 - 60.2% suffer workplace injury a year
 - 8% of these are injured more than once.
 - injured CNAs averaged 4.5 injuries per CAN.
- Workers in nursing homes are injured more than workers in any occupational setting--up from third place five years, behind construction workers and truck drivers (Bureau of Labor Statistics).
- Residents, their families and visitors routinely attack CNAs and other caregivers.
- In a 3-month period, half of the caregivers are attacked at least once; a quarter are attacked repeatedly.

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- Of the approximately 100 million people in America who hold full-time jobs, 30 million (30%) are engaged and inspired at work.
 - We can assume they have a great boss.
- At the other end of the spectrum are roughly 20 million (20%) employees who are actively disengaged.
 - These employees, who have bosses from hell that make them miserable, roam the halls spreading discontent.
- The other 50 million (50%) American workers are not engaged. They're just kind of present, but not inspired by their work or their managers.

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Engagement levels among service employees


those workers who are often on the front line serving customers

are among the lowest of any occupation Gallup measured

and have declined in recent years, while engagement for every other job category increased.

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To Be



- Safety
 - Getting to work
 - Being at work – abuse
- Knowing their personal lives
- Living on the Edge
 - Abusive relationships
- Augment their incomes through creative methods
- Promote good health
- Adjusting schedules to accommodate travel and/or child care.


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To Become



- CNA Council
 - Lobbying
- Learn new things
- Empowering them
 - Involve in recruiting , hiring, mentoring
- To have some control over their schedule
- Encourage professional and personal growth
- Help them set personal goals

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5 Primal Yearnings Set Our Goals, Define Us as Persons



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To Be Your Best

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To Reach Beyond

To rise above selfishness, to reach out and help others, to serve and to be compassionate

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To Belong



- Helping to get to work
 - Car pooling to save money
- Encouraging friendships and relationships
- CNA's who've had their weddings at the nursing home
- Introducing them to residents during orientation
- Involved in care plans and PIP projects
- Creates teams made up of different departments, disciplines and levels
- Reward teamwork

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To Reach Beyond

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To Be Your Best



- Speaking at conventions
- Teaching during orientation
- Conducting activities for residents
- GED preparation
- ESL as needed
- Urges residents, families and the public to appreciate the important work caregivers do by showing gratitude and thanks
- Mentors those who fail and show kindness to those who are involuntarily terminated

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How Leaders Satisfy Caregivers Yearning “To Reach Beyond”

- Makes compassion the overriding guide to all community policy, protocol and practices.
- Compassion is a screen for improvement and a standard for training and evaluation
- Establishes a “just culture” to deal with errors, culpability, penalties and rewards
- Promotes service of others by recognizing, showcasing and celebrating unselfish behavior.

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To Go Beyond



- Establishes a “just culture” to deal with errors, culpability, penalties and rewards
- Promotes service of others by recognizing, showcasing and celebrating unselfish behavior.
- Making soap for the homeless
- Sending postcards from vacation
- Bring children over for holidays
- Working with people with memory issues
- Dealing with death
 - Nina’s last dance

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Needed – Compassionate Leaders

How to awaken Compassion in our work lives
Notice-Interpret-Feel-Act



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Noticing: The Portal to Awakening Compassion

Suffering that is never noticed will never be met with compassion.

- Noticing suffering at work is picking up on cues
 - Not as engaged as usual
 - Unusual absences
 - Their bodies convey stress or tension
 - Their face displays sadness or anger
- The meaning of suffering can differ across cultures and times of life
- If we haven't experienced a form of suffering it is sometimes hard to notice its subtle implications.
- When suffering goes unnoticed in an organization, compassion fails.

A great leader is a "first-class" noticer!



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How communities can shape attention to suffering

- Time pressure, overload and performance demands distract us from noticing suffering at work.
- Policies, rules and norms of conduct can orient us toward punishment rather than understanding what happened with a co-worker.
- Ask permission to share the situation with co-workers – this will awaken compassion (rather than criticism) in others.
- As attention to suffering spreads, new ideas about how to respond also come to the surface.



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Interpreting: The Key to Responding with Compassion

You made this mess, now you suffer the consequences.

- Considering someone as "blameworthy" shuts down compassion.
- Suffering is often masked by errors or difficult work situations which trigger blame, not compassion.
- Be curious about the causes of ambiguous or difficult work situations – cultivate more generous interpretations.
- Default assumption: others are good and worthy of compassion
- Don't blame. Steer the conversation toward learning/coaching.
- People who are different from us often seem undeserving of compassion in our eyes.

- Remind yourself of others worth ***of their humanity***



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Shaping our interpretation of worthiness

- Time demands at work
- Cultural differences across departments
- Status distinctions between headquarters and subsidiary units
- Broader cultural stigmas (i.e. mental health)

Rates of stress, anxiety, depression, burnout and suicide are skyrocketing in professional settings.

Feeling: The Bridge to Compassionate Action

New studies show that we can pick up on suffering and respond with concern based on even the slightest facial expressions or voice cues.

- Our work may put obstacles to responding to the above feeling.
- We need to develop the skill to understand another's perspective and determine what would be a helpful response
- We need to develop empathic listening – tune into the feelings of concern as we hear another person's perspectives and experiences-to be present to them

Identification with others at work is an important way that we can broaden our circle of concern and awaken compassion.

Importance of being available

- Cultivating identification with others in ways that will fuel empathy and compassion requires being available, both physically **and** psychologically.
 - Keeping one's door open
 - Arriving early for a meeting and talking to staff
 - Holding online office hours for those not physically in the same location
 - Linger in a kitchen or break room to be around others
 - Turning off the cell phone to be with someone

You have to set aside what you are doing, put down the memo you were reading, disengage from your laptop, abandon your daydream and focus on the person you are with.

Acting: The moves that alleviate suffering at work

At work, compassion is expressed in action and is often improvisational.

- Managing with compassion is learned and developed through practice.
- Examples of compassionate actions are:
 - Flexible time/work schedule to cope with suffering
 - Buffering someone suffering from task and information overload
 - Monitoring and checking in with the suffering person
 - Generating resources that will alleviate suffering
 - Designing rituals that convey the support of the community

When Compassionate Actions are hard

- Lay offs – downsizing
 - Managers may be prevented from engaging in compassionate acts
 - Managers who meeting personally and express compassion reduce suffering
- When physicians or administrators address suffering and apologize for errors, the number of lawsuits decreases – this is the same for layoffs.
- When managers limit compassionate actions toward those in low-status positions, suffering escalates.
- The dilemma of acknowledging suffering while maintaining privacy.

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Leaders in the 21st Century

The Situations	The Required Response
<ul style="list-style-type: none"> • An aging population larger and more diverse than we've ever seen • Lengthening of life with no promise of lessening of chronic disease • A dwindling workforce – perhaps relying more and more on caregivers from abroad • Dwindling financial resources for care • The rapidly growing world of technology 	<ul style="list-style-type: none"> • Knowing how to deal with diversity of residents and caregivers • Dignified ways to care for elders with chronic illnesses, especially dementia • Understanding how to attract and keep caring caregivers – implementing excellent orientation and educational programs • Creative ways of caring for elders • Understanding the role of technology in the care and the lives of the elders and caregivers, using it appropriately and in a timely manner.

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Some Closing Thoughts on Leaders

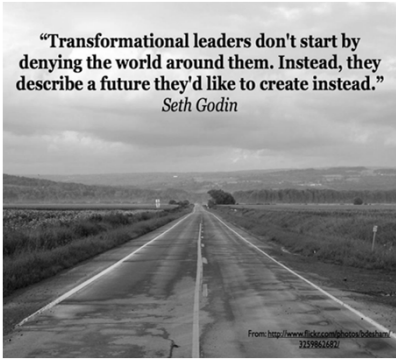
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Leaders guide many others throughout the organization about how to think, feel, and act when suffering surfaces, simply by how they act.

LEADERSHIP IS ABOUT MAKING OTHERS BETTER AS A RESULT OF YOUR PRESENCE AND MAKING SURE THAT IMPACT LASTS IN YOUR ABSENCE.

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Theories of transformational leadership rest on the idea that leaders create change by transforming their own action so that others can emulate their model.




"Transformational leaders don't start by denying the world around them. Instead, they describe a future they'd like to create instead."
Seth Godin

From <http://www.futurism.com/blogs/sethgodin>
223961682

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Leaders can both create suffering-by asking for a lot and expecting impressive outcomes – and can alleviate it – by remaining attentive to suffering and responding with compassion



"You can't lead with titles, rules or just words.
You lead with TRUST, COMPASSION and LISTENING™

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LEADERS

THE PEOPLE WHO ARE CRAZY ENOUGH TO THINK THEY CAN CHANGE THE WORLD ARE THE ONES WHO DO.

Steve Jobs

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QUESTIONS?

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Thank you!

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