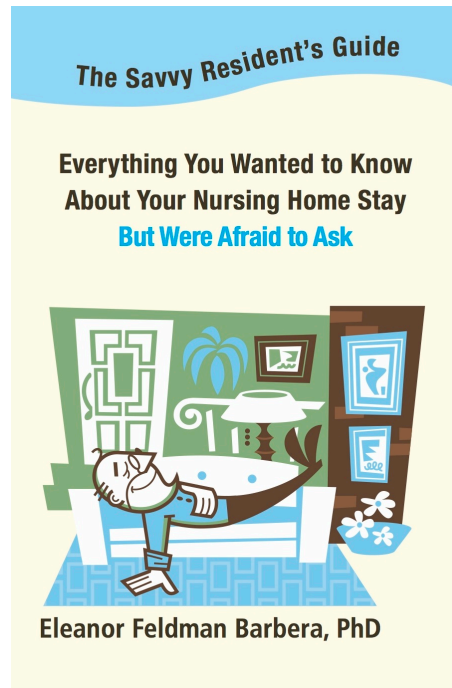


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The World According to Dr. El



Leadership



Leadership Styles

from Daniel Goleman's *Leadership That Gets Results*

2000 Harvard Business Review Study

- Pacesetting
- Authoritative
- Affiliative
- Coaching
- Coercive
- Democratic

Pacesetting

- **The pacesetting leader**
 - Expects and models excellence and self-direction
 - “Do as I do, now.”
 - Works best when the team is already motivated and skilled, and the leader needs quick results.
 - Downside: this style can overwhelm team members and squelch innovation.
 - Impact on climate: negative

Authoritative

- **The authoritative leader**

- Mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual.
- “Come with me.”
- Works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required.
- Inspires an entrepreneurial spirit and vibrant enthusiasm for the mission.
- Is not the best fit when the leader is working with a team of experts who know more than him or her.
- Impact on climate: most strongly positive

Affiliative

- **The affiliative leader**

- Works to create emotional bonds that bring a feeling of bonding and belonging to the organization.
- “People come first.”
- Works best in times of stress, when teammates need to heal from a trauma, or when the team needs to rebuild trust.
- This style should not be used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and a lack of direction.
- Impact on climate: positive

Coaching

- **The coaching leader**
 - Develops people for the future.
 - “Try this.”
 - Works best when the leader wants to help teammates build lasting personal strengths that make them more successful overall.
 - Least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency.
 - Impact on climate: positive

Coercive

- **The coercive leader**
 - Demands immediate compliance.
 - “Do what I tell you.”
 - Most effective in times of crisis, such as in a company turnaround, or during an actual emergency like a tornado or a fire.
 - Can help control a problem teammate when everything else has failed.
 - However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and inventiveness.
 - Negative

Democratic

- **The democratic leader**
 - Builds consensus through participation.
 - “What do you think?”
 - Most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified teammates.
 - Not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader.
 - Impact on climate: positive

Leadership Styles

- **Pacesetter:** expect excellence & self-direction
- **Authoritative:** mobilize toward a vision
- **Affiliative:** create emotional bonds & harmony
- **Coaching:** develop people for the future
- **Coercive:** demand immediate compliance
- **Democratic:** build consensus through participation

Modeling

- Everything flows from the leader
- How we talk to people
- Where we talk to people
- Chastise privately, praise publicly

“I’ve learned that people will forget what you have said, people will forget what you did, but people will never forget how you made them feel.”

– Maya Angelou

Communication

Communication

- 7% Words
- 38% Tone of voice (volume, emphasis, speed)
- 55% Nonverbal gestures (half of which are facial expressions)

Communication

- Administrator to staff
- Between staff members
- Staff to residents
- Staff to families

Silos

- The Silo Effect refers to a lack of information flowing between groups or parts of an organization
 - Department heads to administrator
 - Line staff to department head
 - Between departments
 - Residents and families to staff

Feedback

- Bad leaders block feedback
- Okay leaders tolerate feedback
- Good leaders welcome and seek it out
- Great leaders demand feedback

Communication to break down silos

- Include line staff in decision-making process
- Thanking people for raising problems and asking how they'd fix it
- Creating ways the consultants can communicate with the team (mailboxes, email, etc)
- CCPs, including residents and their families as a matter of course

Creating change

- System tends to thwart change
- Some changes are forced

Lewin's 3-Phase Change Model

- Unfreeze
- Transition
- Freeze

Unfreeze

- Determine what needs to change – survey
- Ensure there is strong support from upper management
- Create the need for change – create and communicate a compelling vision
- Manage and understand the doubts and concerns of employees

Transition

- Communicate often – describe benefits, prepare people for what's coming and how they'll be affected
- Dispel rumors – deal with problems immediately
- Empower action – dept. heads work with line staff
- Involve people in the process – short-term wins, negotiate with employee organizations if needed

Refreeze

- Anchor the changes in the culture – identify what supports the changes and what creates barriers to sustaining change
- Develop ways to sustain the change – reward system, feedback system
- Provide support and training
- Celebrate success

Creating Change

- Culture change model
- Can start with small steps
- Rewarding behavior we want to see
- What are we doing well? What could be better?

A journey of a thousand miles
begins with a single step.

- Chinese proverb

What's your first step toward change?

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