Communicate, Delegate, and Inspire like a Leader

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Disclosures

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Objectives

1. Attendees will be able to identify 5 steps needed to successfully delegate
2. Attendees will be able to utilize 2 new strategies to improve their communication
3. Attendees will be able to identify 4 inspirational traits of a transformational leader
Survey

- Voluntary polls throughout presentation
  - Using cell phones / texting to participate
  - Shhhhhhh……leave phones on silent
  - Standard text messaging fees apply
  - Your phone number not visible to others
  - Option of using web address

Practice Survey
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Introductions
Handshakes
How to Make a good First Impression

• Handshakes
  • Eye contact
  • Firm grip
  • Technique
  • Use of speech
  • Individual adjustment

http://extension.uidaho.edu/gooding/files/2013/04/Handshaking-Importance.pdf
How to make a good first impression

• Introduce yourself
  - Greeting
  - Say your name….twice, slow down and say it clearly
    - Include your title, your company, or appropriate context
  - Say the name of the other person twice
  - Tone of voice and body language
  - Build rapport with common ground
  - Large group introductions
    - Choose 3 things

Breakout Session # 1

3
minutes

• Table change
• Practice handshake with each person in your group
  • Firm (not too firm) grip
  • Good eye contact
• Introductions
  • Say your name….twice, slow down and say it clearly
  • Include your title and your company
  • Choose 3 things
• Build rapport
  • Say the name of the other person twice
  • Listen for common ground
How to Delegate
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What is Delegation?

- The assignment of responsibility to another person for the purpose of carrying out specific job-related activities
- A shift of decision-making authority from one organization level to another
Symptoms Checklist

• Do you often feel overwhelmed and exhausted from the piles of work on your desk?

• Are you afraid of giving responsibility to your direct reports because you don’t trust that they’ll handle it correctly?

• Do you find yourself saying, “It’s easier to do it myself?”
• Are you told you are working too hard?

• Do you have trouble finding time to train or mentor others?

• Is more and more work piling up, even though you are already overloaded?
1. Prepare

- Think about each task before delegating it.
- What do you expect?
- What should the end results look like?
- Being prepared before you meet with your team makes you feel more confident
2. Define

• Clearly define the task to be completed

• Be specific

• Ask the person to whom you are delegating to repeat the information back to you to ensure that he or she fully understands
3. Time frame

• Clearly outline the time frame within which the delegated task must be completed

• Establish time frame for each task, clarify deadlines

Genett D. *If You Want It Done Right, You Don’t Have to Do It Yourself!* Fresno, California: Quill Driver Books; 2004
4. Determine the Level of Authority

- **Level 1: Recommend**
  - Research options & propose the best alternative
  - Use this level when you want input before making a decision

- **Level 2: Inform & Initiate**
  - Research options and select the best course of action
  - They need to inform you why they chose this course
  - Use this level when you want someone to inform you before they take action so that you can intercept potential problems

- **Level 3: Act**
  - Full authority to act with respect to the task or project
  - Use this level when you confident of someone’s capabilities & the risks are minimal

Genett D. *If You Want It Done Right, You Don’t Have to Do It Yourself!* Fresno, California: Quill Driver Books; 2004
5. Checkpoints

• Identify checkpoints when you will meet with the delegate to review progress and offer guidance, if needed

• Schedule these meetings frequently at first, taper off as you see the task being mastered

• Do not let a lot of time go by if the project is not visible to you

Genett D. *If You Want It Done Right, You Don’t Have to Do It Yourself!* Fresno, California: Quill Driver Books; 2004
6. Debrief

• Hold a debriefing session to discuss:
  ▪ What went well
  ▪ What could have been improved
  ▪ What has been learned

Genett D. *If You Want It Done Right, You Don’t Have to Do It Yourself!* Fresno, California: Quill Driver Books; 2004
When not to delegate

- Personnel matters
- Confidential matters
- Crises
- Tasks assigned to you
  - Things that your leader / manager has specifically asked you to handle yourself.
How to Reverse the Reversed Delegation

• Concept of Reverse Delegation
  ▪ The employee attempts to return the task to the manager who assigned it
    ▪ Employee: “Boy, have I had a rough time today”
    ▪ Manager: “What kind of help do you need?”

• Stop the process right at the start. Don’t take on the problem.

• Ask the employee to think further about the situation & come back with some potential solutions.
  ▪ “Thank you for making me aware of the problem”
How to help your leader with delegation

• What to do if your leader delegates something to you
  ▪ Ask for specifics of the task and repeat the assignment back to your/the leader
  ▪ Clarify deadlines and specific time frames associated with each task
  ▪ Confirm the level of authority associated with the assignment
    • Recommend or Inform /Initiate or Act
  ▪ Ask your/the leader if they would like to establish criteria/time for when you need to check in on the progress of the assignment
  ▪ Tell them how much you would appreciate to debrief on the results of the assignment once you complete it.
Benefits of being an Effective Delegator

• It frees up time

• Helps you to focus on what’s most important

• Allows your direct reports to grown in capability and confidence

• Allows you to develop, coach, and mentor

• Creates opportunities to provide recognition

• Ensures successful results
Communication

The single biggest problem with communication is the illusion that it has taken place

George Bernard Shaw
What Makes a Conversation Crucial?

Crucial Conversations

Tools for Talking When the Stakes are High

Excellent Book on Communication

Adrenaline Rush

Opposing opinions….High Stakes….Strong Emotions

Physical reactions ???

“Why do we always think of the perfect things to say during a heated discussion after the discussion has ended?”

Start with Heart……your Heart

- How successful have you been in trying to change other people?
- We need to work on ourselves first
  - Dialogue Skills
- You need to know what you want for **yourself**, **others**, and the **relationship**
  - What do our wants often change to?

Stop, take a breath, and ask yourself what do you really want

Dialogue

Noun: di·a·logue \ˌdī-ə-ˌlög, -ˌläg\  

The free flow of meaning  
between two or more people
“Shared Pool of Meaning”

- Two people in a crucial conversation
  - Both in it for high stakes
  - Both have strong emotions
  - Both have opposing opinions
  - They are not sharing the same pool
- People who are skilled at dialogue
  - Make entry into the pool safe
  - Ensure all ideas make their way into the open
- Large shared pools = smarter decisions

Learn to Look

• Content and conditions
  • The topic under discussion
  • What are people doing in response
• When things begin to become crucial
  • Physical signs
  • Emotions
• Safety problems
  • Look for signs of fear or someone feeling unsafe
• A move to silence or violence
  • Withholding meaning from the pool
  • Trying to force meaning into the pool
• Watch your own behavior under stress

Mutual Purpose

• When was the last time someone gave you difficult feedback and you didn’t become defensive?

• In safe zones the first condition is mutual purpose
  • You care about their goals, interests, and values
  • If mutual purpose is at risk we end up in debate

Mutual Respect

- Continuance condition of dialogue
- Respect = oxygen
- Signs of lack of respect
  - People are defending their dignity
- We can stay in dialogue by finding a way to honor another person’s basic humanity….everyone has the right to be heard

How to fix a lack of Mutual Purpose/Mutual Respect

• Apologize when appropriate
• Contrast to fix a misunderstanding with don’t/do statements
  • Address others’ concerns that you don’t respect them or that you have a malicious purpose (don’t)
  • Confirm your respect or clarify your real purpose (do)
• CRIB
  • Commit to seek a mutual purpose
  • Recognize the purpose behind the strategy
  • Invent a mutual purpose
  • Brainstorm new strategies
Master Your Story

• Others don’t make you mad…..you make you mad
• Once you are upset you have two options
  • Act on them
  • By acted on by them
• Retrace your path to action
  • Notice your behavior
  • Get in touch with your feelings
  • Analyze your stories
  • Get back to the facts
    • What evidence do you have to support the story you created?

S.T.A.T.E.

• **Share your facts**
  • Do your homework first…gather the facts
  • Facts are least controversial and more persuasive

• **Tell your story**
  • Your story is your impression of the gathered facts

• **Ask for others’ path**
  • Encourage others to share their facts, impressions/stories

• **Talk tentatively**
  • Tell it as a story...use soft language

• **Encourage testing**
  • Make it safe for other to express differing or opposing views.

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Breakout for Role Play
Transformational Leadership
Transformational Leadership

- Initially conceptualized by James Burns in 1978
- Defined as a process in which “leaders and followers help each other to advance to a higher level of morale and motivation”
- Style departure from history of “command and control,” and rewarding compliance (transactional)

Why Transformational Leading?

• Transformational leaders associated with:
  • Improving job satisfaction
  • Empowerment
  • Strengthening organizational commitment, increasing productivity
  • Reducing turnover/Increase retention
  • Enhancing work group collaboration
  • Improving patient outcomes
Four Elements of Transformational Leadership

- Idealized influence
- Inspirational motivation
- Intellectual stimulation
- Individual consideration

Idealized Influence

- Charismatic leaders possess self-confidence, self-direction, and an absence of internal conflict.
- Inspire high standards
- Serve as role model for outstanding practice
- Have insight into their followers’ needs and utilize this to positively influence their followers

Idealized Influence – Considerations

• Regular Rounding Sessions
  • Monthly meetings
    • Dedicated time
    • What is going well and not so well
    • Clinical issues, program issues, professional growth, leadership growth

• Annual Goals— for you and/or your reports
  • Clinical and professional goals
  • SMART goals
    • Specific, Measureable, Attainable, Realistic, and Timely
  • Quarterly review….discuss in rounding session
Inspirational Motivation

• Inspirational leader is motivational, sensitive, determined, and able to convey the organization’s vision and encourage pride within the organization

• Leader has ability to communicate a vision others can understand and help develop

• Inspiring leaders regularly reflect upon themselves and have an insatiable desire for continued learning

Inspirational Motivation - Considerations

- Read articles, books, blogs, You Tube
  - Start a leadership reading club
  - Leadership classes, presentation classes such as Toastmasters

- Seek out mentors
  - Look for a connection….a spark
  - AAHPM / HPNA office hours at Annual convention
  - Seek out advice from different mentors
  - Avoid long emails

- Volunteer
  - Membership organizations, charities, nonprofit groups

- Seek feedback from followers
  - What should I keep doing as a leader?
  - What should I do more of?
  - What should I do less of?
  - What should I stop doing?
Intellectual Stimulation

• Encourage use of evidence-based practice

• Address the “why” and “how” of specific clinical actions

• A leader who asks for and values staff input, challenges followers to develop creative and innovative solutions, and continually seek ways to provide growth and development opportunities

Intellectual Stimulation - Considerations

• Individual Development Plans
  • Develop your own
  • Extremely helpful if you have a direct report who may be struggling with performance
  • Include a goal, the specific resources for achieving the goal, the time frame involved and the expected outcome

• Random Acts of Kindness and Growth Tools
  • Articles
  • Call for abstracts
  • Books or copied chapters
  • Tweets
  • Recognition with the community
  • Quick texts and/or emails with kudos
Individual Consideration

- Leader’s commitment to coaching and mentoring, as well as awareness of and concern for the individual needs of staff
- Treat teammates differently but equally
- Show interest in others well-being

Individual Consideration - Considerations

- The importance of presence
  - Share days, opportunity for timely mentorship and education
  - Attendance at presentations
  - Walk-throughs
- Dealing with mistakes
  - Try not to react in the moment
  - How can others learn from this?
  - Correlate the error with the level of experience
- Thank you cards
  - Keep a stack nearby
  - Send for kudos…be specific…correlate impact
  - Handwritten…no address labels
Other Things to Consider

• Savor the Moments
  • Keep notes, cards, and emails
  • Reread them at the end of a challenging day
  • Appreciate that you have made a difference

• Advertise evidence of your leadership
  • Out of office messages
  • Email to your manager / leader regarding your accomplishments

• Be patient with yourself and your leadership timeline
  • The clock is not ticking for leadership opportunities

• Be Fearless
  • of the work involved to grow
  • of the responsibility involved
  • of your ability to reach your goals
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