EVOLVING BEYOND BAND-AIDS FOR HAND GRENADES

HEALING A PROFESSIONAL CULTURE THROUGH COLLABORATIVE LEADERSHIP

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PPCH
Building Communities
One Individual at a Time

AGENDA

- The Workforce Crisis

- PPCH's Leadership Development Group

- Human & Psychological Capital

- The Bigger Picture

- Questions & Discussion

WORKFORCE CRISIS

There are nearly 2 million fewer Americans currently participating in the labor force than in Feb 2020
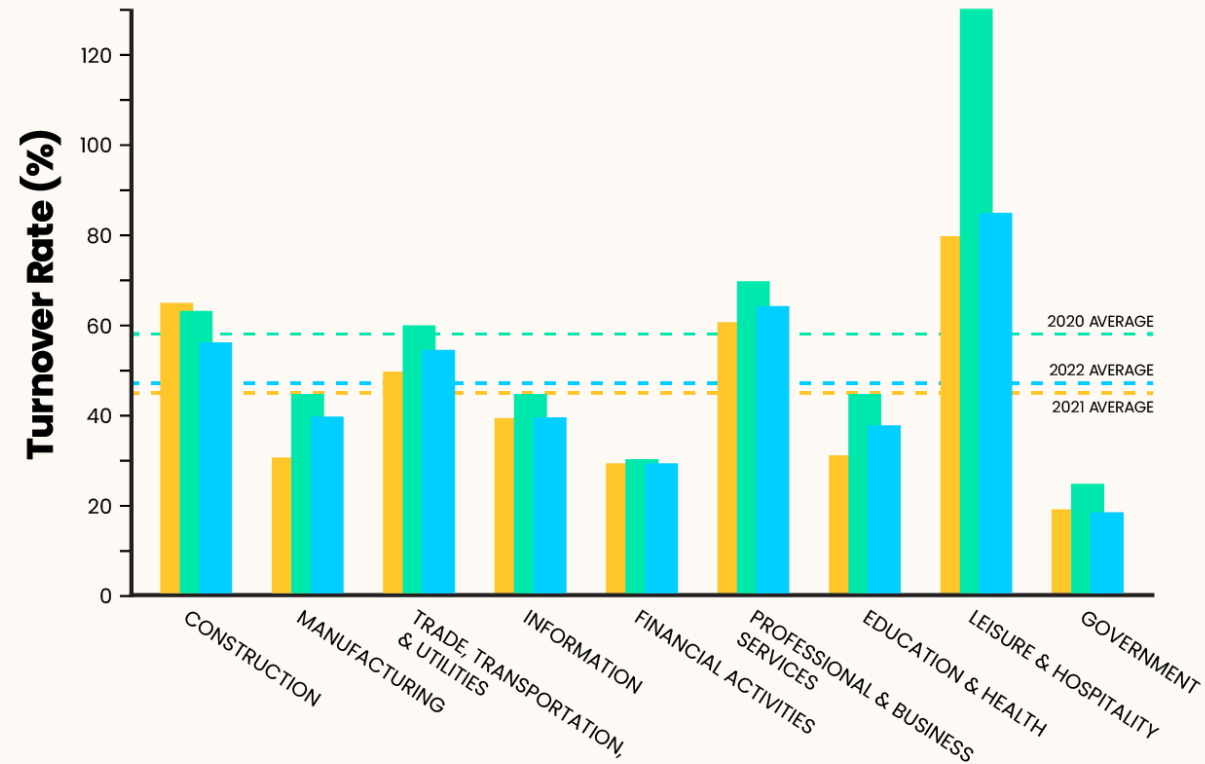
US CHAMBER SURVEY OF THE UNEMPLOYED

- 73% of people are strongly opposed to jobs that require being in the office full time

- 36% of people ages 25-34 are focused on acquiring new skills, education, or training before re-entering the job market

- 30% overall prefer to work in a different industry and are moving in that direction

- 28% are still concerned about COVID-19 in the workplace and other health concerns

- 27% lack childcare to return to the labor force

- 19% stated that wages and upward mobility opportunities are too low
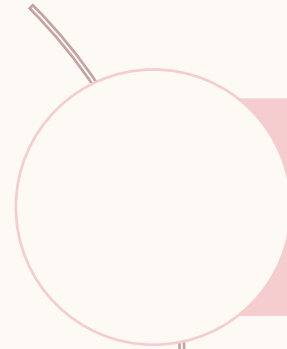
- 17% forced into early retirement

Source: https://www.uschamber.com/workforce/understanding-americas-labor-shortage

TURNOVER RATES BY INDUSTRY

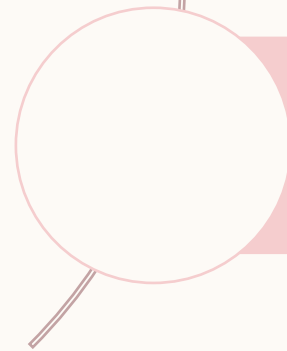Source: https://www.award.co/blog/employee-turnover-rates

EFFECTS OF TURNOVER

Replacing staff costs .5 – 2 x their salary

- Recruiting
- Training
- Onboarding

Company culture suffers

- Increased stress of extra work
- Decreased morale
- More turnover → deadly cycle

Source: https://www.award.co/blog/employee-turnover-rates

MAIN TAKE-AWAYS

- Standards of work have changed – people want hybrid and remote opportunities

- People in frontline jobs are looking to increase their skills before returning to the workforce, leaving those positions behind and available.

    o   Lower wage jobs

    o   Pandemic burnout in frontline positions

- A large portion of the population has retired

- Values have shifted toward health and family

- Resources are not available for some to enter back into the labor force

    o   Childcare needs, caring for ill family members, etc.

THE LABOR FORCE HAS CHANGED

What now drives individuals in their job selection are expectations for:

- equality
- wages
- work-life balance
- and more

PPCH'S LEADERSHIP DEVELOPMENT GROUP

WHAT IS IT?

Structure of LDG

- Four members selected per year

- 12-month program offered annually
  - o Two two-hour meetings per month
  - o Pre-and-post assessments
  - o Participation in Executive Team and/or Director Of meetings
  - o 1:1 meeting with each member of the Executive Team
  - o Attendance at the annual Alliance Summit
  - o Completion of a final project (topic to be determined)

BENEFITS OF A LEADERSHIP DEVELOPMENT GROUP

Benefits to Employees:

- Skill-building

- Mentorship

- Didactic and experiential learning

- Opportunity for enhanced contributions to PPCH

- Exposure to "the big picture" – organizational, state, federal

Benefits to the Organization:

- Retention and attraction of a qualified workforce

- Improved overall organizational culture

CULTURAL CLIMATE SURVEY

Organizational Culture Inventory (OCI) and Organizational Effectiveness Inventory (OEI)

- Administered in November 2019
- All full-time employees participated
- Assessed current operating culture
  - Behavioral norms
  - Expectations of employees
- Assessed factors and conditions that drive or shape PPCH operating culture and effectiveness

RESULTS

The PPCH operating culture was assessed in terms of *the behaviors that are required of employees to "fit in and meet expectations"*

Based on the descriptions provided by its members, PPCH's operating culture was characterized as:

PRIMARY: Passive/Defensive (avoidant/conventional) styles – cautious and tentative interactions to protect one's own security. Members of organizations with a Conventional culture are expected to conform, follow the rules, and make a good impressions.

BACK-UP: Constructive (humanistic and encouraging/affiliative) styles – interactions with others and approaches to tasks in ways that help meet individuals' higher order needs for satisfaction and growth

MOST FAVORABLE CAUSAL FACTORS OF CULTURE

Top 5: (highest to lowest)

1. Personal Bases of Power *highest score
2. Goal Acceptance
3. Empowerment
4. Significance
5. Task Identity

Key:

Yellow = Structure

Green = Systems

Light Blue = Technology

Red = Skills/Qualities

LEAST FAVORABLE CAUSAL FACTOR SCORES

Bottom 5: (lowest to highest)
1. Interdependence *lowest score
2. Employee Involvement
3. Feedback
4. Training and Development
5. Use of reward

Key:
Yellow = Structure
Green = Systems
Light Blue = Technology
Red = Skills/Qualities

READINGS TO INSPIRE LEADERSHIP CHANGE

HOW TO GIVE FEEDBACK TO PEOPLE WHO CRY, YELL, OR GET DEFENSIVE

- BY AMY JEN SU (WITH INPUT FROM KIM CASTELDA, CHIEF PEOPLE OFFICER AT PERMUTIVE)

REMEMBER THE "WHY"

Focus on all the good reasons you're giving the feedback.

READINGS TO INSPIRE LEADERSHIP CHANGE

FIND YOUR CENTER AND PREPARE

Start by increasing your own self-awareness:

How do you react when another person has an emotional reaction?

READINGS TO INSPIRE LEADERSHIP CHANGE

HANDLE REACTIONS IN THE MOMENT

Sound preparation won't stop the other person from reacting negatively, but it can help you to respond calmly and effectively when the emotions arise.

READINGS TO INSPIRE LEADERSHIP CHANGE

MOVE THE CONVERSATION TO A PRODUCTIVE PLACE

The goal is to diffuse the emotional reaction so that you can productively give the feedback and, together, come up with ideas and actions to ensure the person's success.

READINGS TO INSPIRE LEADERSHIP CHANGE

WHEN TALKING TO SOMEONE WHO HAS THE TENDENCY TO CRY:

- Deliver the feedback at the end of the day.
- Have a box of tissues on hand.
- Know that you may have to meet again later.
- Acknowledge and validate that the conversation is difficult.

READINGS TO INSPIRE LEADERSHIP CHANGE

WHEN TALKING TO SOMEONE WHO YELLS:

- It's common to either feel intimidated and back down or feel riled up and lash back.
- Aim to stay calm while standing your ground.
- Shut the meeting down if it is not professional or productive.

READINGS TO INSPIRE LEADERSHIP CHANGE

"The defensive person is like Teflon – it's never his responsibility and he attempts to shift the ownership of blame on someone else."

- Kim Castelda

READINGS TO INSPIRE LEADERSHIP CHANGE

WHEN TO ADDRESS THE BIGGER ISSUE

- Address the person's reactive tendency head on if a recurring pattern.
- Emotional reactions can put us on opposite sides.
- Focus on good intentions, prepare with integrity, and calmly and effectively respond in the moment to move to the same side of the table.

READINGS TO INSPIRE LEADERSHIP CHANGE

HOW TO HANDLE DIFFICULT CONVERSATIONS

- BY DANA WILKIE

THE FIRST STEP TO HAVING SUCH DISCUSSIONS IS TO ACKNOWLEDGE THAT THEY CAN BE AWKWARD AND EVEN PAINFUL

- Where are we now?
- Where are we going?
- How would we like to get there?

READINGS TO INSPIRE LEADERSHIP CHANGE

STOPPING A MEETING AND QUESTIONING ITS PURPOSE IS ONE OF THE MOST FAR-FETCHED THINGS YOU CAN DO, BUT BECOMING THE PERSON WHO IS ABLE TO SPEAK UP AND TELL THE TRUTH EMPOWERS EVERYONE ELSE IN THE ROOM TO SAY WHAT NEEDS TO BE SAID.

Change is possible when people speak up.

READINGS TO INSPIRE LEADERSHIP CHANGE

KEEP AN OPEN MIND

- Keep in mind that you might not know the whole story

- Link the behavior with the problem it creates

- Employees may not realize their behavior is problematic

READINGS TO INSPIRE LEADERSHIP CHANGE

CORRECTIVE ACTION

- Frame the corrective action as being to the employee's benefit
- Detail actions the employee can take to improve performance and emphasize the organization is investing in their development
- Discuss the desired outcome of the performance improvement plan, and put power back in the employee's hands
- If terminating, much of the response will depend on your professional demeanor and tone of voice
- Remember: there is no one-size-fits-all discussion

INTENTIONALLY EVOLVING OUR CULTURE

Connection / Reducing Silos

- Four departments represented
- Meetings with Executive Team members

Professional Development

- Alliance Summit
- Emergenetics survey/seminar
- Meeting with Executive Team members
  - A better sense of what an executive role looks like
  - Advancement in the field – an attainable goal
  - Demystifying and humanizing executive roles

INTENTIONALLY EVOLVING OUR CULTURE

Humanizing Employees in Other Departments

- Cultural Climate Survey
- COVID-19 came soon after, devastating the globe and changing the work culture significantly
  - Coming back from working remotely
  - Opportunity to reestablish and define working relationships. Where can we support each other?

Diversifying Experience – How the Puzzle Pieces Fit Together

- Knocking down the "silos"
- Diversity in the departments represented within the LDG
- Creating a space where it is "safe" to share struggles
  - Identifying areas of support
  - Defining what each department does/is responsible for, departmental interdependence
  - Eliminating the idea that "poor performance on my part would have little or no impact on others"

EMERGENETICS SURVEY & SEMINAR

Learning different communication styles

- Communication and thinking preferences

Key to understanding your innate preferences

- Be more effective in your contributions to your working community

EMERGENETICS®

Discover Your Natural Strengths

Work Better in Teams

Understand How You Think and Behave

Make Better Decisions

EMERGENETICS EXPLAINED

- Allows for infinite variations among different people

- Mixed and matched at different levels to accurately describe anyone

- Preferences vs. Abilities

PSYCHOLOGICAL CAPITAL (PSYCAP)

- Mental resources and their ability to help us get through tough situations

- Similar to financial capital, which can be drawn on when money gets tight

- Open to development

Hope — Your willingness to plan for the future and strive toward goals

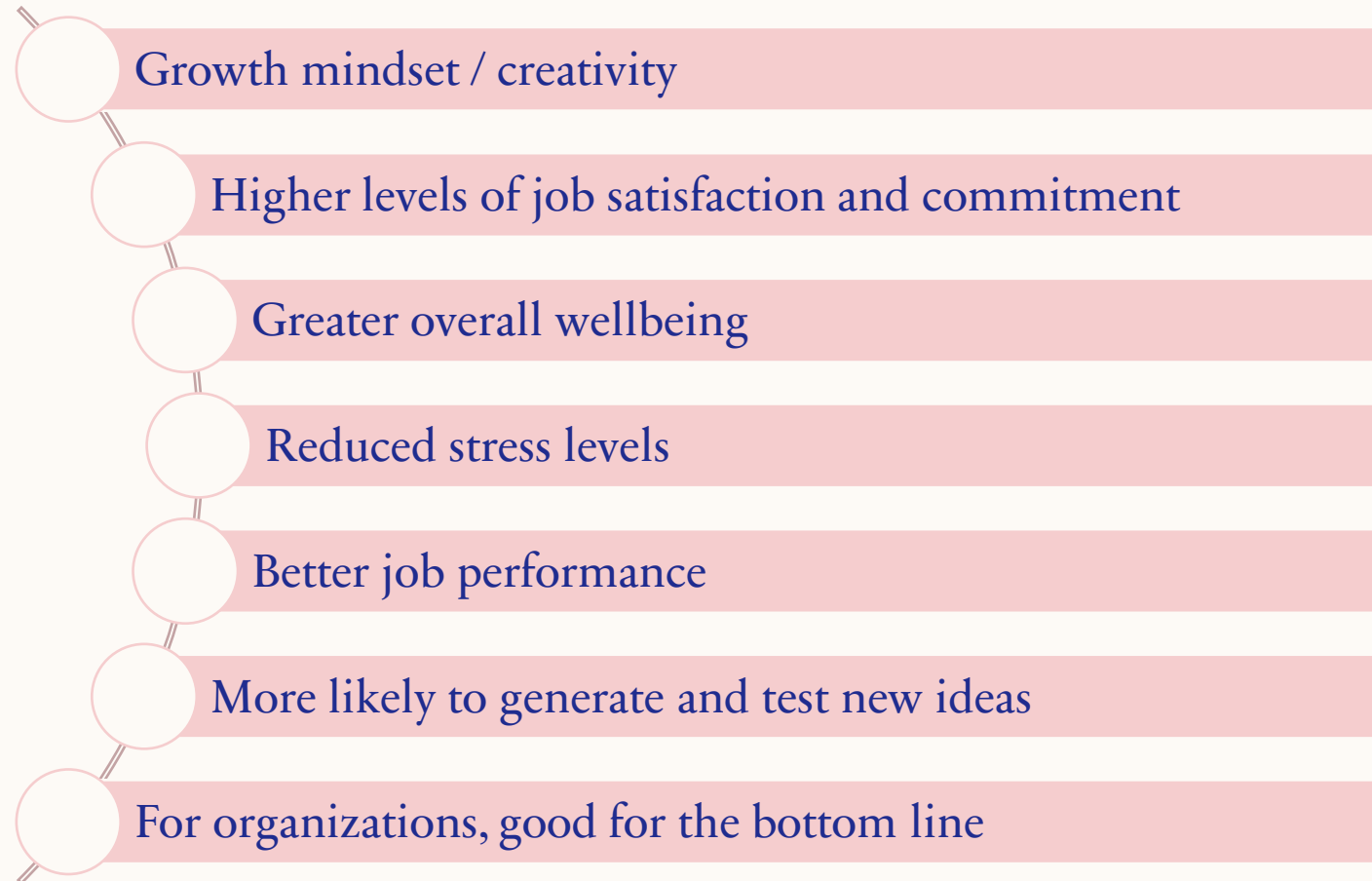**Efficacy** — Belief in your ability to successfully manage tasks

Resilience — The ability to "bounce back" following adversity or failure

Optimism — Having a positive outlook for the future

BENEFITS OF PSYCAP

Growth mindset / creativity

Higher levels of job satisfaction and commitment

Greater overall wellbeing

Reduced stress levels

Better job performance

More likely to generate and test new ideas

For organizations, good for the bottom line

DEVELOPING "HERO"

Learn	Learn to relax
Practice	Practice thought awareness – positive thinking
Reframe	Reframe your outlook – cognitive restructuring
Learn	Learn from your mistakes and failures
Choose	Choose your response
Maintain	Maintain perspective
Set	Set goals that match your values
Build	Build self-confidence
Develop	Develop strong relationships
Be	Be flexible

INCREASING "HERO"

INSTEAD OF	TRY

Practice finding the "silver lining"

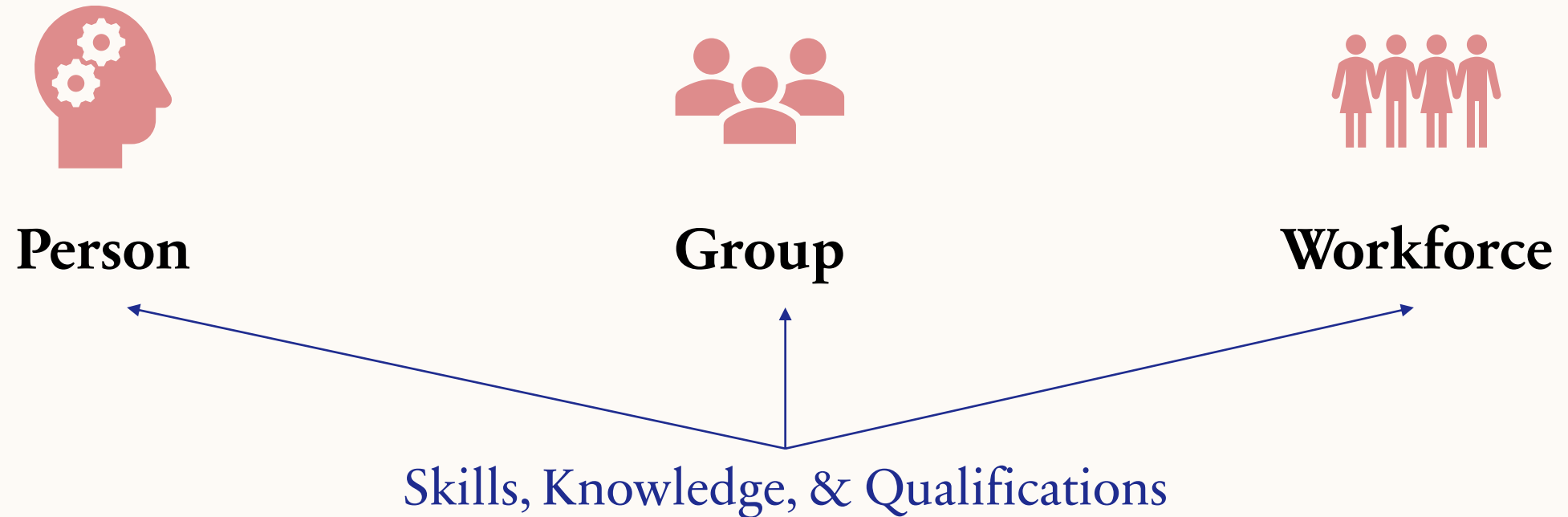"Why is this happening to me?"

"What can I learn from this?"

Reframe the situation – look at it from a new perspective

"HERO" AND SOCIAL SUPPORT

- Seek allies to bounce ideas off and discuss challenges with

- Allies can help identify ways to reset when you stray off course

HUMAN CAPITAL

Person

Group

Workforce

Skills, Knowledge, & Qualifications

BENEFITS OF INCREASING HUMAN CAPITAL

- Improves economic and organizational performance
- Develops future business leaders
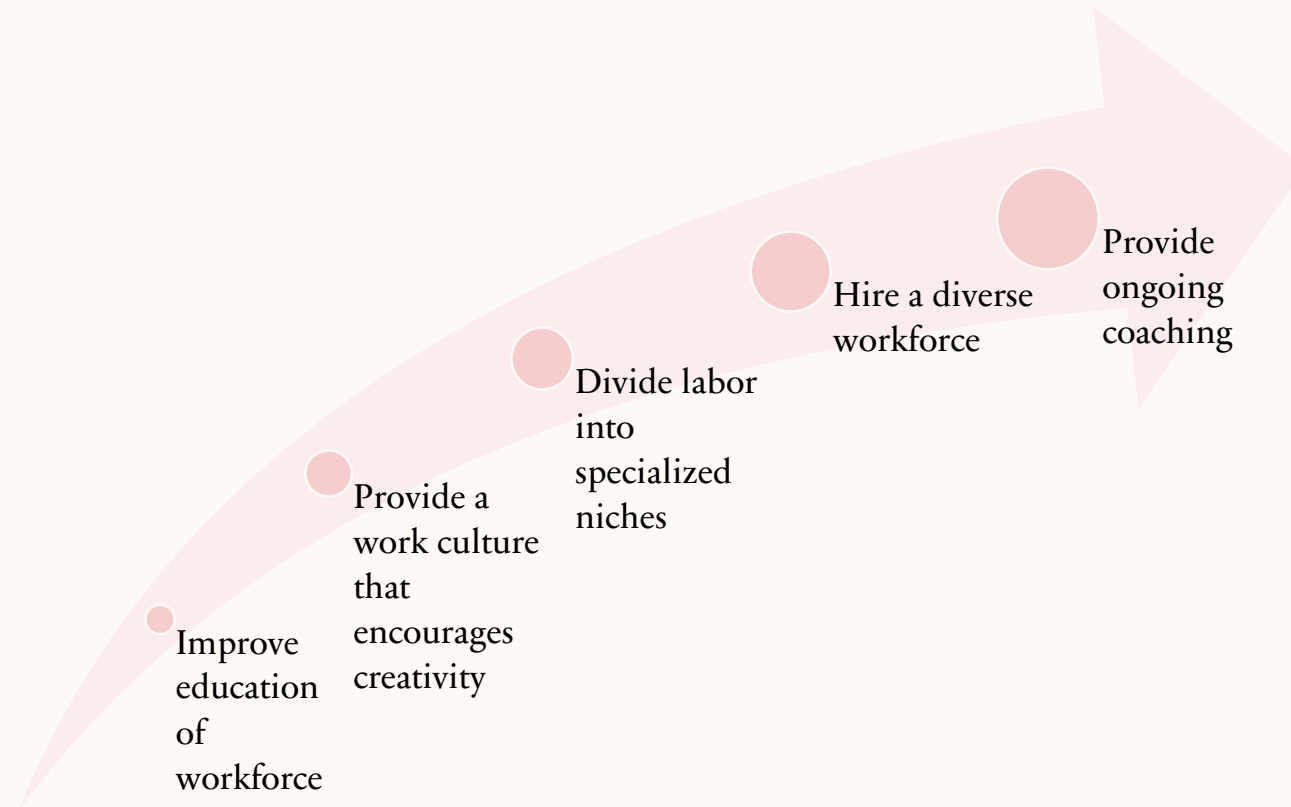- Better retention rates
- Enhanced communication and collaboration
- Creates a diverse workforce
- Fosters a positive work environment
- Helps with customer management

HOW TO INCREASE HUMAN CAPITAL

Provide
ongoing
coaching

Hire a diverse
workforce

Divide labor
into
specialized
niches

Provide a
work culture
that
encourages
creativity

Improve
education
of
workforce

INCREASING PSYCHOLOGICAL CAPITAL YIELDS INCREASES IN EMPLOYEES' HUMAN CAPITAL

WHAT'S NEXT FOR PPCH'S LDG?

- The bigger picture

- Passing the baton

- Personal growth

QUESTIONS & DISCUSSION

THANK YOU

Katie Ford

Megan Herrera

Tiffany Montaño

Dave Riccio