



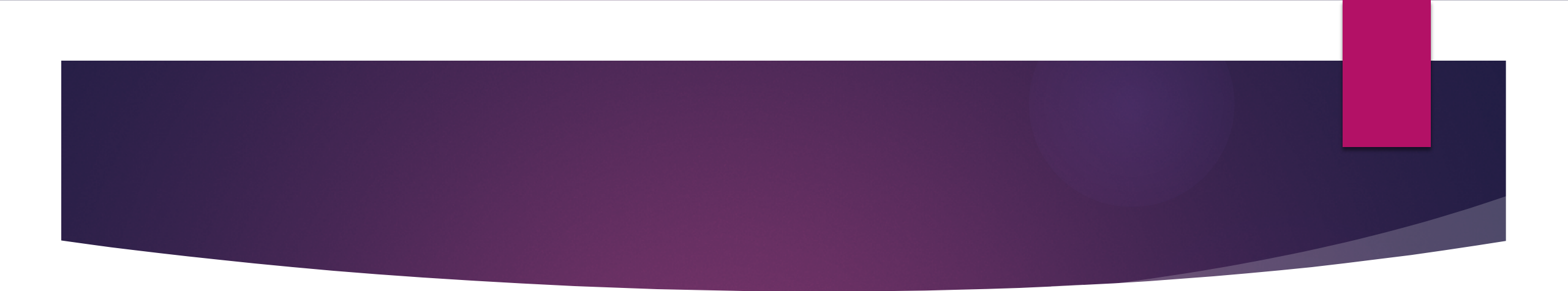
...in charge of change...

NATALIE GRAY, M.ED., LMHC, MAC, CDP
CEO, DISCOVERY BEHAVIORAL HEALTHCARE
PORT TOWNSEND, WASHINGTON

- ▶ “Change” is one of the staples we experience in the behavioral health field. As leaders, we need to be able to communicate effectively the impact of changes on our agencies.
- ▶ We must also be able to motivate staff to understand how to implement changes in a way that does not diminish the core goals and flow of service delivery.



CHANGE
IS
INEVITABLE.
GROWTH
IS
OPTIONAL.

- 
- ▶ Anyone who has been in this field for more than a minute knows that change is the constant. Funding changes. Documentation changes. Credentialing changes. Workflow changes. Client profile changes. External resources changes. I could go on and on. So, it's safe to say that change is the constant, right?!
 - ▶ If we go a step further, we then want to look at how difficult it is for people to be open to change, understand the change process, implement change, and then adjust to said change. As a leader in this or any industry, we must work to make that adjustment as smooth as possible for our staff. We set the tone; first as people, and secondly as leaders.



Change involves Leadership




Leaders in the room?

Leaders involved in change?

Training vs. no training?

Transparency often goes undivulged in Leadership

For some transparency equates to
vulnerability...



Leaders *should*
be able to
identify the
dynamics of the
team we are
serving.



HOW DO WE DO THAT?

What is a Leader?

Becoming a leader is much like becoming a beacon of light. Your goal is to start a wave of action which should be directed only by a whisper. All leaders should lace their teachings or trainings with positive feedback as no subordinate would be in a rush to grow or improve if they were "disregarded". The key to leadership is the empowerment and mentoring of others – not having them kiss your ass.

L.E.A.R.N.

- ▶ Listening
- ▶ Engaging
- ▶ Accountability
- ▶ Recognition
- ▶ Negotiation



Listening

Statistics:

(creditdonkey.com/listening-statistics.html):

- 70 – 80 % of our day is engaged in communication; 55% devoted to listening
- We speak at a rate of 125 – 175 words per minute but we are capable of listening to ~450 words per minute
- We absorb about 17 – 25% of what we listen to
- Men use ½ their brain to listen while women engage both lobes
- Words convey 7% of what you are trying to say. 93% is communicated through facial expressions and tone of voice.
- There are 4 distinct listening styles and 40% of people use 2 or more at any given time.
- There are many listening strategies that help improve listening as a strategy.

Appreciative Listening

Appreciative listening is exactly what the name implies — listening to enjoy the story, music or information you hear.

The American Society for Training and Development recommends that, to truly embark in appreciative listening, you should avoid engaging in other communications and focus solely on the sounds or words.

So, when someone is speaking to you, put your phone down!

Critical Listening

Critical listening involves hearing what someone says, identifying key points and/or arguments and solidifying your opinion. Think of a debate, or how you feel when you listen to a politician speak.

When you engage in critical listening, your goal is to analyze what the speaker is saying and determine his agenda.

Relationship Listening

Relationship listening is one of the most important skills to have when dealing with people. Relationship listening is also known as therapeutic or empathetic listening.

You would use relationship listening to help a friend through a problem, solve a conflict between co-workers or prompt people to open up through support and honesty.

Discriminative Listening

Discriminative listening is when you look past the words you hear to detect the underlying message. It might be one of the most important types of listening for online marketers.

This works best in person, as you can look to body language, tone changes and volume to determine what the speaker really thinks and feels.

However, these days we're not often face-to-face with clients or customers. We need to adapt to become better online discriminative listeners as we engage more and more via texts, Facebook comments and snappy tweets.

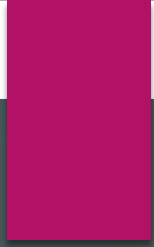
Understanding the difference between hearing and listening is a vital skill, whether you deal with people in the boardroom or through comments on your brand's blog.

“

Which types of listening do you practice most?

”





Engaging

Six Benefits of Employee Engagement



1. Higher Employee Satisfaction



2. Higher Retention and Lower Turnover



3. Higher Productivity



4. Increased Profitability



5. Less Absenteeism



6. Increased Employee Loyalty

How to Engage Your Employees

- ▶ 1. Give them a proper onboarding.
- ▶ 2. Give Frequent Feedback
- ▶ 3. Give Recognition
- ▶ 4. Offer Growth Opportunities
- ▶ 5. Be Transparent
- ▶ 6. Have great Perks & Benefits

Patient Engagement During Change

This is important especially in behavioral health. We serve a very vulnerable population and change is difficult for most of our patients/clients. Just a couple of examples that come to mind for me are change in counselor, change in schedule, and most recently the change occurring within the integration. Giving patients the information (about the change, the whys of the change and the proposed implementation of the change) engages them in the processes. Asking them what would make the change smoother gives them a voice. Knowledge is power.



Accountability

Values

Morals

LIABILITY

Hone

Ethics

Job

CARE

BUSINESS

Honesty

Accountal

CORE VALUES

PRIDE

OWNERSHIP

VIRTUO

ACTIONS

TRUST

Integrity

RESPONSIBILITY

ACTIONS

honorable

Diligence

ETHICAL

RESPONSIBLE

Blameworthiness

TRAIT

thical

TRUST

Reliable

STABILITY

Governance

MORAL

Commitment

Function

Responsibility

Accountability & Change

- ▶ Desired Change
 - ▶ Motivation to change is external and internal.
- ▶ KPI – Key Performance Indicators
 - ▶ Goals necessary to make change should be identified clearly and concisely so they can be measured.
- ▶ Timeframe to meet goal
 - ▶ Most people work best when they know the parameters of expectation.
- ▶ Modeling Accountability by holding yourself accountable. Time, actions, and speech will reflect your true value of the goal(s).

What happens when staff go off-track?

- ▶ Immediately recognize.
- ▶ Privately address.
- ▶ Restate goal/expectation and verbalize how staff is veering off track.
- ▶ Offer support and help through open lines of communication.
- ▶ Provide next steps and follow up.
- ▶ Restate expectation connecting to bigger picture purpose.
- ▶ Then, be the model of accountability and follow up as stated.

...accountability continued ...

- ▶ Before we hold people accountable we must provide them with the tools and resources that they need in order to carry out the goal.
- ▶ Those resources or tools aren't always in line with our way of thinking what they should be so during times of change a leader should be open to hearing what other tools or resources are available.



Recognition

Recognition does not typically involve much costs, but the outcome is significant. Some of the advantages are:

- Increases the repetition of desired behaviors, there by aligning people with the desired organizational goals
- Better employee job satisfaction
- Enhances team spirit
- Lowers employee turnover by acting as a retention tool.
- Lowers incidences of negative behavior, reduces absenteeism, increases productivity, and decreases stress on the job.
- Maintains a strong employer brand



Ways to recognize...

- ❖ MONETARY
- ❖ AWARD (IN FRONT OF PEERS)
- ❖ WORDS OF PRAISE
- ❖ PROMOTION
- ❖ GIFT/MOMENTO
- ❖ SCHEDULE FLEXIBILITY
- ❖ WRITTEN THANK YOU





Negotiation

Inclusive Leaders
negotiate for their
staff to win

► **Inclusive Leaders do this by...**

- Commitment. Cultivating a diverse, inclusive workforce which takes time and energy, two of a leader's most precious commodities.
- Courage. Inclusive leaders demonstrate courage.
- Cognizance of bias.
- Curiosity.
- Cultural intelligence.
- Collaborative.

L.E.A.R.N. wrap-up

- ▶ Listening
- ▶ Engaging
- ▶ Accountability
- ▶ Recognition
- ▶ Negotiation



Questions?

Contact info:

natalieg@discoverybh.org

360-385-0321 x301