

# FHCA 2019 Annual Conference & Trade Show

## CE Session #63 – Building S'more Leaders

Thursday, August 8 – 1:00 to 2:00 p.m.

Celebration 1-2 – Leadership/Management

### Upon completion of this presentation, the learner will be able to:

- Identify your leadership style under stress
- Identify three elements of a crucial moment in order to be more effective in communicating
- Identify strategies to improve the way leaders handle difficult situations

### Seminar Description:

We are constantly faced with crucial moments. How do you encourage true meaning in the midst of strong emotions or opposing opinions? It starts with the S.M.O.R.E. steps. A vital skill all leaders need is the ability to Successfully Mentor Others and Responsibly Engage in crucial conversations. Dramatic improvements can be made in any organization's performance when we are able to master crucial moments. This session will review strategies for leaders for leaders in handling difficult situations.

### Presenter Bio(s):

**Leigh Lachney**, M.Ed., is the VP of Business Development for TMC. During her 20 years of experience, her responsibilities have included presentations for LTC organizations, developing marketing and customer service plans and providing leadership training. Leigh has served on the American Healthcare Association's Workforce Task Committee and Florida Health Care Association's Board of Directors as Associate Member Chair.



# Building S'MORE Leaders

Successful Leadership Strategies in Crucial Moments

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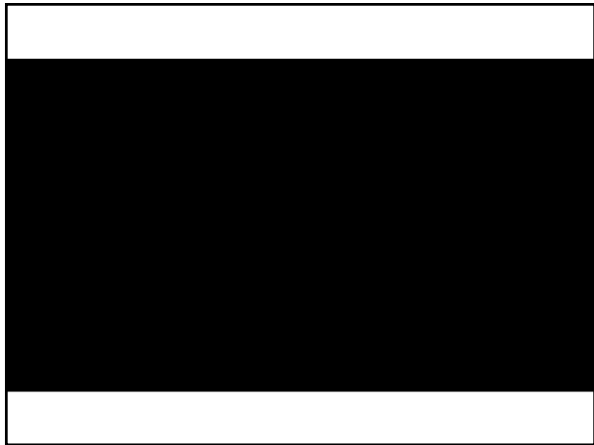
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"Real leaders are ordinary people with extraordinary determinations."

John Seaman Garns

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"People on your team want two things:  
 1) Make me feel a part of something bigger than me.  
 2) Make me feel special."

Marcus Buckingham

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### Objectives

Participants will be able to identify:

- Leadership style under stress
- Three elements of a crucial moment in order to be more effective in communication
- Strategies to improve the way difficult situations are handled

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### How Do Leaders Rate as Communicators?

Executives	Very Effective – 47%	Somewhat Effective – 46%
Middle Managers	Very Effective – 8%	Somewhat Effective – 21%
Middle Managers	Not Too Effective – 32%	Not Effective at All – 38%

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## Assumptions Made by Leaders

- As leaders we sometimes have the illusion that communication has occurred
- We assume our employees and customers:
  - Understand
  - Agree
  - Care
  - Act accordingly



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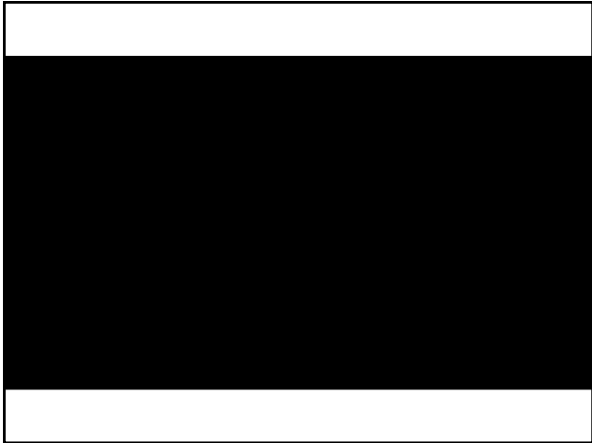
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## Stress Assessment

Your Style Under Stress™ (VitalSmarts, 2019)  
[www.vitalsmarts.com/styleunderstress](http://www.vitalsmarts.com/styleunderstress)



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## S'MORE Leaders

- **S** – Style Under Stress
- **M** – Moments that are Crucial
- **O** – Opportunities to Handle Difficult Situations
- **R** – Resources for Dialogue
- **E** – Emotional Quotient: Hungry, Humble and Smart



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## S'MORE - Style Under Stress

- What are your natural tendencies when under stress?
  - Silence
    - Avoidance
    - Masking
    - Withdrawing
  - Aggression
    - Labeling
    - Controlling
    - Attacking (insulting, sarcasm, etc.)



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## Common Forms of Silence

- Avoidance
  - Steering completely away from sensitive subjects
- Masking
  - Understating or selectively sharing our true opinions
- Withdrawing
  - Exiting the conversation or the room



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## Common Forms of Aggression

- Labeling
  - Stereotyping people or ideas
- Controlling
  - Coercing others to do your way of thinking
- Attacking
  - Moving from winning the argument to making people suffer through belittling or threatening tactics



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## Look for Your Style Under Stress

- Become a vigilant self-monitor
  - Content and conditions
  - When do crucial moments happen?
  - Are others moving towards silence or aggression?



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## S'MORE – Moments that are Crucial

- Emotions run high
- Strong opposing opinions
- Stakes are high



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## Common Situations in the Workplace

- Approaching a colleague who is breaking quality policies
- Dealing with an angry family member
- Giving an unfavorable performance review
- Talking to a colleague about a personal hygiene problem
- Letting a resident's family know about a problem



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## Crucial Moments

### Emotions

- Residents
- Families
- Staff

### Opposing Opinions

- Policies
- Process
- Schedules
- Expectations



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## S'MORE – Opportunities to Handle Difficult Situations

- Many believe they have only two options when they have a differing opinion
  - Option 1: Speak up and face turning that person into an enemy
  - Option 2: Suffer in silence and let the person make a bad decision or continue a bad behavior



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## How Do We Handle Difficult Situations?

- Skilled people start with the heart
  - Start with the right motives
  - Stay focused no matter what happens
- The moment of truth
- What do you *really* want for
  - Yourself, others *and* the relationship
- Search for healthy options



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## How Do We Handle Difficult Situations?

- Make people feel safe to speak honestly and openly
- Decide what is at risk
  - Mutual purpose
  - Do they believe that you care about their goals?
  - Do they trust your motives?
  - Mutual respect
- Apologize when appropriate



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## S'MORE – Resources for Dialogue

- Share your facts
- Tell your story
- Ask for others' paths
- Talk tentatively
- Encourage testing



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## S'MORE – Resources for Dialogue

- Share your facts
  - Facts are the least controversial
  - Facts are the most persuasive
  - Facts are the least insulting



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## S'MORE – Resources for Dialogue

- Tell your story
  - It takes confidence
  - Don't pile it on
  - Look for safety problems
  - Use contrasting



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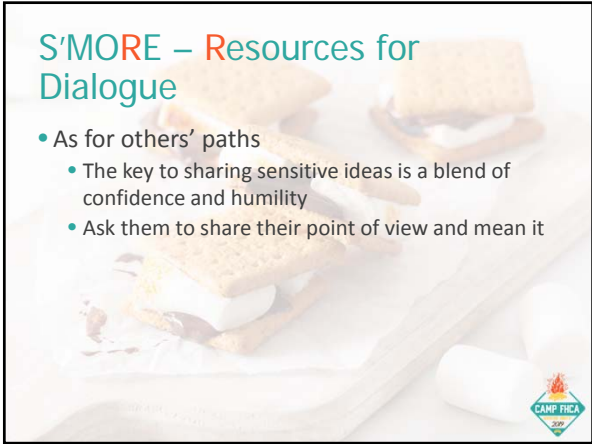
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## S'MORE – Resources for Dialogue

- As for others' paths
  - The key to sharing sensitive ideas is a blend of confidence and humility
  - Ask them to share their point of view and mean it



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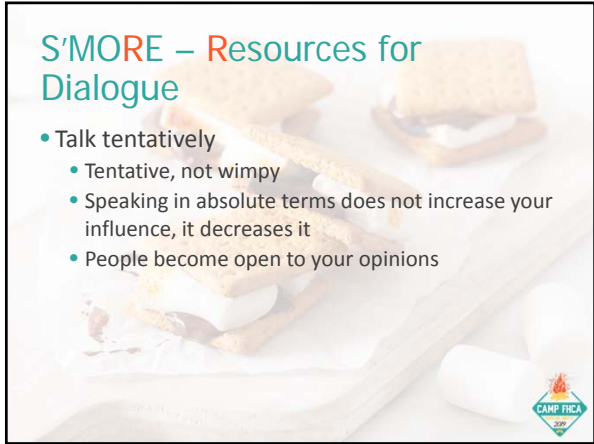
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## S'MORE – Resources for Dialogue

- Talk tentatively
  - Tentative, not wimpy
  - Speaking in absolute terms does not increase your influence, it decreases it
  - People become open to your opinions



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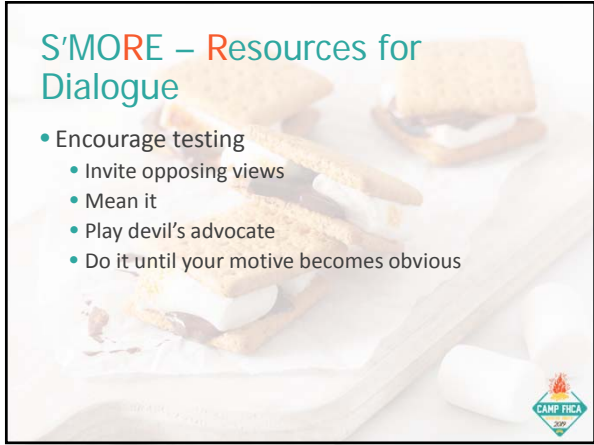
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## S'MORE – Resources for Dialogue

- Encourage testing
  - Invite opposing views
  - Mean it
  - Play devil's advocate
  - Do it until your motive becomes obvious



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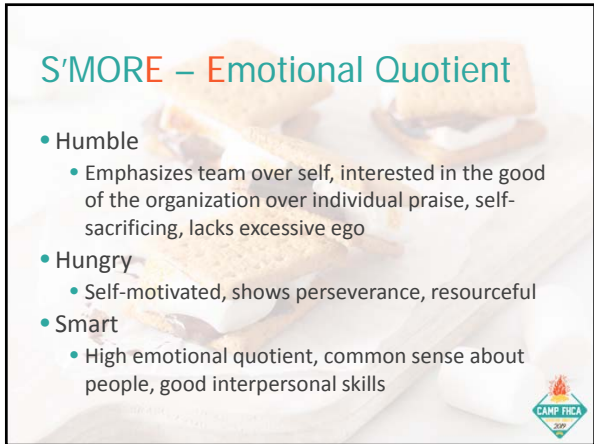
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## S'MORE – Emotional Quotient

- Humble
  - Emphasizes team over self, interested in the good of the organization over individual praise, self-sacrificing, lacks excessive ego
- Hungry
  - Self-motivated, shows perseverance, resourceful
- Smart
  - High emotional quotient, common sense about people, good interpersonal skills



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Great Leaders...

- S - See the Future
- M - Motivate Others
- O - Openly Communicate
- R - Reinvent Continuously
- E - Embody the Values



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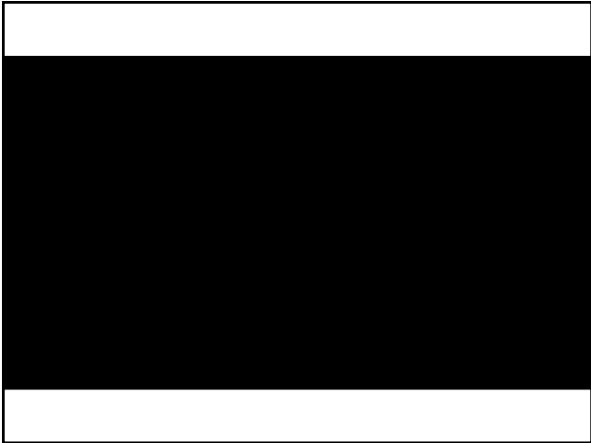
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Thank you for making a difference in the lives of those you serve!

Leigh Lachney  
VP of Business Development  
TMC  
llachney@therapymgmt.com



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## References

- "Crucial Conversations" - Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler
- "Difficult Conversations" – Doug Stone, Bruce Patton and Sheila Heen
- "Live, Love, Lead" – Brian Houston
- "Rock Solid Leadership" – Robin Crow
- "The Essence of Leadership" – Mac Anderson
- "The Ideal Team Player" - Patrick Lencioni
- "The Leader's Voice – Boyd Clarke and Ron Crossland
- "The Secret" - Ken Blanchard and Mark Miller



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## Building S'MORE Leaders

Your Style Under Stress™ Assessment (VitalSmarts, 2019)

Please complete this assessment prior to our discussion.

<input type="checkbox"/> True <input type="checkbox"/> False	At time I avoid situations that might bring me into contact with people I'm having problems with.
<input type="checkbox"/> True <input type="checkbox"/> False	I have put off returning phone calls or e-mails because I simply didn't want to deal with the person who sent them.
<input type="checkbox"/> True <input type="checkbox"/> False	Sometimes when people bring up a touchy or awkward issue I try to change the subject.
<input type="checkbox"/> True <input type="checkbox"/> False	When it comes to dealing with awkward or stressful subjects, sometimes I hold back rather than give my full and candid opinion.
<input type="checkbox"/> True <input type="checkbox"/> False	Rather than tell people exactly what I think, sometimes I rely on jokes, sarcasm, or snide remarks to let them know I'm frustrated.
<input type="checkbox"/> True <input type="checkbox"/> False	When I've got something tough to bring up, sometimes I offer weak or insincere compliments to soften the blow.
<input type="checkbox"/> True <input type="checkbox"/> False	In order to get my point across, I sometimes exaggerate my side of the argument.
<input type="checkbox"/> True <input type="checkbox"/> False	If I seem to be losing control of a conversation, I might cut people off or change the subject in order to bring it back to where I think it should be.
<input type="checkbox"/> True <input type="checkbox"/> False	When others make points that seem stupid to me, I sometimes let them know it without holding back at all.
<input type="checkbox"/> True <input type="checkbox"/> False	When I'm stunned by a comment, sometimes I say things that others might take as forceful or attacking—terms such as "Give me a break!" or "That's ridiculous!"
<input type="checkbox"/> True <input type="checkbox"/> False	Sometimes when things get a bit heated I move from arguing against others' points to saying things that might hurt them personally.
<input type="checkbox"/> True <input type="checkbox"/> False	If I really get into a heated discussion, I've been known to be tough on the other person. In fact, they might even feel a bit insulted or hurt.
<input type="checkbox"/> True <input type="checkbox"/> False	When I'm discussing an important topic with others, sometimes I move from trying to make my point to trying to win the battle.
<input type="checkbox"/> True <input type="checkbox"/> False	In the middle of a tough conversation, I often get so caught up in arguments that I don't see how I'm coming across to others.
<input type="checkbox"/> True <input type="checkbox"/> False	When talking gets tough and I do something hurtful, I'm quick to apologize for my mistakes.
<input type="checkbox"/> True <input type="checkbox"/> False	When I think about a conversation that took a bad turn, I tend to focus first on what I did that was wrong rather than focus on others' mistakes.

<input type="checkbox"/> True <input type="checkbox"/> False	When I've got something to say that others might not want to hear, I avoid starting out with tough conclusions, and instead start with facts that help them understand where I'm coming from.
<input type="checkbox"/> True <input type="checkbox"/> False	I can tell very quickly when others are holding back or feeling defensive in a conversation.
<input type="checkbox"/> True <input type="checkbox"/> False	Sometimes I decide it's better not to give harsh feedback because I know it's bound to cause problems.
<input type="checkbox"/> True <input type="checkbox"/> False	When conversations aren't working, I step back from the fray, think about what's happening, and take steps to make it better.
<input type="checkbox"/> True <input type="checkbox"/> False	When others get defensive because they misunderstand me, I immediately get us back on track by clarifying what I do and don't mean.
<input type="checkbox"/> True <input type="checkbox"/> False	There are some people I'm rough on because, to be honest, they need or deserve what I give them.
<input type="checkbox"/> True <input type="checkbox"/> False	I sometimes make absolute statements like "The fact is..." or "It's obvious that..." to be sure my point gets across.
<input type="checkbox"/> True <input type="checkbox"/> False	If others hesitate to share their views, I sincerely invite them to say what's on their mind, no matter what it is.
<input type="checkbox"/> True <input type="checkbox"/> False	At times I argue hard for my view hoping to keep others from bringing up opinions that would be a waste of energy to discuss anyway.
<input type="checkbox"/> True <input type="checkbox"/> False	Even when things get tense, I adapt quickly to how others are responding to me and try a new strategy.
<input type="checkbox"/> True <input type="checkbox"/> False	When I find that I'm at cross purposes with someone, I often keep trying to win my way rather than looking for common ground.
<input type="checkbox"/> True <input type="checkbox"/> False	When things don't go well, I'm more inclined to see the mistakes others made than notice my own role.
<input type="checkbox"/> True <input type="checkbox"/> False	After I share strong opinions, I go out of my way to invite others to share their views, particularly opposing ones.
<input type="checkbox"/> True <input type="checkbox"/> False	When others hesitate to share their views, I do whatever I can to make it safe for them to speak honestly.
<input type="checkbox"/> True <input type="checkbox"/> False	Sometimes I have to discuss things I thought had been settled because I don't keep track of what was discussed before.
<input type="checkbox"/> True <input type="checkbox"/> False	I find myself in situations where people get their feelings hurt because they thought they would have more of a say in final decisions than they end up having.
<input type="checkbox"/> True <input type="checkbox"/> False	I get frustrated sometimes at how long it takes some groups to make decisions because too many people are involved.



## Building S'MORE Leaders

Elements of a crucial moment

1. Emotions run high
2. Strong opposing opinions
3. Stakes are high

Describe the situation

What did you want?

What did the other person want?

What did you want for the relationship?

What would you have done differently?