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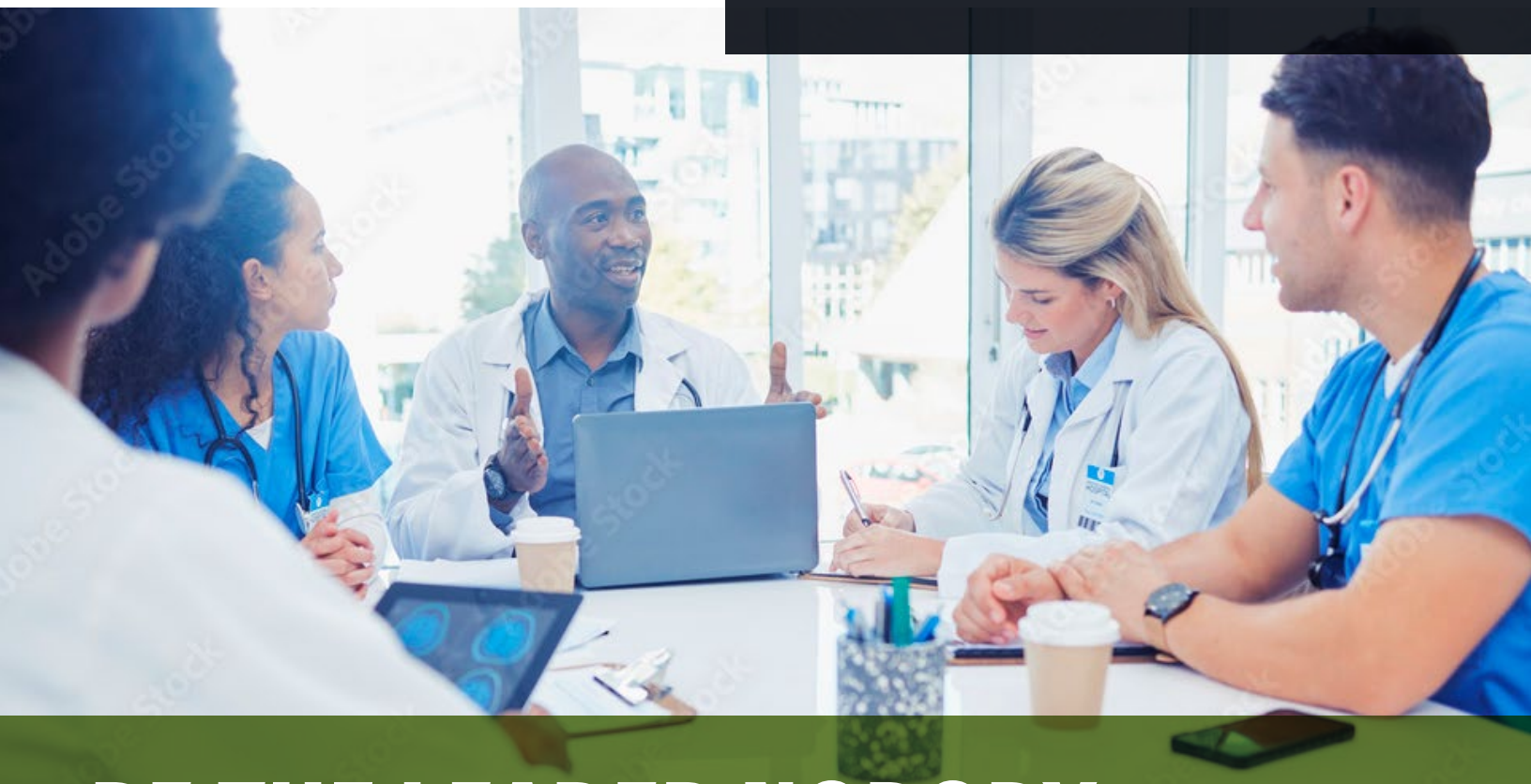

BE THE LEADER NOBODY WANTS TO LEAVE

8 Transformational Skill-Builders for Busy Leaders

Healthcare leaders continue to grapple with high turnover rates. The cost of turnover is more than the up to 2X the annual salary often cited. When team members come and go quickly, teams become less effective, morale begins to fall, and burnout increases. Ultimately, quality, safety and service suffer. Effective leaders take ownership of department operations, accountability, and organizational culture.

Self-Paced Online Modules

Facilitated Group Discussions

Private, Individual Coaching Sessions

Be the Leader Nobody Wants to Leave was designed to elevate leadership skills. Adult learners change leadership behaviors when they acquire information that applies to current challenges, apply newly acquired knowledge in real-life situations, and get feedback. Each week, participants complete a **self-paced online module** that delves into the topic and challenges the participant to apply the concepts on their own. Then participants participate in a **facilitated group discussion** where they share their successes and challenges in applying that week's concepts with other leaders and are offered real-time coaching tips. Each participant also receives **two private, individual coaching sessions** to address their specific leadership goals.

The secret to improving retention is to focus leadership development on the most crucial leadership skills needed to increase employee engagement, build trust, and create loyal, high-performing teams.

THE 8 TRANSFORMATIONAL SKILLS

HIRE FOR FIT

Hiring for fit means seeking out more than technical skills. It requires knowing what qualities to look for that will contribute to the mission, vision, values and culture of the department. This module is designed to help the leader make good hiring decisions and avoid common pitfalls.

OBJECTIVES:

- Define why hiring for fit is so essential
- Design behavior-based questions that help you spot the best fit
- Review common pitfalls to avoid during the hiring process
- Discuss the value of the peer interviews and methods for ranking candidates

SAMPLE ACTIVITY:

Develop behavior-based interview questions based on qualities sought

GROUP COACHING:

Discuss content and share examples of hiring challenges and best practices.

MASTERING THE STAY INTERVIEW

While many leaders are adept at conducting hiring and even exit interviews, many are not as familiar with the stay interview. Stay interviews are an effective tool for re-recruiting team members to address their individual needs. This module introduces the stay interview and gives guidelines on how to conduct them to improve retention.

OBJECTIVES:

- Define how stay interviews shape a personal retention plan by re-recruiting employees
- Examine components of a stay interview
- Review common responses to stay interviews and prepare to deal with them
- Prepare responses to difficult questions
- View video of stay interview example

SAMPLE ACTIVITY:

Create a retention plan based on a stay interview

GROUP COACHING:

Discuss content and share insights gained from practicing stay interviews.

THE POWER OF VISIBILITY & PRESENCE

Leaders who are visible and fully present for their team members are more likely to spot and address problems early. This module focuses on techniques for staying visible and present.

OBJECTIVES:

- Review how to connect and avoid the drive-by interaction (Why rounding matters)
- Distinguish the difference between chatting and rounding
- Identify what to watch and listen for during rounds
- Examine how follow up and closure make a huge difference
- Determine need for tracking and data collection across departments as well as within

SAMPLE ACTIVITY:

Develop strategies for reaching off-site/off-shift/ remote team members

GROUP COACHING:

Discuss content and share examples of questions that engage.

MANAGING EXPECTATIONS

Everyone has expectations. Leaders have expectations of employees and employees have expectations of leaders. Clear expectations are easy to manage. It's when we make assumptions that problems arise. In this module, we walk leaders through the process of defining deliverables by role in terms of behaviors and then how to apply those definitions in job descriptions, interviewing, onboarding, and performance evaluations.

OBJECTIVES:

- Define expectations
- Describe deliverables to ensure understanding
- Achieve clarity in communicating expectations
- Manage expectations of others
- Learn keys to success

SAMPLE ACTIVITY:

Identify unclear expectations in video video

GROUP COACHING:

Discuss content and communication methods to clarify expectations.

EMPLOYEE ENGAGEMENT

SPOTTING LEVELS OF ENGAGEMENT

The first step in building an engaged, highly productive team is learning to spot levels of engagement. There are four distinct levels of engagement including fully engaged, engaged, somewhat engaged and disengaged. Employees display different behaviors and get different results at each level. In this module, we set the stage for appropriately coaching team members based on their level of engagement.

OBJECTIVES:

- Review characteristics of each of the 4 categories of engagement
- Define what affect people in each group have on their peers and department results
- Examine the financial impact (This could be an interactive vote in a live event)

SAMPLE ACTIVITY:

Complete a quiz about levels of engagement

GROUP COACHING:

Discuss content and review levels of engagement and impact.

COACHING FOR IMPROVED ENGAGEMENT

Spotting levels of engagement is just the first step in improving employee engagement. If you want to capitalize on individual team members' strengths, decrease undesirable behavior, and encourage more of what you want, you need to master coaching. Coaching is a skill that many organizations assume leaders have but is not often taught. Great coaches aren't born – they develop with training and practice.

OBJECTIVES:

- Define specific objectives for coaching based on level of engagement
- Explore steps in preparing for the coaching conversation
- Examine ways to co-create goals
- Determine timing for follow up
- Review sample timeline for conducting department-wide discussions

SAMPLE ACTIVITY:

Plan an engagement coaching session

GROUP COACHING:

Discuss content and practice coaching techniques.

CONNECTION TO PURPOSE

Healthcare is the ultimate human service, boiling down to human beings caring for human beings. The most engaged healthcare workers are those who feel a strong connection to purpose; that their work has meaning. Leaders who can help their team members connect to purpose will be building engagement and ultimately a stronger commitment to quality, safety and service.

OBJECTIVES:

- Review evidence of how a sense of purpose contributes to engagement
- Explore methods for developing a personal connection to purpose
- Examine methods for helping staff connect to purpose
- Define communication essentials for continually connecting to purpose

SAMPLE ACTIVITY:

Connect personal values to organization values

GROUP COACHING

Discuss content and share methods that engage staff in purpose.

HOW TO GET MORE OF WHAT YOU WANT

This capstone module builds on the seven previous modules focusing on what the leader must to build trust and engagement on the team. Content focuses on giving meaningful recognition.

OBJECTIVES:

- Examine methods for giving meaningful recognition
- Define leadership essentials

SAMPLE ACTIVITY:

Create a personal leadership development plan

GROUP COACHING:

Discuss content and review best practices for giving meaningful recognition.

BE THE LEADER NOBODY WANTS TO LEAVE

- ✔ Weekly group coaching sessions
- ✔ Private one-on-one coaching sessions
- ✔ Interactive modules and printable resources
- ✔ Network and connect with other leaders

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