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# Leadership After Crisis

GETTING OUR TEAM LEADERS BACK ON TRACK

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# The Way of the Goose

- Fly Together
- Stay in Formation
- Rotate
- Honk
- Leave No Goose Behind



# Fly Together

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- Get further together
- 71 % more flying range
- Creates an uplift for the birds behind
- Teamwork
- Shared sense of direction



# Stay In Formation

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- Harder to fly outside of the formation
- Realize the difficulty in flying outside of the formation and quickly get back into formation



# Rotate

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- Lead goose gets tired another takes over
- Shared leadership
- Gives everyone a chance to contribute



# Honk

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- Communication
- Encouragement
- Motivation



# Leave No Goose Behind

- If a goose falls out, a group stays back until it catches back up or dies
- Launch a new formation as necessary
- Be receptive to the changing needs of the team
- Still reaches the objective



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# Leadership

MODULE 1





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So, what is leadership?



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The process of social influence, which maximized the efforts of others, towards the achievement of a goal.







# Interviewing and Hiring

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Ask questions that help you get an idea for personality compatibility

Conduct the interview professionally  
remember this can be a future subordinate

A quality staff starts at interview

Do not ask questions that tie to protected classes

Uncover if they fit into the vacancy:  
scheduling, availability, work history

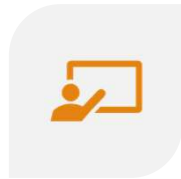
Be aware of your body language

# Onboarding

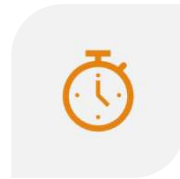
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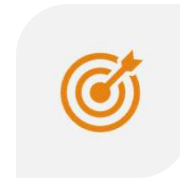
YOU ARE SETTING THE  
FOUNDATION FOR  
THEIR PERFORMANCE



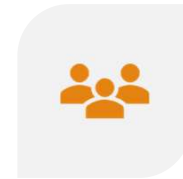
GAUGE THEIR SKILL  
SET AND TRAIN  
ACCORDINGLY



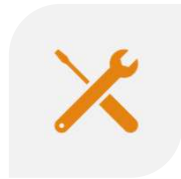
THIS IS THE TIME YOU  
SET YOUR  
EXPECTATIONS



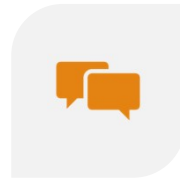
SET GOALS WITH  
YOUR STAFF



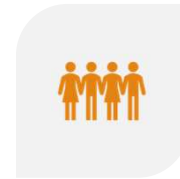
FIND OUT WHAT  
MOTIVATED YOUR  
TEAM



MAKE SURE THEY  
HAVE THE TOOLS THEY  
NEED




HELP THEM FEEL  
COMFORTABLE  
ASKING FOR HELP



EMPOWER THEM

# Training

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- Different than onboarding? How?
  - Culture of continuous learning and development
  - Frequent Competencies
  - Job rotation and shadowing
  - Identify interest and mentor
  - Maintain engagement
  - Strive for higher quality results
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# Performance Management

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## PROGRESSIVE DISCIPLINE

Verbal Warning

Written Warning

Final Written Warning

Suspension Pending Investigation

Termination

**Exit Interview**

## PERFORMANCE EVALUATIONS

Don't focus on the wrong

Remember to give feedback when they are doing it right

Invite them to rate themselves

Opportunity to set new realistic goals

Don't be afraid to be honest

Don't wait until the form is due, keep it ongoing



# Rewards

- Don't keep focus on what staff does wrong
- Recognize what they do right
- Employees need validation
- Even keep reprimands positive



**WHO'S AWESOME?**

**YOU'RE AWESOME**

## WORD TRACKS

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I'd like to give you some feedback, is now a good time?

Do you have a moment to catch up about how \_\_\_\_\_ went?

Can we talk about \_\_\_? Who do you think is going well or what didn't go well?

Something I really appreciate about you is \_\_\_\_\_

I think you did a great job when you \_\_\_\_\_

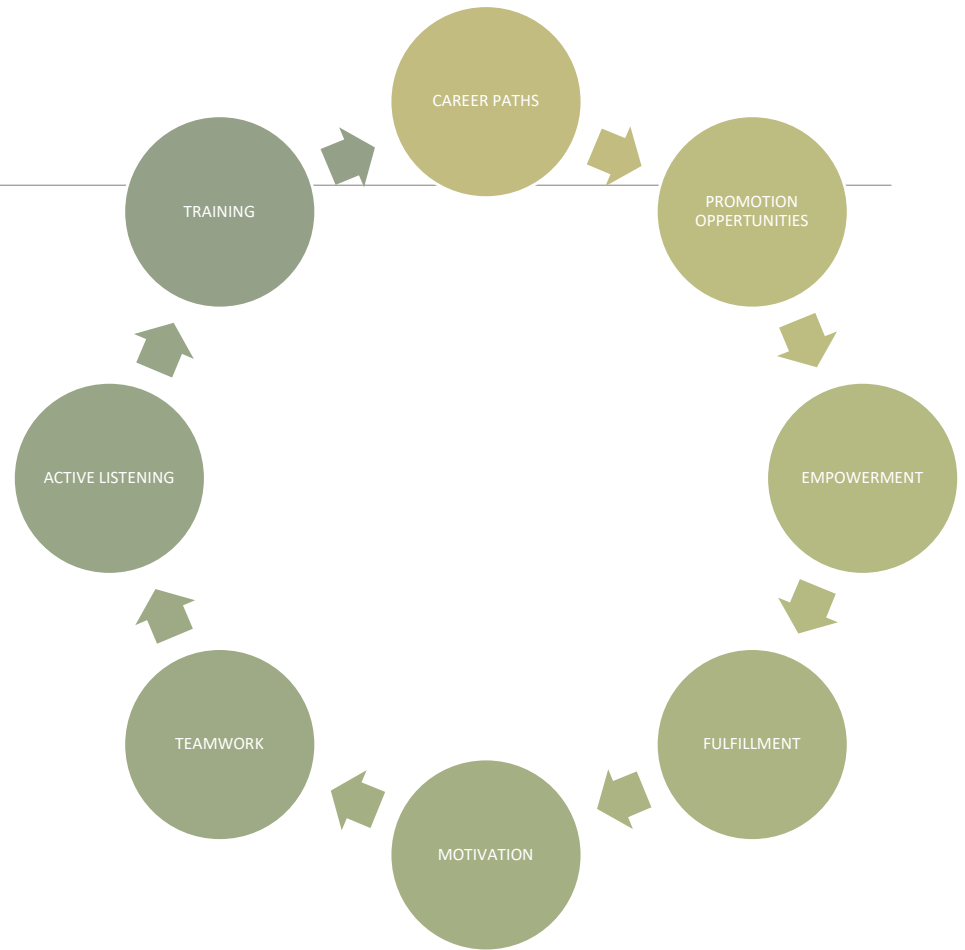
I would love to see you do more of \_\_\_\_\_ as it relates to

One of the things I admire about you is \_\_\_\_\_

I can see you're having a positive impact in \_\_\_\_\_

# Retention

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QUESTIONS?

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# Leadership

MODULE 2





## Content

- Progressive Discipline
- Professionalism
- The Art of Scheduling
- Wage Management
- Interviewing



**Progressive  
Discipline**



- ❖ Must be two members of management involved
- ❖ Employee can refuse to sign
- ❖ Make sure they have the opportunity to comment
- ❖ Email a copy to HR and Administrator
- ❖ Suspensions require an investigation and documentation
- ❖ Follow up is required
- ❖ Must determine a solution to improve performance



# Interview

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IDENTIFYING THE RIGHT CANDIDATES




# Why so many questions?

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## I WANT TO KNOW:

- Is their character compatible?
- Can I manage them?
- What is their work ethic?
- Are they qualified?
- Will they Last?

## ASK THEM:

- Personality questions
  - About previous supervisors
  - What others would say
  - Questions specific to the vacancy
  - To describe what they are applying for
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# Conducting the Interview

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Ensure it is a private place where candidate feels comfortable opening up

Allow the candidate adequate time to answer

Don't rush

Stay on track

Read the resume prior

Dress like a boss

Set expectations during the interview

Encourage them to ask questions

Gauge their professionalism

Did they come to work prepared to work for the interview?

# Professionalism

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DRESS LIKE THE PERSON  
YOU STRIVE TO BE



# Who are you?

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IF...

I am organized

I get stuff done on time

I prepare

I can manage time

I communicate well

THEN...

Do not come to work sloppy

Show up early

Take the time to prepare for meetings

Keep track of upcoming deadlines

Follow through until the end of a task

# Physical Appearance

How do you want to be seen, as a manager

Stay positive

How can you set an example for your team

Stay Positive

Everyday you come to work you are interviewing to keep your job

Stay positive

Don't let them see you stress

# Language and Knowledge

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Use professional language

Don't have inappropriate conversations

Learn cultural do's and don'ts

Don't over-do professional vocabulary

Become the expert in your department

Always look for learning opportunities

Look for ways to become better at what you do

Teach as you learn

# *The Art of Scheduling*



A chalkboard with a weekly schedule grid. The days of the week are written in white chalk at the top of each column: MON, TUE, WED, THU, FRI, SAT, and SUN. The grid is empty, with only the header row filled.

MON	TUE	WED	THU	FRI	SAT	SUN



# STARTING A SCHEDULE

- Look at the need in the department
- Be strategic
- Make a mock schedule
- Know your team

Month 2022	SU	M	TU	W	TR	FR	SA	SU	M	TU	W	TR	FR	SA	SU	M	TU	W	TR	FR	SA	SU	M	TU	W	TR	FR	SA	SU	M	TU		
<b>6AM-6PM</b>	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
<b>Shift 1</b>	D	D	D					D	D	D					D	D	D					D	D	D					D	D	D		
<b>Shift 2</b>		D	D	D					D	D	D					D	D	D					D	D	D					D	D		
<b>Shift 3</b>			D	D	D					D	D	D					D	D	D					D	D	D							
<b>Shift 4</b>				D	D	D					D	D	D					D	D	D						D	D	D					
<b>Shift 5</b>					D	D	D					D	D	D					D	D	D					D	D	D					
<b>Shift 6</b>	D					D	D	D					D	D	D					D	D	D					D	D	D				
<b>Shift 7</b>	D	D					D	D	D					D	D	D					D	D	D					D	D	D			
<b>Shift 8</b>	D	D	D					D	D	D					D	D	D					D	D	D					D	D	D		
<b>Shift 9</b>				D	D	D					D	D	D					D	D	D						D	D	D					
<b>Shift 10</b>							D								D														D				



# Our Duty

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Post the schedule a month in advance

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1-person making the schedule

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1-person double checks it

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Hire for what we need

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If we are making schedules timely, we know what vacancies we have

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Constant monitoring

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# Expectations We Set



Time off submitted timely



Approved by the department leader



Find their own coverage on scheduled days



Follow procedure for calling in



1 month advanced notice of schedule change request (school)



# **Wage Management**

**FOLLOWING THE STRATEGY**

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Follow the wage scale and be uniform with staff

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Don't start them at their ceiling

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Leave some room for performance rewards

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Make a fair offer

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Don't lowball

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Don't overpay

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# PPD Calculation

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- Hours/Census
- Each department has its own ideal PPD
- It helps us fluctuate staffing with patient needs
- Do your budget at capacity
- What if it is over?

# Overtime

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Try to use staff with  
less hours to fill  
shifts



Is the shift  
necessary?  
(hospitality)



Monitor and know  
your overtime



Send them home if  
there's coverage



Recruit for  
vacancies



Questions

