




Building Highly Effective Teams for People with Complex Needs

“Creating an air of enthusiasm
within our team.”

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Why Did You Come Today

What is your personal goal for coming today?

We hope to help you meet some of those goals?

What is a team?

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Team

- n-a small group of people, with complementary skills committed to a common purpose and set of specific performance goals. Its members are committed to working with each other to achieve the team’s purpose and hold each other fully and jointly accountable for the team’s results.

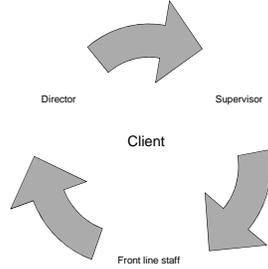
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Circle of Leadership

Director provides leadership to the organization.
Supervisor provides leadership to the team and overall department.

Staff provide leadership within the team and to the client unit.

Every member of the organization has an integral leadership role.



The client is the strength that holds it together.

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Casting Your Vision

- Good Ship _____
- Where are you now? (exercise)
- What is your destination? (key results) prioritize

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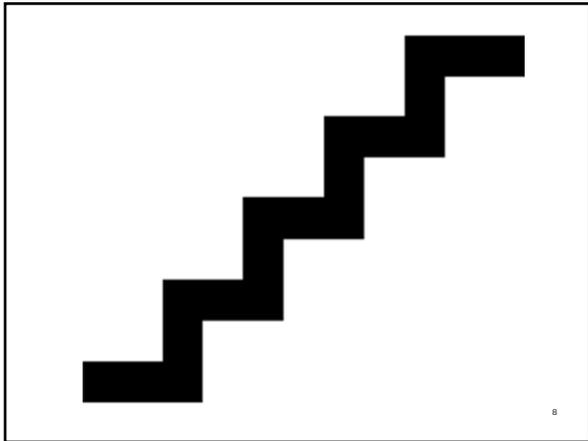
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Goals

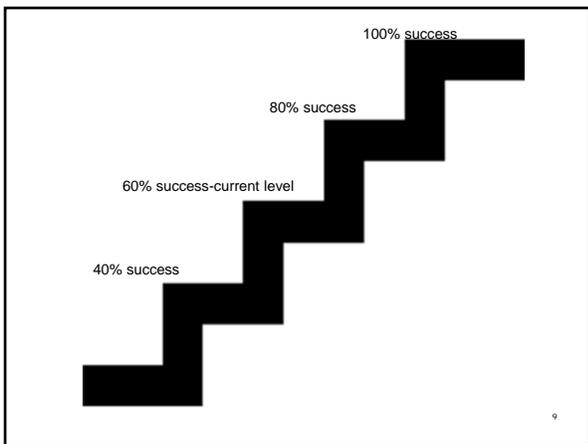
- Primary goal (top stair)
- Reasonable
- Measurable
- Time Lined
- Evaluate & Modify Success
- Reward Progress

- Divide into steps on staircase.

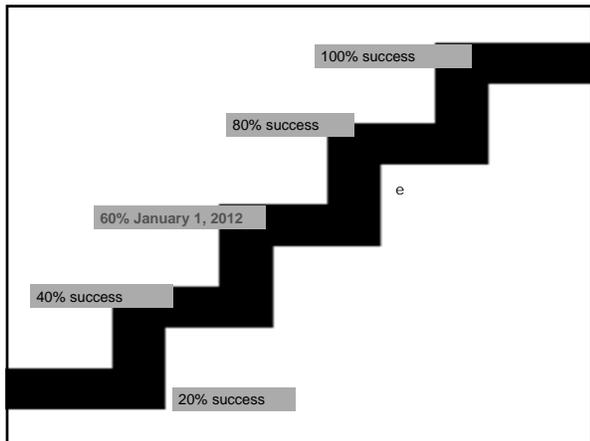
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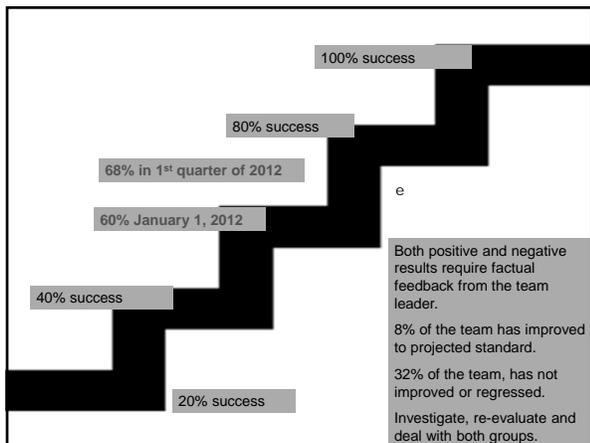


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- ### The Team
- New Members – Screen Resumes, Education, Skills, Experience, Emotional Intelligence
 - Information Session
 - Interview
 - Training
 - Buddy Shifts
 - Probation---Employment or Exit
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Information Session

- Know your Brand
- If you do not know your brand, right now, this is an excellent first exercise to do with your team.
- Sell it
- Two people making a choice about employment
- Don't settle
- Trust intuition
- Do they fit with your vision, right now?

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Internal Job Postings

- Application for position
- Skills 10%
- Education- 10%
- Experience- 10%
- Interview- 50%
- Supervisory Ranking – 20%
- Attendance- 50%
- Job Performance based on PA- 50%

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Existing Team

- Know the motivators, strengths and weaknesses of individual team members
- Employee Satisfaction Survey (sample)
- Know the informal leaders and get them on board
- Share the vision
- Team document
- Develop goals and provide feedback
- Celebrate success

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Team Document

- Create Team Document
- Our Document

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Elements of High Performing Teams

- A common vision
- Solid Leadership
- United Team

- Trust
- Respect
- Communication

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Team Behaviour

- In order to be successful as a team, we must understand
 - a) What is successful behaviour
 - b) What is unsuccessful behaviour

- Give an example. 1500 mls of fluid-do we have a common vision

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Leadership

- Deal with the difficult issues and people, that team members are unable/unwilling to deal with.

- Admit your mistakes and create an environment where mistakes can be corrected. High achieving teams, make mistakes.

- Maintain professionalism. We have not found it successful to have personal friendships with the people to whom we provide leadership.

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Communication

- Information Sharing
- Problem Solving
- Conflict resolution
- Mediation

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Leadership Traits

- Work to a high personal standard
- Professional
- Passionate and Inspired
- Integrity
- Advocate for the team and client
- Respectful

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Leadership Traits

- Trust
- Good listener
- Approachable, and available
- Know your team- you must care about the whole person, not just their work product.
- Be responsible for developing P&P and job descriptions

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"The greatest danger for most of us
is not that our aim is too high
and we miss it
but that it is too low
and we reach it."

Michelangelo

Leader as Coach

- We don't get to hand pick the team.
- Be passionate about your own vision.
- Be able to articulate it to the team.
- Client focused.
- Model, teach, direct, correct.
- Recognize the impact of change on the team.
- Take current levels of excellence and improve upon them.
- Evaluate successful, non-successful team behaviour

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Do you know your team?

Characteristics, positive and negative may be very apparent, even obvious, however, on deeper examination, we can discover latent gifts, talents and motivators.

| | | |
|---|--|--|
| A | Descriptor 1 Consistently late for work | Descriptor 2 Provides excellent personal care |
|---|--|--|

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Team Characteristics

- Initiator/Contributor
- Opinion Giver/Seeker
- Information Provider
- Coordinator/Evaluator
- Encourager
- Harmonizer
- Self serving
- Blocker
- Recognition Seeker
- Dominator
- Avoider

Disruptive Behaviours- Hostile and derogatory behaviour, concentration of power, distracting group from task, argues or boasts excessively.

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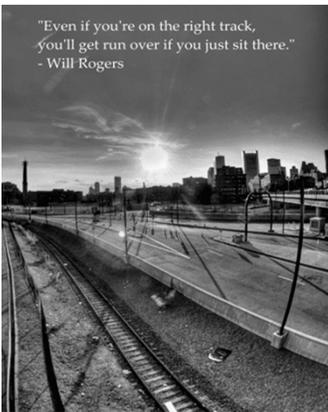
Leader As Coach

- Know the gifts and talents within the team.
- Reconsider team members. What latent gifts and talents are on your team that you may not have considered.
- Work with team members to expand your knowledge of people's skills.
- How can you incorporate this knowledge to improve service provision and job satisfaction.

| Name | Descriptor 1 | Descriptor 2 | Descriptor 3 | Descriptor 4 |
|------|----------------------------|----------------------------------|--|--|
| | Consistently late for work | Provides excellent personal care | Is a gifted artist who loves to share her talents with others, but has not shared her talents in the workplace | She does not contribute in staff meetings and rarely gives opinion (avoider) |

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"Even if you're on the right track,
you'll get run over if you just sit there."
- Will Rogers



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Key Performance Attributes

- Motivation- the individual forces that account for the direction, level and persistence of a person's effort expended at work and in their team.
- In a nutshell- effort put toward a goal.
- Forces are driven by unfulfilled needs.

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Performance

Motivation

Achievement

- Small or large, motivates us to do more.

Recognition

- One individual acknowledges the work of another.

Ability

- Aptitude
- Training
- Resources
- Ability can be improved through training and resources

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What Motivates Your Team

In your groups, develop a list of motivators within your group.

What motivators are used within your organization?

How can we increase the number of motivators within the workplace.

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List of Motivators

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Negative Motivation

Some team members and leaders are negatively motivated. They are happy to do as little as possible in the workplace.

- I got to play computer for 2 hours and didn't get caught.
 - Hey, slow down, you're making us look bad.
-
- Leader may fail to discipline, deal with difficult issues, set standards and expect excellence.

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De-motivators

- Lack of leadership
- Disorganized work places
- Under appreciated
- Poor communication between shifts, pt/ft
- Insufficient planning time
- Lack of goals, standards
- Lack of focus or direction
- Job insecurity

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De-motivators

- Each time you fail to deal with an issue for one person, client or staff, there may be 15-20 others who are watching, losing respect for your leadership.
- Do not fall into the trap of spending 80% of your time on the 20% of difficult people on your team. Ensure that high performers are given plenty of time and feedback.
- Advise high performers to “stick to the winners” and reassure them that you are dealing with problems.

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Leadership of a Demotivated Team

It is a requirement for all members of the team to work up to standard.

Failure to recognize this can be fatal for the team, organization and clients.

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Leadership of a De-motivated Team

- Strong leadership
- Frequent feedback
- Respectful
- Silence does not mean acceptance or rejection of an idea or goal
- Accept that some will be unhappy
- See it all the way through to the end
- Never give up

Have a strong support system- long distance support, connections, conferences

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Working for the De-motivated Leader

- Know your own personal goals
- Work to a high standard of performance
- Recognize the positive impact you have on your team and the people you serve
- Have a strong support system
- Use your EAP
- Do your part to make your leader and your team successful
- Avoid gossip

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Maintaining Your Motivation for the Long Journey

- Need to Nurture
 - Work-Life Balance
 - Compassion Fatigue
 - Maintaining Your Hope
-
- <http://youtu.be/orV6j5zR-DQ>

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Communication

Team Focused

- Team Meetings
- Peer conflict resolution
- Problem Solving
- Feedback

Supervisors- 80% of your work is communication

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Communication

Client Focused

- Core Group Meetings
- Calendar
- 24- hr Report
- Shift report
- Supervisory Communication
- Staff files, emails

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Effective Feedback

- Immediate- positive or negative feedback is given as soon as possible after the observation is made.
- Direct- feedback is given face to face and verbally.
- Attainable- feedback given for performance improvement must be specific, measurable. The individual must have the skill, ability and resources to perform at the desired level. Performance issues are always confidential.

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Methods of Providing Feedback

- Performance Appraisals
- Great Moments
- Team success stories
- Newsletter
- Letters to file

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Managing Very Difficult Work Situations

- Managing In A Unionized Environment
- Work closely with your Human Resources Department

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Top Ten Success Strategies

- Develop and maintain basic management and leadership skills
- Excellent selection, induction, retention of appropriate employees
- Discuss expectations, establish mutual goals
- Ongoing training and development of team
- Advocate, support and nurture team building activities

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Top Ten Success Strategies

- Involve of team members in every activity where they can make a contribution.
- Provide and receive feedback from the team.
- Do not allow conflict and competition to get out of control, or try to eliminate it altogether.
- Recognize and reward team members.
- Deal with players who do not respond to coaching.

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Bringing Your Vision of a Great Team to Life

- Highly motivated teams have clear performance expectations and goals
- Team members are and feel valued
- High degree of commitment to team and organization
- Employees see the organization as “theirs” and are committed to seeing it succeed
- Obstacles and barriers to peak performance are removed

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Bringing Your Vision of a Great Team to Life

- Rewards and discipline are appropriately administered
- Intrinsic and extrinsic rewards are incorporated into the work environment
- Rewards are distributed fairly and equitably
- Feedback is timely, accurate and honest
- There is an air of excitement and enthusiasm and the knowledge that the work that is being done is important and can be life changing for the individuals we serve

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Our Value

- We have the privilege of working in one of the most dynamic fields available
- Look to the past
- People of have sacrificed to see progress
- We are a part of the future for clients with Developmental Disabilities and for individuals who will choose the field in the future.

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Afternoon Session

**Creating an Air of Enthusiasm
around the People We Support**

Motivational Techniques
Creating a Positive Environment for Change
Developing and Achieving Goals; and
Building Bridges through Supports

Ladonna Ireland RN
Annette Hrab DSW

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Standards

- Ministry
- Program
- Health
- Environmental
- Standards Of Practice

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Motivation

To inspire or motivate someone to their own greatness is one of the greatest gifts you can give. Each and every person has latent skills, talents and ideas for which they have hopes and dreams. If we can be just a small part of helping someone else, or even ourselves, to see the possibilities and to move forward and break the barriers that will give these dreams life, we have caused the world to be a better place.

Anonymous

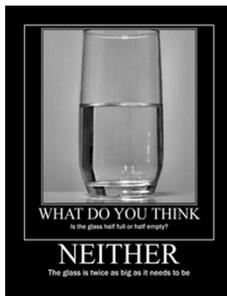
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Barriers to Motivation

- Developmental Level
- Health Issues and Diagnosis/Prognosis
- Mental Health/Behavioural Concerns
- Pain
- Family Dynamics
- Dynamics within the Group Home
- Lack of Stimulating Environment
- De-motivated Care Providers

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Glass half full



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What do you see?
By shifting perspective you might see an old woman or a young woman.

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Undiscovered Motivators

- What are the latent talents of the people in your environment?
- How can we identify a goal for a non-verbal client?

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Beth



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Motivational Techniques

- Latent Gifts and Talents (exercise)
- Competence
- Choice is empowering
- Rewards

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Motivational Techniques

- Create an air of enthusiasm
- Focus on the positive
- Deal with barriers
- Set individuals up for success
- Respect, trust, patience
- Consistency
- Staircase model

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Creating a Positive Environment for Change

- Discovering their vision
- Positive approach
- Consider their motivators
- Public celebrations of success
- Private consultations for correction

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Communication

- The first step to providing choice and power is to ensure that people we serve are able to communicate in the best way possible.
- New technology has improved the capacity of many people who have had significant challenges with communication in the past.

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Developing and Achieving Goals

- Identify their dream, desire
- Identify their motivators
- Clearly defined
- Reasonable
- Measurable

- Client must be motivated toward the outcome, otherwise it is our goal, not theirs
- Goals for children vs. adults
- Build on success
- Re-evaluate or discontinue.

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Gaining Support for Their Vision

- Describe their dream in a way that gets others excited and motivated
- Translate their vision into specific action steps
- Encourage others to get involved to help implement the vision
- Convince skeptics or fence-sitters to commit
- Consensus nice but not necessary.

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Melissa

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Building Bridges Through Supports

- Community College Placement
- Schools, high school co-op
- Volunteers
- Family Members
- Peer support
- Team members as volunteers
- Neighbors
- Local churches, community Centres
- Sister organizations
- OADD
- Supported work placements

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Putting It All Together

■ Team Leader/Team

Competent

Passionate

Client Centered

Team Centered

- Leader gives feedback to the team.
- Team gives feedback to the leader.

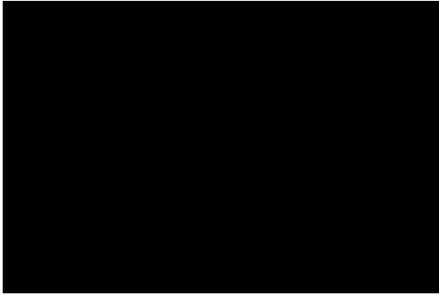
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Putting It All Together

You will have given the person you support the greatest gift by inspiring or motivating them to their own greatness. You will have had a part in making their hopes and dreams, their reality. You will have been a part of helping someone else, or even yourself, to see the possibilities and to move forward and break the barriers that will give these dreams life. You will have caused the world to be a better place.

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Up Is Better Than Down



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Up Is Better Than Down

- Written by Lisa Jaglowitz and Erick Traplin

- Lisa Jaglowitz-Lead Vocal
- Erick Traplin- Rhythm Guitar
- Ronald A Roy- Lead Guitar & Bass Guitar

Lisa recorded at her home in Kitchener
by Erick Traplin

Recorded and mixed at Threshold Sound in
Kitchener, ON
by
Ronald A Roy

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Handouts and Resources

- Employee Satisfaction Survey
- Team Document
- Great Moments Document
- Copy of letter to file for excellence
- Community Living Staff Consensus Form
- Performance Appraisal
- Job Duties Book
- Managing in a Unionized Environment

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Bios

- Ladonna Ireland- Ladonna is a Community Living Supervisor at Sunbeam Residential Development Centre in Kitchener, Ontario. She is a Registered Nurse and graduated in 1996. She began her career as a front line staff providing care to people with Developmental Disabilities and has been a supervisor in Community Living Group Homes for more than 10 years. Ladonna blends her unique team building skills with the medical background needed to manage community living settings, including those with individuals with complex medical needs. She is a professor for the DSW apprenticeship program through Fanshawe College.
- Annette Hrab-Annette is the Supervisor of Program Services at Sunbeam Residential Development Centre in Kitchener, Ontario. She holds certificates/diplomas in Management Studies from Conestoga College, Wilfred Laurier University and the Ontario Hospital Association. She is a graduate of the DSW program at Fanshawe College and a certified Non-Violent Crisis Intervention trainer. She began her career as a front line staff providing direct care to clients with developmental disabilities. She has been a supervisor of Group Homes and Day Program for more than 20 years. She shares her keen understanding team work dynamics incorporating a front-line and management perspective.

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