TRANSFORMATIONAL LEADERSHIP: STRATEGIES FOR RETENTION

BARRY GALLISON

Components of a Healthy Work Environment

Key Components of a Healthy Work Environment – American Association of Critical Care Nurses

1. Skilled Communication – A nurse’s proficiency in communication is as important as clinical skills.
2. True Collaboration – Nurses must be relentless in pursuing and fostering collaboration.
3. Effective Decision Making – Nurses must be valued and committed partners in making policy, directing and evaluating care and leading organizational operations.
4. Appropriate Staffing – Staffing must ensure the effective match between patient needs and nurse competencies.
5. Meaningful Recognition – Nurses must be recognized and recognize others for the value that each brings to the work of the organization.
6. Authentic Leadership – Nurse Leaders must fully embrace the imperative of a healthy work environment, authentically live it and engage others in its achievement. They are transformational in their style.

5 Strategies for Retention

1. Reflect on your Leadership
2. Foster Good Communication & Collaborative Relationships
3. Have a Zero Tolerance for Bullying
4. Create a Learning Environment
5. Build a Sense of Community

Strategy 1

Reflect on Your Leadership

1. Am I seen by my staff as someone who has integrity?
2. Am I transformational?
3. Do I have the respect of my peers?
4. Can I create a vision that lends direction to the work of the team?
5. Do I have good judgment?
6. Do I have the courage to face conflict?
7. Am I a Self-Starter?
8. Can I stay positive and resilient in a changing environment?
9. Do I have a passion for nursing and can I inspire that passion in others?

Sometimes the Problem is the Leader

Five Signs
- Rampant Gossip/Rumors
- Us/Them Mentality
- Loss of Best Talent
- Double Standard for Leadership
- Inconsistency
Transformational Leadership

- Leads people where they need to be
- Successfully adapt to a changing environments
- Committed to organizational purpose over self interest
- Shared vision for the future
- Strategy to implement that vision
- Promotes creativity, accountability, & innovation
- Ensures the voice of the clinicians is heard!

Transformational Leadership

- Transformational leadership theory is based on the idea of empowering others to engage in pursuing a collective purpose by working together to achieve a vision of a preferred future.
- Term first used in the literature in 1978 by James McGregor Burns and his work was expanded on by Bernard Bass in 1985.

Key Attributes

1. The leader serves as a role model & “walks the talks”
2. They inspire motivation in their followers by having a strong vision about their work
3. They are concerned about the individual & demonstrate genuine concern for their needs & feelings
4. The leader challenges & develops the followers to be innovative & creative nurturing independent thinking

Are You at Transformational Leader?

- Do you instill a belief in your staff that they can do exceptional things?
- Do you commit people to action?
- Do you convert followers into leaders?
- Do you convert leaders into change agents?
- Are you the following: a lifelong learner, value driven
- Can you deal with Complexity?

Consider Coaching

- Seeks to develop employees using performance management tools
- Wants talented employees to meet new expectations
- Introduces a new system or program
- A small group needs increased competency in specific areas
- Has leaders needing a new skill for added responsibility

Compelling reasons for leaders to coach employees at all levels

Environmental challenge and complexity
- Healthcare needs development to lead & manage change
  - Individuals and organization
Impact on culture
- Builds relationships, autonomy, self awareness
- Motivates-Like jet fuel!–My Best Self
- Improve capacity for change
  – Autonomy-I am in charge
  – Competence- I did it
  – Relatedness-I have strong connections
Differentiators

<table>
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<tr>
<th>Coaching</th>
<th>Mentoring</th>
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<tbody>
<tr>
<td>1 Task oriented, skills</td>
<td>Relationship oriented</td>
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<tr>
<td>5 Short term</td>
<td>Long term</td>
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<td>3 Performance driven</td>
<td>Development driven</td>
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<tr>
<td>4 No design, long lead time required</td>
<td>Design required for strategic purpose</td>
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<tr>
<td>5 Immediate manager a critical partner</td>
<td>Indirect involvement</td>
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Mentoring & Coaching: Creating the environment for professional-personal coaching

- Coaching is an act of generosity
  - Requires trust and courage to tell it like it is
  - Must pay attention to responses of those receiving feedback
  - Incisive questions explore mindsets or actions
  - Listen to help one find their own answers
  - Coach and coachee equal partners
  - Appreciation for progress vital
- Coaching powerful process for change
  - Genuine intent to be of service

*Minty, 2013, Coaching and Mentoring*

Caring In Action

<table>
<thead>
<tr>
<th>Human Caring</th>
<th>Action Areas</th>
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<tbody>
<tr>
<td>Caring Relationships</td>
<td>Commitment to protect, Honor wishes, rituals Skills and How you do it</td>
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<td>Caring Occasions, Caring Moments</td>
<td>Shared Experience, new discovery</td>
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<tr>
<td>Multiple Ways of Knowing</td>
<td>Science, art, cultural, ethical, personal, intuitive</td>
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<tr>
<td>Reflective Approach: Consciousness, Presence</td>
<td>Making a difference in peoples life Increase quality of healing</td>
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<tr>
<td>Inclusive, Circular Caring</td>
<td>Self, families, clients, colleagues</td>
</tr>
<tr>
<td>Caring Changes</td>
<td>Self, others, culture</td>
</tr>
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Future Reading: Documents outcomes of Caritas in varied settings in the United States and internationally.

Guidelines

- It is collaborative; starts with strengths
- Open ended questions facilitate problem solving
- No advise; encourage and urge continuous improvement
- Hold accountable to try new things using strengths to get results
- *Give the Gift* of objective feedback

Strategy 2

Improve Communication

- Authentic Leadership Presence
- Active Listening
- An Open, Safe Environment for Communication
- Inclusiveness
- Ability to Deal with Conflict in Communication
- Have an Attitude of Gratitude

Strategy 3

Zero Tolerance for Bullying

- Observe for Bullying on your Unit – both verbal & non-verbal
- Watch how Nursing Students & New Graduates are treated
- Intervene when You see Bullying or Staff bring it to your Attention
- Confront Nurses who Bully
- Set the standard with your own Behavior
Strategy 4
Create a Learning Environment

1. Is practice based on the best evidence available?
2. Do our strategies lead to the best outcomes for patients?
3. Are we willing to try new things?
4. How do we treat failure?
5. Is returning to school for a BSN or Masters a value or do staff ask other staff “why would you want to do that”?
6. Do we celebrate certification in our specialty area as a professional achievement?

Nurse Leaders set the Standard for Being a Continuous Learner

1. Read and stay professionally updated
2. Maintain an awareness of current events and how they could impact health care
3. Network with other professionals at meetings
4. Look for evidence-based practices
5. Continue your education

Strategy 5
Build a Sense of Community on Your Unit
The Building Blocks

1. Align staff around a shared sense of purpose
2. Be inclusive
3. Value individual differences
4. Encourage an environment of trust
5. Create opportunities for staff to tell their stories
6. Embrace Conflict
7. Look for opportunities to celebrate

CFO: What happens if do all this training and they leave?

CEO: What happens, if we don’t and they stay???

What Could You Do Differently?

“Nobody can go back and start a new beginning, but anyone can start today and make a new ending.” - Maria Robinson

Identifying Your Personality Type & Work Style
Broward Health Imperial Point
"In the real world...it's the relationships – the formal and informal networks of people – that really govern how the organization runs and how value is created."

--Michael Schrage

True Colors Is:

- An inventory designed to help you better understand yourself & others
- An activity used to promote the appreciation of individual differences
- A self-awareness activity enabling individuals to become aware of their personality styles
- A team builder helping members to understand the preferred styles of their colleagues
- Each color is reflective of your personality
  - You will identify a Primary & Secondary Color
  - The colors you do not choose will have some characteristics that are representative of you; however, it is not your preferred style.
- True Colors is valuable for improving your effectiveness in working with others

True Colors: Introduction

This experience will help you:

- Identify Your Personality Style and Work Style
- Recognize Possible Strengths and Weaknesses
- Understand Your COLOR at Work
- Further Build Positive and Satisfying Relationships and Teams

Why Identify with a Color?

Learning your color will help you:

- Understand People Better
- Process Information Differently
- Communicate More Effectively
- Strengthen Successful Partnerships and Relationships

Personality Types

- **Orange**: Adventurous, Generous, Tolerant, Skillful Charming
- **Blue**: Warm, Kind, Devoted, Compassionate, Artistic
- **Gold**: Consistent, Loyal, Thorough, Traditional, Cooperative
- **Green**: Clever, Level-Headed, Logical, Competent, Visionary
True Colors at Work: Orange

- Tackle their work with enthusiasm so they can quickly move on to other pursuits.
- Are great at working under pressure and prefer to work on jobs that are lively, risky, and unpredictable.
- Grow restless with jobs that tie them down and limit their personal freedom.
- Are straightforward, realistic, and practical workers who bring a flair, energy, and excitement to the workplace.
- Are talented, resourceful, skillful and adaptable.
- Are upbeat and social in nature, and present a positive self-image of themselves and their work place.
- Strive to be action-oriented workers who know how to get results they desire.

True Colors at Work: Blue

- They concentrate on people and relationships.
- Blues focus on service, and health and welfare of people.
- They prefer, warm, supportive, harmonious environments where works are free to cooperate and communicate with one another.
- They are imaginative, enthusiastic and concerned about the personal welfare of those around them.
- They dislike competition, conflict, bureaucracy and dominoeering authority figures.
- They promote creativity, flexibility, individuality, and personal expression.

True Colors at Work: Gold

- Prefer jobs that allow them to be thorough, accurate, and systematic.
- Prefer to work in situations where they can see a job through to the end, and then touch and feel the results.
- Are practical, efficient and cooperative workers that respect authority, discipline and punctuality.
- Work best in environments that are traditional, structured, orderly and filled with other hard-working people.
- Have compelling need to follow established procedures and routines and do things the “right” way.
- Are stable, honest and dependable workers who generally put the needs of the company above their own.

True Colors at Work: Green

- Driven towards work that involves an analytical and creative focus.
- Visionary and independent workers who can tune out the world as they work on things that capture their interest.
- Most productive when they can perfect an idea, then move on and leave the project to be maintained and supported by others.
- Work well with complex strategies, abstract concepts and theoretical models.
- Prefer a work environment with minimum structure and little bureaucracy.
- Enjoy taking risks to test their innovative ideas.
- Thrive on their biggest assets to be competent, logical, and accurate.

Teaming With: Orange

- Team up with a Red or a Blue.
- They like a lot of structure and like to work alone.
- They like clear directions.
- Team up with a Red or a Blue.
- They like a lot of structure and like to work alone.
- They like clear directions.

Teaming with: Blue

- Team up with a Red or a Green.
- They aren’t too interested in making decisions.
- They prefer clear direction.
- Team up with a Red or a Green.
- They aren’t too interested in making decisions.
- They prefer clear direction.

Teaming With: Gold

- Team up with a Red or a Green.
- They like a lot of structure and like to work alone.
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Teaming with: Green

- Team up with an Orange or a Blue.
- They like a lot of structure and like to work alone.
- They like clear directions.
- Team up with an Orange or a Blue.
- They like a lot of structure and like to work alone.
- They like clear directions.
Teaming with: Green

- Key to Communication:
  - Well-defined goals
  - May not say what he/she feels is obvious
  - Concrete
  - Logical
  - Attention to details
  - Might-one every technical: Picture painting with words
  - Large vocabulary
  - Does not fear asking that others will understand
  - Thoroughness and sense of responsibility
  - A pear or the other
  - Words should reflect what has actually been accomplished
  - Appreciation needs to be sincere

- Key to Stress:
  - Lacks tolerance
  - Lack of independence
  - Repetitive conversation
  - Incomparable around them
  - Lack of options
  - Unclear picture
  - Inability to use or display knowledge

- Key to Reducing Conflict:
  - Allow another person(s) to feel his/her responsibility
  - Offer another person(s) the opportunity to feel his/her responsibility
  - Suggestion: "I feel..."
  - Let another person(s) know that he/she has a problem and what he/she needs to be done

Teaming with: Blue

- Key to Communication:
  - Lacks tolerance
  - Can be subjective
  - Can be very general
  - Logical and analytical
  - Results
  - Need opportunities to express feelings and base feelings

- Key to Stress:
  - Too much criticism
  - Conflict
  - Lying
  - Quality of work
  - Work completed

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Teaming with: Gold

- Key to Communication:
  - Clear and concise
  - Logical explanation of what the person has done
  - More opportunities to exercise responsibility in the least possible role and done

- Key to Stress:
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Coaching Implications: Personality Types

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- Kiersey, David and Marilyn, Please Understand Me, Del Mar, California, Prometheus Nemesis Book Company, 1984
- Lewy, Don, Creator of True Colors, 1976
- True Colors International www.true-colors.com

The following slides are for additional content for reference and use on your own
Summary

- One of the greatest benefits of knowing True Colors is the validation you get for knowing your own style.
- Remember, you are a unique combination of many characteristics.
- Although society may try to force its opinion on us about the way we should be, through the media and other pressures, we recognize that is unrealistic.
- You are an awesome individual with your own set of values, likes and dislikes.
- Deep down we know what is right for us.
- When we behave with integrity and are able to show our True Colors, it is a freeing experience.

- Mary Misisin

Showing Our True Colors

Can someone really be "As Good as Gold" or a "True Blue Friend"?

- What does it mean to "Let your True Colors Show"?
  - Straightforward & simple method for gaining insights into the way people behave.
  - 500,000+ people annually are being educated in True Colors in the context of business, education, healthcare, criminal justice, mental health, personal and career counseling, communities and others.
  - By determining your True Colors you can validate yourself for being who you are.
  - Discover the True Colors of others and open lines of communication, reduce conflicts and learn ways of relating to bring out the best in everyone.
- Whether you are someone just getting acquainted with True Colors for the first time or have already experienced the life-changing benefits and are looking for other ways it can be applied, this program is for you.

Personal & Professional Lives

Do you want to make Your Personal & Professional Lives Run a lot Smoother, Easier & More Productive?

- There is a secret to this goal that does not require a huge change in behavior.
  - Learn what really matters to those around you.
  - The True Colors style indicator is a great place to start.
  - Quint Studer calls this, knowing and understanding "What Their What Is."
  - Once we know this, we can focus on meeting others' needs in these areas.
  - It will make their lives (job) better and that, in turn, will make yours better.

Advantages & Disadvantages

The advantages and disadvantages of True Colors are identical to those found in any self-reporting, self-scoring personality test.

- Advantage
  - The greatest benefit is that managers/teachers, employees and students all gain a better understanding of each other's personality type (Cowell-Lucero & Rudd, 2008).
- Disadvantage
  - The disadvantages are that the users can figure out what the test creator or administrator wants to measure.

Lowrys' True Colors Program 1979

True Colors is based on the Keirsey Temperament Sorter, which is an adaptation of the Myers-Briggs Indicator (MBTI).

The True Colors:
- Will sort people into 4 colors to represent personality types
- Website states that the mission is to enhance the way we live, work, communicate and interact with those around us.

True Colors

- Keirsey
- Myers-Briggs

- Blue
  - Idealists or Appollonian
  - ENFJ, INFJ, ENFP, INFP
- Gold
  - Guardians or Epimethean
  - ESTJ, ISTJ, ESFJ, ISFJ
- Green
  - Rationals or Promethean
  - ENTJ, INTJ, ENTP, INTP
- Orange
  - Artisans or Dionysian
  - ESTP, ISTP, ESFP, ISFP

Code for Myers-Briggs

- 1st letter is E for Extraversion or I for Introversion
- 2nd letter is S for Sensation or N for Intuition
- 3rd letter is T for Thinking or F for Feeling
- 4th letter is J for Judging or P for Perceiving

Working with Different Colors

**Gold**
- Committed & goal oriented
- Passionate & energetic
- Confident & assertive
- Built on their values & principles
- Need things to be precise & orderly
- Follow through
- Expect you to follow the agenda
- Notice they are comfortable with an orderly environment & they have a knack for knowing the most efficient place & method for storing or assessing things.

**Orange**
- Imaginative & creative
- Excitable & outgoing
- Fast-pace & spontaneous
- Find satisfaction in making a mark & demonstrating their warmth.
- Notice they are flexible & want to change things.
- They take the initiative & aren’t afraid to get things moving if they feel leadership is lacking.

**Red**
- Mistrustful & suspicious
- Label things & people
- Overly concerned with the status quo
- Overly concerned with control & the bottom line
- Overly concerned with rules & procedures
- Often becomes “prickly” when others interpret rules as guidelines.

**Yellow**
- Reserved & introverted
- Find safety in numbers
- Can’t make up their mind too long
- Need things to be predictable & safe
- Notice they are comfortable with an orderly environment & they have a knack for knowing the most efficient place & method for storing or assessing things.

**Green**
- Patient & understanding
- Composed & cool under pressure
- Their perspective is that of safety & security
- Notice they are flexible & want to change things.
- They take the initiative & aren’t afraid to get things moving if they feel leadership is lacking.
Blue

Attributes
- I need to feel unique & authentic
- Enthusiastic, Sympathetic, Personal
- I look for meaning & significance in my life.
- Warm, Communicative, Compassionate
- I need to contribute, to encourage, & to care
- Idealistic, Spiritual, Sincere
- I value integrity & trust in relationships
- Peaceful, Flexible, Imaginative
- I am a natural romantic, a poet, & a nurturer

Work
- I have a strong desire to influence others so they may lead more significant lives
- I often work in the arts, communication, education & helping professions.

Leadership
- Expects others to express views
- Assumes "family spirit"
- Works to develop others potential
- Individuals oriented
- Democratic, unstructured approach
- Encourage change via human potential

Stress
- Attention
- Getting misbehaving
- Lying to save face
- Withdrawal
- Fantasy, daydreaming, & trancing out
- Crying & depression
- Passive resistance
- Yelling & screaming

Joys
- Romance, hugs, acceptance, helping others, sharing

Needs
- Understanding, security, sensitivity, support

Strengths
- Communication, optimism, compassion, giving

Frustrations
- Disharmony, injustice, conflict, disorder

Values
- Honesty, friendship, trust, faith, empathy

Famous "Greens"
- Bill Clinton (President)
- Cinderella
- Dorothy (Wizard of Oz)
- Emily Dickenson
- Ghandi
- Martin Luther King, Jr.
- Mohammed Ali
- Mozart

Orange

Attributes
- I act on a moment's notice
- Witty, Charming, Spontaneous
- I consider life a game, here & now
- Impulsive, Generous, Impactful
- I need fun, variety, stimulation & excitement
- Optimistic, Eager, Bold
- I value skill, resourcefulness & courage
- Physical, Immediate, Fraternal
- I am a natural troubleshooter, a performer, a competitor

Work
- I am bored & restless with jobs that are routine & structured.
- I am satisfied in careers that allow me independence and freedom.
- I view any kind of tool as an extension of myself.
- I am a natural performer.

Leadership
- Expects quick action
- Assumes flexibility
- Works in the here and now
- Performance oriented
- Flexible approach
- Welcomes change
- Expects people to "make it fun"

Stress
- Rudeness & defiance
- Breaking the rules intentionally
- Running away & dropping out
- Acting out boisterously
- Lying & cheating
- Physical aggressiveness

Joys
- People, adventure, thrills, life, success

Needs
- Freedom, expression, challenge, stimulation

Strengths
- Independence, humor, adaptable, leaders

Frustrations
- Disharmony, injustice, conflict, disorder, Interruptions, deadlines, criticism, nagging, lies

Values
- Integrity, optimism, risk taking, interaction

Famous "Greens"
- Lucille Ball
- Charlie Brown
- Winston Churchill
- Amelia Earhart
- Garfield
- Ernest Hemmingway
- JFK (President)
- Teddy Roosevelt (President)
- Abe Lincoln