2013 KAHCF Spring Education Conference

Session #6

How to Grow Greatneww in Your Staff: The Nurtured Heart Approach

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The Nurtured Heart Approach to Leadership

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“We have to build a system that honors and enriches all who live and work within it”

Dr. Bill Thomas
What Are Old People For?

The New Normal!

• The increase in life expectancy means that elders will require care over a longer period of time
  – We will be caring for more of the old-old than ever before. And they are the fastest growing age group is the 85 +
• This means we will be caring for very frail population, most having dementia along with other health conditions
• There are more regulations and expectations than ever before
“Jumping off is better than wishing you had”

Author Unknown

Are We Ready?

• We have to re-think what we need to provide so that our staff can be successful
• We have to re-examine how we provide care to the frailest of the frail
• We have to re-frame the way provide supervision, refocusing our energy toward positive outcomes
• We have to re-invent ourselves
• We have to re-invest in ourselves and believe we matter too!

Are We Ready?

• We have to re-mind ourselves about how and why we do the work we do!

• We have to re-define what it means to provide “person centered care”

• We have to re-create ways to build a “culture that cares”
“We are what we repeatedly do. Excellence, then, is not an act, but a habit”

Aristotle

Are We Ready to Provide Great Supervision?

• What does the word supervision mean?
  – Direction, regulation, control, observation, command, guidance, organization, protection, care
• Might we consider thinking differently about the word, supervision and think about super-vision?
• How might we provide supervision differently?

Barriers to Providing “Super-Vision”

• Our own organizations and its rules can get in the way
  • We like things as they are, even if they are not working!
  • Change takes time and we often feel as if we don’t have the time it takes to implement change
• We haven’t set clear our goals for how we provide supervision with our staff
• We are not really committed to making the time for supervision
“Creative leaders find ways of stepping into the shoes of other people and asking, ‘How would I feel and what would I want if I were this person’?”

Hendricks & Ludeman
The Corporate Mystic

What the Research says…

- Managers own personal ethics influences the way they manage and how they build positive culture in their environments
- There is a direct link to how directors supervise their staff and how their staff provide care to their residents
- Staff who have consistent supervision and training, feel valued and cared about by their manager stay in their jobs longer

The Nurtured Heart Approach

The Nurtured Heart Approach (NHA) …

- Is a program that was developed by Psychologist, Howard Glasser
- He believed that our culture had it backwards when it came to encouraging positive behavior in adults and children
- The program is now twelve years old and he has written 6 books and “The Nurtured Heart” program has spread all over the world
Key Principals of the NHA

- Understanding Energy
- Developing Inner Wealth
- Recognizing Greatness Qualities
- Identifying Upside-Down approaches
- Inspiring Nurtured Heart Values
- Learning how to Reset Yourself
- Taking Positive Stances
- Valuing Relationships

Energy: Principal One

Energy is a key component of the NHA

- Every human being exhibits and craves energy
- We all have different levels of energy
- Understanding energy and how it affects people is critical to cultivating what the NH program calls “greatness qualities” (looking for the best in everyone)
- The way managers express/communicate energy toward their staff is extremely important
- We need to energize our staff when things are going RIGHT!
- We need to energize our staff when things are NOT going WRONG!

“We either make ourselves happy or miserable. The amount of work is the same”

Carlos Castaneda
Peruvian-born American author
**Inner Wealth: Principal Two**

**Definition of inner wealth**
- The ability to feel successful
- To feel self-confident
- To recognize your own self-worth (or greatness qualities)
- Being able to show compassion toward yourself and others
- Owning the belief that you matter!

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“The best leaders are those who are dedicated to helping people achieve their full potential”

Kouzes & Posner
*Encouraging the Heart*

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**How to Cultivate Inner Wealth in our Staff**

- Strive to have a *laser-like focus* on any steps staff take toward success
- Do not inadvertently energize poor choices
- Let go of categorizing people
- Commit to inspiring their greatness qualities
- Reset ourselves- (when frustration, disappointment or anger rears its head)
- Remember the goal is to *set up* staff for success!
“No man can become rich without himself enriching others”
Andrew Carnegie

How to Cultivate Inner Wealth in Ourselves!
- Find a balance between head and heart (the heart is the seat of greatness)
- Be kind and patient with ourselves
- Be comfortable with our own emotions
- Be aware of our own greatness qualities
- Recognize when we have to “reset ourselves”
- Remember we need to replenish and re-inspire ourselves

“What adults tend to get really tuned in when things are going wrong. Instead, we need to focus on what’s going right”
Howard Glasser
Notching Up The Nurtured Heart Approach
Barriers to Cultivating Greatness

- Managers and leadership tend to cultivate the *upside down* approach by:
  - Tending to focus on the junk, the mess and the negative
  - Giving enormous energy to problems
  - Focusing on the big successes and only energizing them
  - Tending to look for improvement verses transformation

Cultivating Greatness Principal Three

- Great-
  - Distinguished, celebrated, eminent, famous, illustrious, grand, remarkable, skillful, notable

- Definition of Greatness
  - The NHA defines greatness as being able to: recognize the qualities that relate directly to the heart… love, wisdom, kindness, joy, compassion, intelligence and… mine out the best in people

“There is something that is much more scarce, something finer by far, something rarer than ability. It is the ability to recognize ability”

Elbert Hubbard
How to Cultivate Greatness

– Growing greatness starts with energizing the little successes
  • Then raising the bar with each new success
– Looking at ways staff are already successful
– Honoring their little successes
– Finding ways to create successful experiences for staff

How to Cultivate Greatness cont...

– Recognizing greatness requires seeing things with different eyes
– And... Acknowledging what is going right
– Active Recognition
  • Offering a verbal snapshot of what the staff member is doing right
– Experiential Recognition
  • Offering value words that help staff members experience what they are doing right
– Proactive Recognition
  • Celebrating staff members for NOT breaking rules

How to Cultivate Greatness cont...

– Growing greatness requires managers to supervise with intention
  • Be intentional on seeking out the greatness in your staff instead of seeking the solutions to their problems
  • Be intentional about seeing your staff being successful, envision what it might look like and then mine out those qualities in your staff
  • Be intentional on sharing what greatness quality you see in your staff (see handout for list of Qualities of Greatness)
“Really believe in your heart of hearts that your fundamental purpose, the reason for being, is to ENLARGE the lives of others. Your life will be ENLARGED also”

Pete Thigen
Encouraging the Heart

Acknowledging Nurtured Heart Values: Principal Four

• Values worth Acknowledging:
  – Compassion Fairness
  – Consideration of others Determination
  – Collaboration Good judgment
  – Creativity Honesty
  – Patience Kindness
  – Respectfulness Self-control
  – Tolerance Wisdom

RESET: The Nurtured Heart Principal Five

RESET
– The goal of the reset, is to encourage a “successful time in!”
– The focus is on de-energizing the negative behavior and energizing the positive!
– Helps managers to stay focused on NOW
– The reset requires three stands
  • Refuse to get drawn into negative behavior
  • Resolve to create and nurture successes
  • Set clear rules with clear, consistent consequences when a rule is broken
“There are no unimportant jobs, just people who feel unimportant doing their jobs”

  B.C. Forbes

Cultivating Greatness Examples

- CNA’s (care angels)
- Housekeepers (keepers of the house)
- Dietary (nourish the spirit and soul of our residents)
- Maintenance- (doctors of the house)
- Activities (keepers of the spirit)
- RN’s and LPN’s (comfort keepers)

“You cannot be a great boss without great employees”

  Howard Glasser
  You Are Oprah
  Igniting the Fires of Greatness
Creating a NHA - People

- Hire people that have caring records
- Hire people who share caring values
- Hire people who are committed to doing their best
- Hire people who want to learn and grow
- Hire people who enjoy working in teams
- Hire people that can define what it means to be ethical in their work

“Weeds grow on their own, you don’t need to water them, you need to plant the seeds”

Lisa Bravo
The Nurtured Heart Approach
Global Summit 2011

Encouraging a NHA “Culture that Cares”

- Do you believe that all staff make a difference?
- Do you value and care about your staff?
- Do you provide your staff with opportunities to do their best?
- Do you make the time to get to know your staff, residents and families?
- Do you encourage relationships among staff, residents and families?
“At the very least, if leaders provide a clear sense of direction and provide feedback along the way, they encourage people to reach inside and do their best”

Kouzes & Posner
Encouraging the Heart

Creating a NH “Culture that Cares” cont...

Do you create a culture where staff believes the leadership CARES!
– Do you find ways for staff to have some enjoyment?
– Do you foster enthusiasm in your environments?
– Do you meet your staff’s needs in advance?
– Do you find creative ways to celebrate your staff?
– Do you find ways to simplify your work life?

“Don’t forget to Google your own GREATNESS”

Nancy L. Kriseman  L.C.S.W
Greatness Books

- The Fred Factor
  - Mark Sanborn
- Notching Up the Nurtured Heart Approach
  - Howard Glasser and Melissa Block
- The Caring Spirit Approach to Eldercare: A Training Guide for Professionals and Families
  - Nancy L. Kriseman, LCSW
- Encouraging The Heart: A Leader’s Guide to Rewarding & Recognizing Others
  - James Kouzes & Barry Posner
- You Are Oprah: Igniting the Fires of Greatness
  - Howard Glasser and Melissa Block

Greatness Books cont-

- The Fred Factor
  - Mark Sanborn
- The Art of Happiness At Work
  - Dalai Lama and Howard Cutler, MD
- The Power of a Positive No
  - William Ury
- Principle Centered Leadership
  - Stephen Covey

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