What it Takes to Build the Strongest Team Bridges

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Organizational Leadership

- Emery Leadership Group (2008)
- Podcast host: Learning from Leaders (2018)
- Trained in Emotional Intelligence, GENOS (2008)
- Trained in Influence, Dr. Robert Cialdini (2010)
- Author of The Leadership Bridge
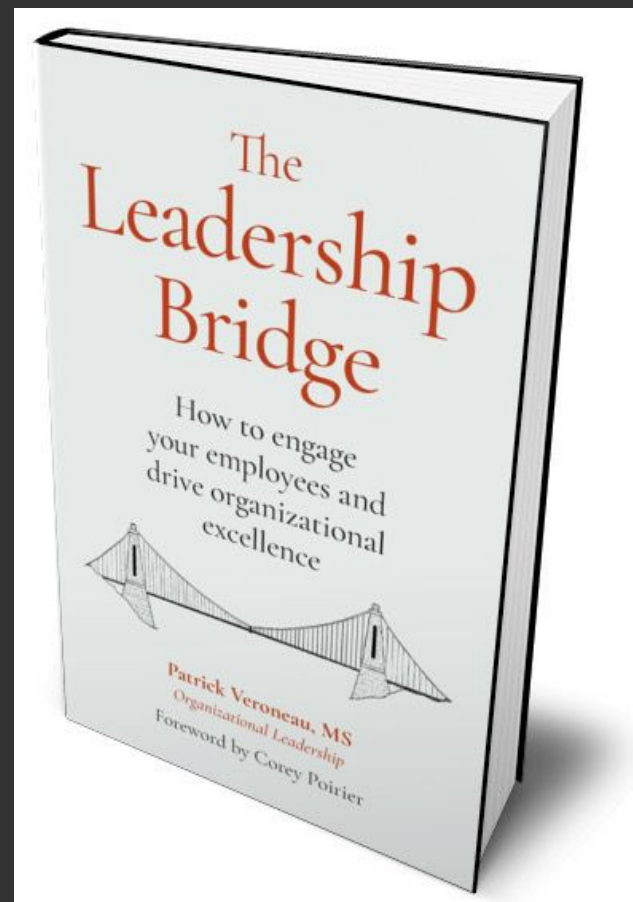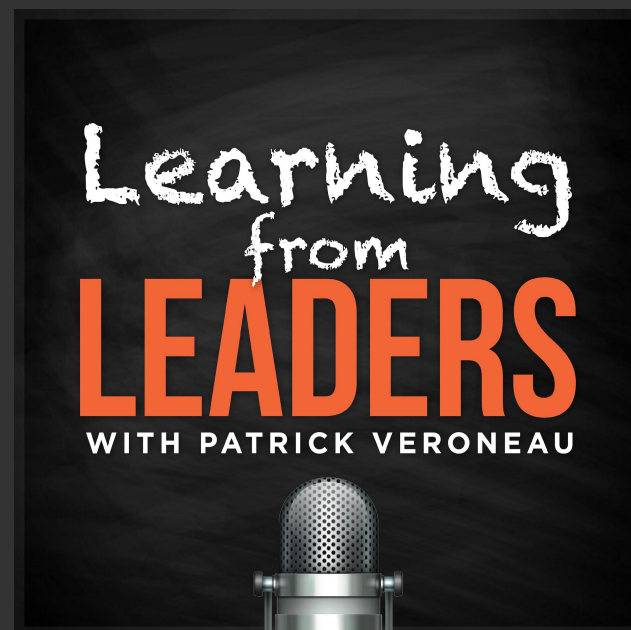
Agenda

- What is the impact of a team?

- What are 5 team dysfunctions?

- What social needs do we share?

- How do CABLES behaviors build the strongest teams?

- Putting it into practice.

> "In a world of change, the learners shall inherit the earth, while the learned shall find themselves perfectly suited for a world that no longer exists.
> **-ERIC HOFFER-**

What is the impact of a negative team?

1. **Resident care and safety:**

   According to a study by the National Center for Assisted Living, inadequate staffing and employee turnover are the top two reasons for resident falls and pressure ulcers in assisted living facilities.

2. **Employee turnover and burnout:**

   A study by the American Health Care Association found that the average turnover rate for nursing home and assisted living employees is 45%.

3. **Quality of care and satisfaction:**

   A study by the Journal of Aging Research and Healthcare found that resident satisfaction was significantly correlated with staff satisfaction and job commitment.

4. **Regulatory compliance:**

   A study by the Journal of Aging Research and Healthcare found that non-compliance with regulatory standards was significantly correlated with negative work culture and low staff morale.

5. **Financial performance:**

   According to a study by the National Investment Center for Seniors Housing and Care, employee turnover and resident dissatisfaction can lead to decreased occupancy rates and lower financial performance for assisted living facilities.

What is the impact of a positive team culture?

1. **Resident care and safety:**

   According to a study by the Journal of Applied Gerontology, a positive work culture was significantly associated with higher quality of care and resident satisfaction in assisted living facilities.

2. **Employee retention and engagement:**

   A study by the National Investment Center for Seniors Housing and Care found that employee satisfaction was positively correlated with resident satisfaction and financial performance in assisted living facilities.

3. **Quality of care and satisfaction:**

   A study by the Journal of Aging Research and Healthcare found that staff satisfaction and job commitment were significantly correlated with resident satisfaction and quality of care in assisted living facilities.

4. **Regulatory compliance:**

   A study by the Journal of Aging Research and Healthcare found that positive work culture was significantly correlated with regulatory compliance in assisted living facilities.

5. **Financial performance:**

   According to a study by the National Investment Center for Seniors Housing and Care, employee and resident satisfaction were positively correlated with financial performance in assisted living facilities.
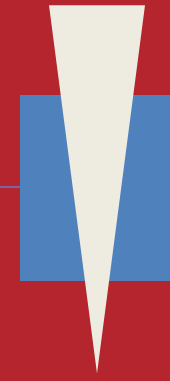
The Five Dysfunctions of a Team

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•Trust

▲ Don't trust one another on a fundamental, emotional level

▲ Aren't vulnerable with each other about their weaknesses, mistakes, and fears

▲ Can't be completely open with one another, without filters – Psychological Safety

TRUST

•Trust-Building Behaviors

There would be more trust on our team if people:

8	Spent more time together	0	Let go of grudges
8	Got to know one another on a personal level	0	Admitted their mistakes
6	Shared professional failures and successes	0	Readily apologized
5	Understood one another's working styles	0	Were more forthright with information
3	Reduced the amount of gossiping	0	Would give credit where credit is due

•Conflict

▲ Are afraid to engage in passionate dialogue around issues

▲ Hesitate to disagree with, challenge, and question one another to find the best answers

CONFLICT

TRUST

•Commitment

▲ They don't engage in conflict to ensure that nothing has been left unsaid

▲ Lack of buy-in around important decisions

COMMITMENT

CONFLICT

TRUST

•Accountability

▲ They don't hold one another accountable for adhering to the team's commitments

▲ They tend to rely on the team leader for accountability; rather than go directly to their peers

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

•Results

▲ They focus on their individual needs and not what is best for the team

▲ They ignore collective results that define team success

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

What are your team's social needs?

SCARF Model by David Rock

- SCARF identifies five domains of human social experience: Status, Certainty, Autonomy, Relatedness, and Fairness (SCARF).
- Each domain activates neural threat or reward responses in the brain, which can affect how individuals react and respond to situations.
- Improves communication, build positive relationships, and create a more engaging work environment.

What does it take to build better individual and team bridges?

Congruence - Alignment

One's ability to walk the talk.

An organization's ability to align their behaviors and decisions with their values.

Appreciation

- Recognizing people for their accomplishments and contributions
  – Recognizing Positive Moments (RPM's)

- Recognizing people for who they are.
  – Celebrating diversity in backgrounds, origins, choices, and points of view.

Belongingness

- We are pack animals.
- One of the strongest measures of happiness involve the quality of one's relationships.

Listening

One of our strongest behaviors for resolving challenges.

Eyes

Ears

Mind

Heart

Empathy

Our desire to understand and share the feelings of another person.

Imagining what it would be like to be the other person.

Specifics

- Setting clear expectations.
- Taking ownership and holding each other accountable.
- What is our direction

Case Study

Answer Key

The 5 Dysfunctions:
Lack of Trust
Lack of Conflict
Lack of Commitment
Lack of Accountability
Inattention to results

The SCARF Model
Status
Certainty
Autonomy
Relatedness
Fairness

The C.A.B.L.E.S. Model
Congruence – Walking the talk
Appreciation – Recognition
Belongingness – Connection/Safety
Listening – Ears, Eyes, Mind, and Heart
Empathy – Imagining the other person
Specifics – Clear expectations
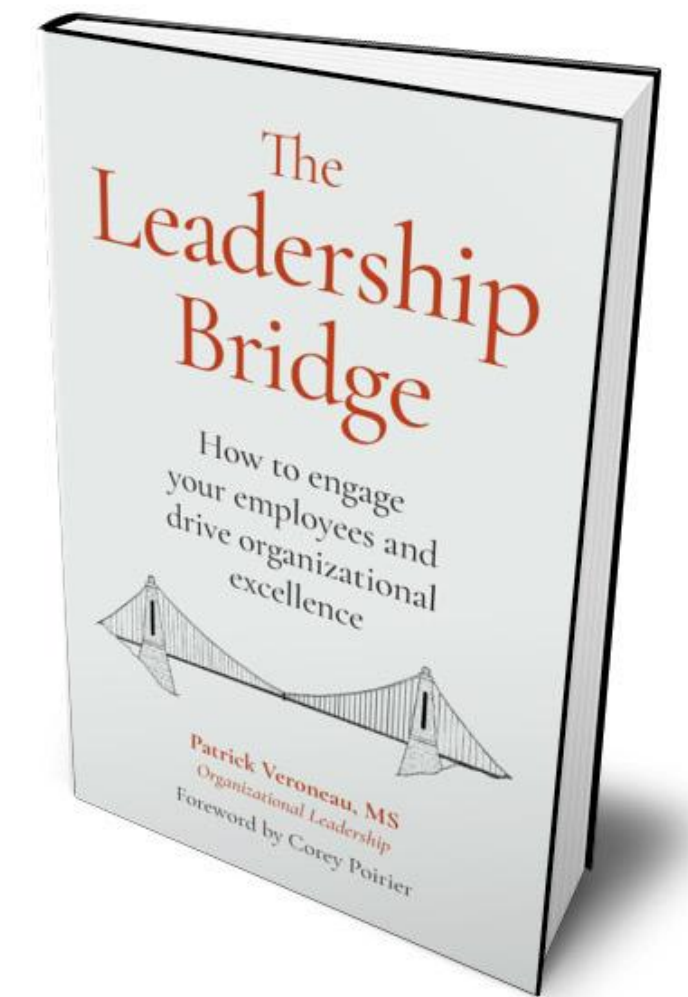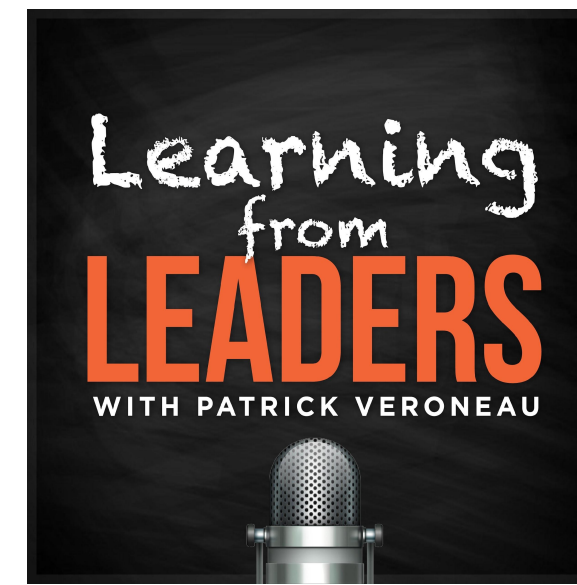
Commencement

- Cohesive teams have 5 behaviors.

- We share 5 social needs.

- Use CABLES to build stronger leadership and team relationships.

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Learning from LEADERS WITH PATRICK VERONEAU

The Leadership Bridge
How to engage your employees and drive organizational excellence
Patrick Veroneau, MS
Organizational Leadership
Foreword by Corey Poirier

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TEDx Speaker | Best Selling Author |
Helping companies and individuals avoid...