



Communication and Team Building for Performance Excellence

Session Eleven

Keeping Top Talent

- ❖ **Seven Sources of Strategic Staffing Advantage**
- ❖ **The Strategic Staffing Pyramid**
- ❖ **Developing Your Strategic Retention Plan**
- ❖ **Ideas to Create an Exceptional Place to Work**

**January 20, 2005
1:00 - 2:30 p.m. Eastern Time**

This is the second of a four part series of audio learning programs for home care managers and supervisors. This series follows an eight-part series that was presented between November 2003 and June 2004.

For more information on the first eight programs in our
Leadership Academy Teleseminar Series,
go to www.LeadingHomeCare.com/teleseminars.



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Keeping Good People: Creating a Great Place to Work

The previous chapters have focused on finding the people you need to grow your business. In this chapter, we will focus on keeping the people you have found. The mark of a successful business is the ability to retain capable staff members for a long time, and to have them remain enthusiastic, customer focused, and productive.

The process of keeping your top talent begins with a clear philosophy, wanting a high rate of retention, and believing in your people. Then you need to develop a clear strategy for creating a great place to work.

In Chapter Two, we discussed in detail the Seven Sources of Competitive Advantage. We looked at how you can use those principles to attract the customers you need to grow your company. Now we want to examine the Seven Sources of Strategic Staffing Advantage and look at how we can use them to create a place where staff members really want to work.

Seven Sources of *Strategic Staffing Advantage*

The seven sources from which you can select your *Strategic Staffing Focus* are:

- 1. Servant Leadership.** Prospective staff members will join a home care company and current staff members will stay when they see a leader who puts service before self. They want a leader who has a clear vision for the future, a plan to get there, and a communication style that makes them feel comfortable. This strategy emphasizes the development of servant-leadership as a way of leading your home care team.
- 2. Meaningful Work.** This strategy emphasizes the mission of your company, and helps prospective staff members understand how important the work is that they will be doing. Carrying this strategy forward, it means that you put significant emphasis on the meaning of work and the purpose for which your company exists. You build meaning and purpose into your communication with staff members.



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3. Appreciation and Recognition. The underlying principle of this strategy is that people want to feel appreciated for the work they do and the contribution they make to the company. This strategy emphasizes the use of formal and informal recognition to show staff members how much they are appreciated. Companies that use this strategy spend considerable time and money creating awards, contests, and prizes to show people that their performance is recognized and valued. It's amazing what people will do for recognition and a show of appreciation.

4. Career Opportunity. For most people, caregiver positions in home care are viewed as a dead end. There's nowhere to go from there for minimally skilled workers. However, the career opportunity strategy is based on the idea of creating ongoing learning opportunities so that people can in fact move upward in their careers. Career ladders enable staff members to move up in their careers by creating several levels of positions in the company. For example, you may have positions of Companion I, Companion II, and Companion III. When staff members achieve certain education or increase their competencies, they move to the next position. Feedback from staff members says they appreciate the opportunity to learn and to grow.

5. Flexibility. Home care workers today are looking for flexibility in the workplace that allows them to balance work and personal life. This strategy involves actively working to create a scheduling process that enables your staff members to work when they want to work, and have time for family when they need it. It also means finding the staff members you need to run a 24/7 operation. Achieving this balance can go a long way to finding and keeping the people you need.

6. Relationships. This strategy is based on the idea that... *All things being equal, people would rather do business with a friend. All things being unequal, people would still rather do business with a friend.* The same thing is true in recruiting. Many people prefer to work in the same company as their friends. Or, they prefer to work in a company where they have some previous knowledge or connection with the company. The relationships strategy is based on using techniques to have your current staff refer their friends and relatives who bring similar skills and work



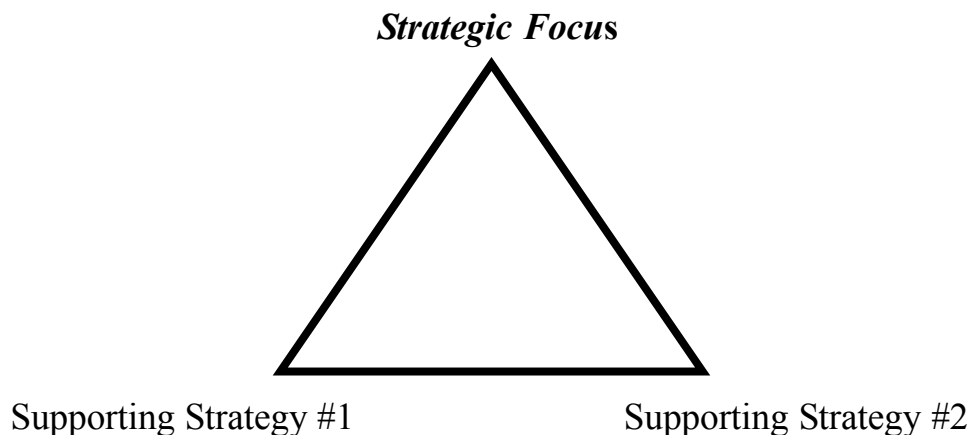
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ethic. This strategy focuses on building strong, mutually beneficial relationships in the communities where your target staff members live.

7. Pay and Benefits. Using this strategy, you make a conscious decision to establish a compensation and benefits package that is significantly higher than your competitors in the marketplace. In order to make this work, it means that you will probably need to charge a higher price for your services in order to sustain your profit margins.

Strategic Focus Pyramid

Let's look at the principle of the Strategic Focus Pyramid. Select one of the seven sources to be your Strategic Focus. Select two others to be your supporting strategies. Then develop an action plan to apply these principles in your company to create a truly exceptional place to work. The payoff will be in improved staffing, lower lost opportunity costs, lower recruiting and training costs, increased patient satisfaction, and increased profits.



By selecting and clearly defining your ***Strategic Focus*** and two supporting recruiting strategies, you will be able to create the perception that your company is a different place to work... one that is highly desirable for the staff members that you want to keep in your company.



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Ideas to Create an Exceptional Place to Work

1. Servant Leadership

2. Meaningful Work

3. Appreciation & Recognition

4. Career Opportunity

5. Flexibility

6. Relationships

7. Pay & Benefits



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Your Strategic Retention Plan

Now, develop a specific action plan for each of these three areas. Develop a set of 5 to 7 action steps in each area that you will perform in order to retain the staff members that you have recruited.

Strategic Focus:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Supporting Strategy #1:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.



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Supporting Strategy #2:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.



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Discussion Questions

1. Which of the seven sources of Strategic Staffing Advantage is most appropriate for our home care organization?
2. What other two sources can we use as supporting strategies?
3. What are the best ideas for creating an Exceptional Place to Work in our company?

Strategic Staffing Action Plan:

Use the form on the previous page to create a Strategic Staffing Action Plan for your home care company.

Field Work:

Our next session will deal with Creating a High Performance Team. To prepare for our next session:

1. Think about some examples of highly effective team performance in your company. What made those situations positive?
2. Think of some specific examples where teamwork broke down. What happened to cause the breakdown?



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Additional Resources to Develop Your Leadership Team

Now that you have developed a consistent, repeatable learning program for your leadership team, here are some additional resources you can use to continue the learning.

The High Performance Team Assessment Profile

To prepare for our next teleseminar, you may want to consider purchasing copies of the *High Performance Team Assessment Profile* for your team members. Have everyone complete the assessment. Then tabulate the scores.

Use the results as we discuss the *Seven Characteristics of a High Performamnce Team*. Use the results to develop your own High Performance Team Action Plan.

For information on the High Performance Team Assessment Profile, log on to www.leadinghomecare.com and click on the link for “Learning Assessments.”

The DiSC Personal Profile System

This *DiSC 2800 Personal Profile System* is a self assessment tool that measures work behavioral styles. This tool is extremely useful in understanding behavior styles, improving communication, improving team performance and resolving conflict.

For more information, log on to www.leadinghomecare.com and click on the link for “Learning Assessments.”

The Academy for Home Care Leadership

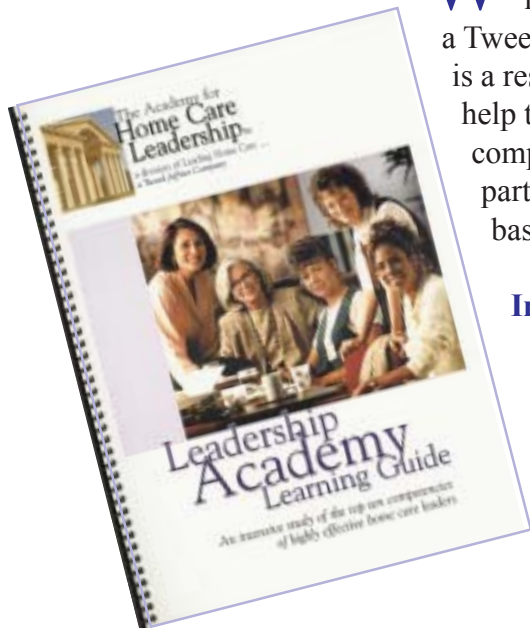
Leadership Academy Learning Guide - Order Form

What are the most important competencies of a highly effective home care leader? Based on five years of research, the team at Leading Home Care... a Tweed Jeffries company has identified the Top Ten Competencies. Now, there is a resource available for you to develop your competencies as a leader, or to help the members of your management team develop their leadership competencies. The Leadership Academy Learning Guide is the tool used by participants in the two-day Academy for Home Care Leadership. It's also the basis for the Leadership Academy Teleseminar series.

In this 176 page Learning Guide, you'll receive...

The Top Ten Competencies of Highly Effective Home Care Leaders

- A detailed description of each competency
- Examples and illustrations of how to apply the competencies
- Worksheets and planning guides
- Step-by-step guidelines for planning, problem solving & decision making
- Tools for solving difficult people problems
- A six-step "Care-frontation" script



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About your Leadership Academy Teleseminar Team

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For the past 20 years, **Stephen Tweed** has worked with home care companies around the country that want to grow their businesses, and with home care leaders who want to multiply performance. He is currently Chairman and CEO of *Leading Home Care... a Tweed Jeffries company*, the center for home care strategy and leadership.

Stephen has served on the Boards of Directors of three different home care companies, and as the Interim President and CEO of a \$25 million home care company with 400 employees. He has presented over 500 keynote presentations and learning seminars for home care association conferences and corporate meetings. He has written three books and dozens of articles on strategy and leadership, and he is the father of a 33 year old son who lives in a wheelchair and uses the services of home care on a daily basis. Stephen also is serving as the Immediate Past President of the 3500 member National Speakers Association.



Elizabeth Jeffries, RN, CSP, CPAE is a relationship strategist and CEO of *Executive Mastery... a Tweed Jeffries Company*. She consults with and coaches healthcare and business leaders who want to master their influence with their work teams and their customers, and multiply their own performance. Elizabeth is an award winning speaker, columnist, and author of several books, including *The Heart of Leadership: How to Inspire, Encourage and Motivate People to Follow You*. Over one million people in more than 3000 presentations have participated in Elizabeth's "can-do, how-to" programs. From General Electric, to the Crystal Cathedral, and from the American Hospital Association to Churchill Downs, her clients are businesses, healthcare organizations and professional associations



Jason Tweed is the Director of Business Development for Leading Home Care. He is responsible for the design and implementation of all of our electronic marketing, and for customer service and order fulfillment. A graduate of the School of Communications at Edinboro University of Pennsylvania, Jason has spent the last 14 years working in a variety of communication and business development positions with a large insurance company, a public utility, a consulting firm, and a community service organization. Since 2002, Jason has led the business development efforts at Leading Home Care. Jason also operates BSG marketing, an Internet marketing company. He and his wife Kristen live in Reading, PA, and are the proud parents of Twins... Jason Andrew and Ainsley Grace (Stephen & Elizabeth's first grandchildren!!!)