

CORPORATE LEARNING INSTITUTE



Compassion *in* Action Program

Manager Training Session



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AGENDA

Welcome, introductions and icebreaker

The Compassion in action program and concept

Your important role

Key Differences between delegating and empowering

Steps for preparing your followers

Create a personal action plan

Compassion *in* Action Program

Hello

About the Compassion in Action Program and Content

The Compassion in Action Program was designed to help partners live the Moorings Park Mission and Values, learn essential skills for managing healthy aging, optimize their delivery approach and feel empowered to deliver “WOW.”

Simply put, the goal of the program is:

To empower partners to provide Simply the Best® services to create the joy, satisfaction, and happiness vital to everyone in the Moorings Park communities.

This time is set aside for managers to think about their own purpose and important role in assuring the success of the program. Here’s why. Below is a graphic of your critical role:



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Icebreaker: Mingle, Mingle Activity

1. According to *Harvard Business Review*, managers are the engine of a business, making things work, the glue that keeps organizations together. Weigh in. Is that true here at Moorings Park?
2. *HBR* also found that the most effective managers mediate and find common grounds between actors at different levels in the organization. The term they use is that you are “connecting leaders” of the organization. What can you do as a “Connecting Leader” to ensure the success of the Compassion in Action program for everyone in the Mooring Park communities?
3. When you consider that the goal of the Compassion in Action program is “to *empower partners to provide Simply the Best® services*,” what can you do to empower the partners you lead?
4. Empowering is different than delegating. How?
5. How good are you at empowering on a 1-10 scale (with 10 high)?
6. Will you need to adapt your management approach or develop any new skills to ensure that you empower partners?
7. If you can imagine that it is a year from now, and everyone in the Moorings Park communities has really benefitted from Compassion in Action training, what would you see, feel, and hear that is different from today?

GROUP DISCUSSION

- ☑ What would you see, feel, and hear a year from now if the Compassion in Action Program is very successful?

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Your Important Role as a Connecting Leader (Manager)

1. Help yourself and others find ways to buy-in and support the Compassion in Action program guidelines.
2. Help partners apply skills through discussions, manager huddles and coaching.
3. Provide ongoing support to partners to ensure successful application of skills.
4. Trouble-shoot and circle back on problems and challenges partners have to ensure that the program goals are achieved.

Understanding the Compassion in Action Program and Impact on Partners

The Compassion in Action program is designed to help partners learn and apply information from five areas:

Module	Topic
1	Our Shared Mission and Values
2	Our <i>Best Friends</i> Culture
3	An Insider's Guide to Supporting the Aging Process
4	You are Empowered to Deliver WOW
5	Turning Problems into Solutions

Your role is to reinforce the program by ensuring that followers live the mission and vision, understand core information on aging, adopt a set of best practices, and feel and act as empowered partners.

That's quite a lot! We're going to focus how you as a leader can begin to empower your followers through delegation and empowerment approaches.

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Watch the Video on the importance of autonomy, mastery and purpose

<https://www.youtube.com/watch?v=u6XAPnuFjJc>

GROUP DISCUSSION

- ☑ Times are changing. What can you do as a connecting leader to ensure that you provide autonomy, mastery and purpose for the partners you lead?

What you can do to support the information in each training section

Training topic	How to support and empower partners to apply concepts to their daily work
Our Shared Mission and Values	Repeat the mission often and ask partners to offer an example of how they can “live” or “apply” both the mission and vision. Coach them on examples if needed.
Our <i>Best Friends</i> Culture	Share the bullet points in the <i>Best Friends</i> training section, and in team meetings ask for examples of how the team can apply the concepts to teamwork.
An Insider’s Guide to Supporting the Aging Process	Ask partners how they have directly supported residents who have vision, hearing, balance, dexterity, dementia, or depression challenges.
You are Empowered to Deliver WOW	<ol style="list-style-type: none">1. Work at asking partners how they would like to approach tasks.2. Provide a clear goal, then give some latitude in the way the partner approaches the task.3. Discuss the outcome and help them apply learning for the next opportunity. <i>This promotes autonomy and mastery.</i>4. Seek ways to reinforce WOW actions. This promotes <i>purpose</i>.
Turning Problems into Solutions	Reinforce LASSIE by reviewing the LASSIE steps to service recovery and offering examples of how to use it in your department.

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Learn to Differentiate

Between Delegating and Empowering

Self-Assessment and Table Discussion

Perhaps the most important function managers can play in assuring the success of the Compassion in Action program is to increase partners' ability to engage in active delegation and empowerment.

Partners who are ready for delegation instead of being told what to do are much more likely to be productive, accountable, and engaged. In short, they feel empowered to do the right thing. How can you help partners develop from unready to ready to be empowered?

Exercise: Delegation Poker

Review each story aloud on the PowerPoint with your table team. Keep track of your individual points to see who wins at the end of the match.

THE SEVEN LEVELS OF DELEGATION

The following are seven levels of delegation:

- | | |
|---|---|
| 1. Tell: I will tell them | 5. Advise: I will advise but they decide |
| 2. Sell: I will try and sell it to them | 6. Inquire: I will inquire after they decide |
| 3. Consult: I will consult and then decide | 7. Delegate: I will fully delegate |
| 4. Agree: We will agree together | |

DIRECTIONS

1. A case study will be displayed on the PowerPoint screen.
2. Each player responds to the case study by choosing one of the seven delegation cards privately, reflecting on how he/she would delegate the decision in that situation.
3. Once all players have decided, they can then reveal their selected cards.
4. Everyone earns points according to the value of their card.
5. The partners with the highest and the lowest cards explain the reasoning behind their choices.
6. Keep track of your points.
7. There will be 5 rounds of case studies.

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Self-Assessment:

Assess your Preferred Delegation Approach

Number your most-least preferred approach from 1-8

_____	Tell: I prefer to tell
_____	Sell: I prefer to sell
_____	Consult: I prefer to consult and then decide
_____	Agree: I prefer that we agree together
_____	Advise: I prefer to advise, but they decide
_____	Inquire: I prefer to inquire after they decide
_____	Delegate: I prefer to fully delegate
_____	Empower: I prefer to empower others

TABLE DISCUSSION

- ✓ The Compassion in Action program supports the notion of partner empowerment.
- ✓ This in turn creates a sense of autonomy, mastery and purpose for partners.
- ✓ Share your preferred approach.
- ✓ What are your strengths as you think about your preferred approach?
- ✓ What are your challenges as you think about your preferred approach?

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Key Differences

Between Delegating and Empowering

Knowing the difference allows you to use delegation and empowerment effectively.

Delegation is often task-based, giving employees the opportunity to act on your behalf as their manager.

Empowerment allows partners to act on their own behalf so that they can take initiative and make decisions. Navigating between delegation and empowerment can be tricky.

Delegating Skills

When you are wearing your manager hat (and need to maintain control)

Delegation is--:

1. Useful for assigning short-term tasks, tasks of high importance (where employee skill is low), technical or low-human touch tasks
2. Useful for distributing work across a team
3. Useful for maintaining control over an outcome with no or little authority granted
4. Useful when partner development is secondary
5. Useful when there is little time for the task to be completed
6. Useful when there are very tight parameters for success
7. Useful when someone must represent you

Use These Delegating Words:

Plan to...

The project requires you to...

Start...and complete...due by...

Your job is to...

To be successful, do this...

TABLE DISCUSSION

- ☺ How are you doing on a 1-10 (10 high) with the idea of the Compassion in Action program? Can you share an example of a time you recently delegated a task?

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Delegation Template	Meeting Dates and Milestone Notes
Initial Plan and Discussion Meeting	Date:
Project overview: <ul style="list-style-type: none"> ✓ What does the client/resident expect to see when it is done? ✓ What resources are needed? ✓ What is the project deadline? ✓ List the milestone meeting dates and details ✓ What resources do we need? ✓ ANYTHING ELSE? 	Notes:
Check-In Meeting	Date:
<ul style="list-style-type: none"> ✓ Have there been changes to the proposed outcome? ✓ Progress made? Next steps? ✓ What concern, issues, or obstacles need to be addressed? ✓ What lessons have been learned? ✓ Is the task on track to be completed on time and on budget? Why, why not? ✓ Is help needed? What kind? 	Notes:
Final Project Meeting	Date:
<ul style="list-style-type: none"> ✓ Are all tasks completed? ✓ If not, what is the plan to extend the deadline? ✓ What resources, action steps or skills are needed to complete the task? ✓ What went well with the project and what didn't? ✓ What lessons have been learned? ✓ Have we completed the project on time and on budget? Why, why not? ✓ How would we evaluate the project's success? How will the client or resident evaluate it? 	Notes:

Table Discussion

- ✓ If you are having a difficult time delegating, consider using a template like this.
How can a more structured approach help you delegate and empower effectively?

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Empowerment Skills

(When you are wearing your leadership or coaching hat and increasing autonomy and ownership with less control)

EMPOWERMENT IS:

1. Useful for developing skills in partners and teams
2. Useful for building confidence
3. Useful for building long-term skills and capabilities
4. Useful for letting go of control over an outcome with increased authority granted
5. Useful when partner development is critical
6. Useful when there is more time for the task to be completed
7. Useful when there are broader parameters for success
8. Useful when you want the partner to feel ownership and responsible

Use These Empowering Words:

Let me describe what the goal and what success looks like here...

What do you think is important to do to make sure that this task is completed?

If the project must start now, what do you need to do, and when?

Here is the task, what is your role? And how will you approach this task?

To be successful, what can you do to ensure this is done well?

How would you like to approach this task?

TABLE DISCUSSION

- ✓ Can you share an example when you recently empowered a partner?
- ✓ Which approach are you better at?
- ✓ Which do you need to improve at?

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The Compassion in Action Program asks you to empower others

It's a good time to work on your empowerment skills, to develop partners' abilities and motivation. Here are some sure-fire ways to tell if you are off target

Grow your Empowerment Capabilities: Key indicators that you're off target
(and wearing a manager's hat and using delegating instead of empowering!)

- ☑ You are assigning work tasks to the team. You focus more on your to-do lists — the completion of the tasks — and less on the person.
- ☑ You are allowing someone to represent you by acting on your behalf without truly granting them authority.
- ☑ You are issuing direct assignments that offer little opportunity to grow. Hence, development is secondary.
- ☑ You are likely still focused, at some level, on control, especially if you're setting upfront protocols for what/how to do tasks and checking up on *how* the work is getting done.
- ☑ Through these actions, you're only empowering yourself — getting things done which you otherwise would have not been able to do alone. While this means less work for you in the short run, it can also turn into more work for you in the long run.
- ☑ It also ensures that you are your own leadership legacy — for good or ill. It holds you at the center of leadership activity and allows you to raise more followers, but not to cultivate leaders within your organization.

TABLE DISCUSSION

- ☑ Find your favorite tip and share it and explain why you chose it.

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INSTEAD, TRY THIS:

10 Tips for Empowering Others

1. Give your followers enough space to represent themselves and take initiative.
2. Give decision-making responsibility and ownership to them.
3. The development of your followers and their growth should become one of your primary focuses.
4. Have a support-learn-apply mindset in place to ensure the team's success.
5. Work to gain a comfort level with your followers' capability, and in turn, empower them more.
6. Establish a regular back-and-forth question and answer dialogue with your followers and watch your focus on guidance take the place of your need to control.
7. Empowering your followers is time-consuming and complicated work in the beginning, especially when you must give problems back to followers to solve themselves.
8. When you do this, you have to be sure that they have both the desire and the ability to find a solid solution. However, investing the initial time and resources to develop your followers creates less work for you in the long run.
9. Making followers feel responsible for meaningful tasks and making them believe that they are competent creates a healthier working relationship and fosters mutual trust.
10. You are giving others more authority and power to achieve objectives with the aim of developing follower commitment, enthusiasm and expertise while simultaneously encouraging innovative initiatives that benefit the organization over time.

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Empathy:

A Critical Leadership Skill

Great leadership requires a fine mix of all kinds of skills to create the conditions for engagement, happiness and performance, and empathy tops the list of what leaders must get right. Empathy has always been a critical skill for leaders, but it is taking on a new level of meaning and priority. Far from a soft approach it can drive significant business results.

Don't Think Empathy is Important? Empathy Contributes to Positive Outcomes

But as we go through challenging times, struggle with burnout, or find it challenging to find happiness at work, empathy can be a powerful antidote and contribute to positive experiences for individuals and teams. A new study of 889 employees by [Catalyst](#) found empathy has some significant constructive effects:

Innovation.

When people reported their leaders were empathetic, they were more likely to report they were able to be innovative—61% of employees compared to only 13% of employees with less empathetic leaders.

Engagement.

76% of people who experienced empathy from their leaders reported they were engaged compared with only 32% who experienced less empathy.

TABLE DISCUSSION

- ☑ Is innovation important in your department?
- ☑ Is engagement important in your department?

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Steps for Preparing your Followers for Increased Delegation and Empowerment

Get your followers ready for delegation and empowerment with these three steps:

1. Start conducting check-ins to listen and understand your followers' needs.
2. Start holding regular huddles to share information.
3. Use the SBI Model to ensure adequate feedback and build skills.



The 1-10 Check-In

Hold regular information team or individual check-ins with followers to “take the pulse” of everyone. Here is how to conduct a 1-10 Check In:

Ask your follower to think about how they are doing personally or professionally from low (1) to 10 (high)
Or - how they are doing on accomplishing a certain task.

Allow your follower to report the number and as appropriate, the reasons for their given number(s).

If the number is low because of a personal reason, ask your follower what they would need to get a higher number. A simple supportive statement is appropriate.

If the number is low in the professional area, ask your follower what could be done to raise the number and consider any changes that could be made together to push the number higher.

Empathy and understanding an employee's struggles and offering to be present, if possible, help builds mutual trust. As the popular saying goes, people may not remember what you say, but they will remember how you made them feel.

Role Play

Work with a partner you are leading who is struggling with a difficult task. They are feeling unsuccessful. Work in pairs with one of you playing the role of the manager and one the role of the partner. Decide which department and task before starting, then work through the conversation.

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2 Use Team Huddles to Communicate Important Information

HOW TO USE HUDDLES EFFECTIVELY

A huddle is an opportunity to meet with your team to share information and reinforce learning concepts.

Huddles let your people explore information together and allow them to learn from each other. Keep your huddles interesting, short and sweet!
A good huddle:

Is interesting to the listener
Supports recent learning content
Allows team members to answer questions

TABLE EXERCISE

- ☑ Review the Huddle on the PowerPoint and try to determine five ways that it benefits everyone at Moorings Park.

Benefits of Huddles

1

2

3

4

5

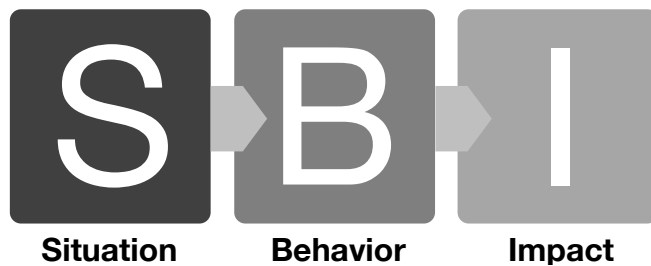
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③ Rapidly Develop Follower Skills to Prepare Them for Delegation and Empowerment

Use the SBI Model for giving feedback on the spot. Most followers do not receive enough feedback, and research shows that accurate and timely constructive feedback is vital for followers' sense of mastery.

Feedback is best given as a one-on-one opportunity, as soon as an incident has occurred, and this model will show you how to do it easily and effectively. Use this approach to give praise and corrective feedback.

THE SBI FEEDBACK MODEL



1. **Situation:** Specifically describe the situation and be specific about when and where it occurred.
2. **Behavior:** Describe the behavior you observed directly. Be objective. And consider asking about your follower's intent. This opens up a 2-way dialogue about what the follower is trying to achieve and how s/he can do it better.
3. **Impact:** Using empathy, describe the impact, positive or constructive, that the behavior had on you, others or the organization.

PARTNER EXERCISE

- ☑ Read the case study on the PowerPoint slide and decide who will be the manager and who will be the partner. Use the SBI feedback approach to hold a feedback session together.

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Create a Personal Action Plan

1. What can you start doing to ensure your best approach as a manager in support of the Compassion in Action Program?

2. What can you stop doing to ensure your best approach as a manager in support of the Compassion in Action Program?

3. What can you continue doing to ensure your best approach as a manager in support of the Compassion in Action Program?