

Engaging, Motivating and Retaining Staff

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Leadership



What makes a good leader?

1.

2.

3.

Leadership Styles: Directive

- Primary objective is immediate compliance.
- Most effective when used for relatively straightforward tasks; in crisis situations; and compliance issues resulting in serious problems.
- This style is not effective in addressing complex situations; engaging self-motivated, capable employees; empowering others to think outside of the box.

Leadership Styles: Directive

Key elements of the directive style include:

- Knowledge of work
- Direct communication
- Decisive action
- Clear standards
- Close supervision

Leadership Styles: Visionary

- Primary objective is to provide long term direction.
- Most effective when a new future vision or clear direction is needed.
- This style is not effective when the leader is not perceived as credible; and when the leader is trying to produce participatory decision making.

Leadership Styles: Visionary

Key elements of the visionary style include:

- Clear vision, strategy and objectives
- Ability to communicate vision
- Strong rationale
- Channels for receiving input
- Close supervision

Leadership Styles: Affiliative

- Primary objective is creating harmony among employees and between the manager and employees.
- Most effective when giving personal help and in getting diverse, conflicting groups to work together.
- This style is not effective when performance is not at acceptable standards; in crisis situations; and with task-oriented staff.

Leadership Styles: Affiliative

Key elements of the affiliative style include:

- Problem solving of interpersonal conflict
- Empathy
- Accommodations of personal needs
- Trust
- Personal contact and recognition

Leadership Styles: Participatory

- Primary objective is building commitment among employees and generating new ideas.
- Most effective when staff are competent in their work; when staff must work together; and when direction is necessary from staff.
- This style is not effective in crisis situations; when time is limited; and when staff are not competent in their work.

Leadership Styles: Participatory

Key elements of the participatory style include:

- Information sharing
- Participative meetings
- Shared decision making
- Empowerment
- Recognition

Leadership Styles: Pacesetting

- Primary objective is accomplishing tasks to high standards of excellence.
- Most effective when staff are highly motivated and competent in their work.
- This style is not effective when the manager is overloaded with existing work and when staff need a lot of direction for existing work.

Leadership Styles: Pacesetting

Key elements of the pacesetting style include:

- Cutting edge professional/technical knowledge and skills
- Example setting
- Commitment to excellence
- Results focus

Leadership Styles: Coaching

- Primary objective is long-term professional development of employees.
- Most effective when staff are self-aware of their own performance and desire to improve; when staff are engaged in professional development.
- This style is not effective when the manager lacks the perception of being an expert; when staff require constant direction and feedback; and when in crisis.

Leadership Styles: Coaching

Key elements of the coaching style include:

- Development goals
- Staff performance assessment
- Opportunity seeking
- Training and education
- Improvement focused

Organizational Climate for Leadership

Key dimensions of organizational climate include:

- Flexibility
- Responsibility
- Standards
- Rewards
- Clarity
- Team Commitment

Under the Surface of the Leader





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Staff Needs and Desires



What Matters to Staff

- Management cares about employees
- Management listens to employees
- Management helps to reduce job stress
- Fair performance evaluations
- Respect for residents
- Workplace is safe
- Supervisor cares about you as a person

Management Cares

- Rate your home on a 1 to 10 for how well management cares about its employees _____.
- List one way currently demonstrated and one new way to demonstrate caring about staff.

1.

2.

Management Listens

- Rate your home on a scale of 1 to 10 for how well management listens ____.
- List one way currently demonstrated and one new way to demonstrate that they listen to staff

1.

2.

Management Reduces Stress

- Rate your home on a scale of 1 to 10 for how well management reduces stress ____.
- List one way currently demonstrated and one new way to demonstrate a commitment to reducing stress of staff.

1.

2.

Fair Performance Evaluations

- Rate your home on a scale of 1 to 10 for how well management does at conducting fair performance evaluations_____.
- List one way currently is conducted and one new way to conduct fair performance evaluations.

1.

2.

Treating Residents with Respect

- Rate your home on a scale of 1 to 10 for how much management is committed to treating residents with respect ____.
- List one way currently demonstrated and one new way to demonstrate a commitment to treating residents with respect.

1.

2.

Commitment to Safety

- Rate your home on a scale of 1 to 10 for how much management is committed to safety of staff _____.
- List one way currently demonstrated and one new way to demonstrate a commitment to staff safety.

1.

2.

Supervisor Cares

- Rate your home on a scale of 1 to 10 for how much supervisors care for each staff as a person _____.
- List one way currently demonstrated and one new way to demonstrate that supervisors care for each staff as a person.

1.

2.

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