

# **Authentic Care for Staff in Times of Chaos: A Resiliency Approach**

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# The Dynamic Human Services Employee

- “The range of essential nonprofit contributions to our communities – from healing the sick to showcasing artistic expression – depends on the vitality of the workforce.”<sup>1</sup>

Resilient

Engaged

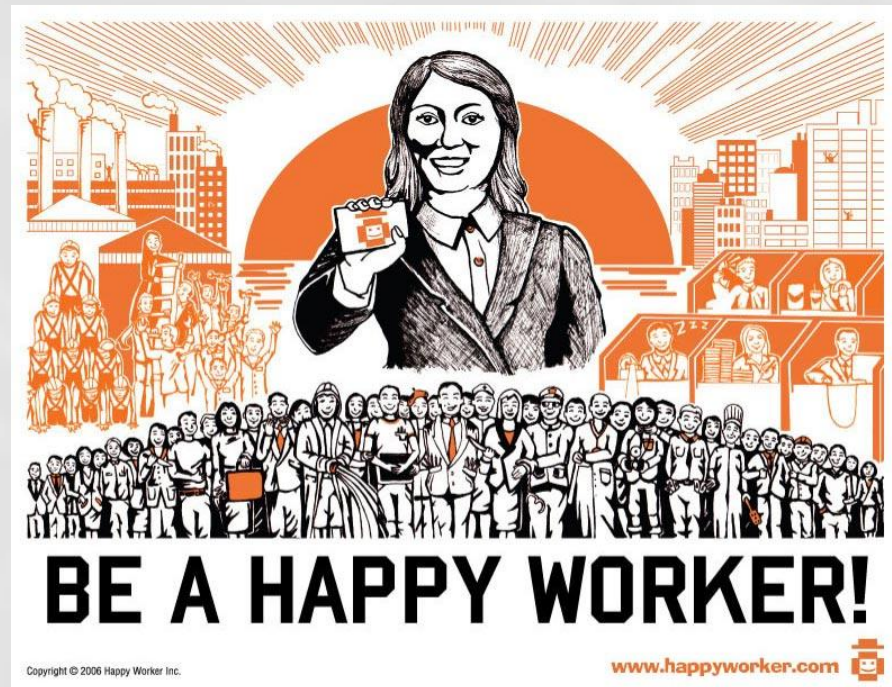
Committed

Ethical  
Trustworthy

Creative

Compassionate

- ❑ A 2002 study by The Center for the Study of Social Policy (CSSP) points to both the challenges and the possibilities for recruitment, reward and retention of the Third Sector laborer. The resulting staff turnover and extended vacancies are risks to both service provision and staff morale.
- ❑ When turnover in an organization is high, remaining employees feel disappointment and a lack of control and ownership in their work.



- Amazon.com offers 3,677 books on employee motivation.
- Yet employers cite the poor economy as the #1 reason for an improvement in worker retention.

# Goal: To Create Dynamic Human Services Employees

*Plan for It!!!!*

**Communication**

**Engagement**

**Policy**



# What called you to a Career in Human Services?



- Employees enter careers with community nonprofit organizations providing health and human services expecting to make a positive contribution to a cause and gain intrinsic satisfaction by doing so
- Sheehan (2010) maintains that the strategy of an organization must always be focused on accomplishing its mission or reason for being. Yet, employees of nonprofit organizations sometimes find that the same care and commitment that is directed outward toward clients, community, and vision for a better world, is often not reflected inward by top management toward creating a culture of wellness and care for the employee.



# The Nonprofit Paradox <sup>1</sup>

**Caring**



**COMPLIANCE**

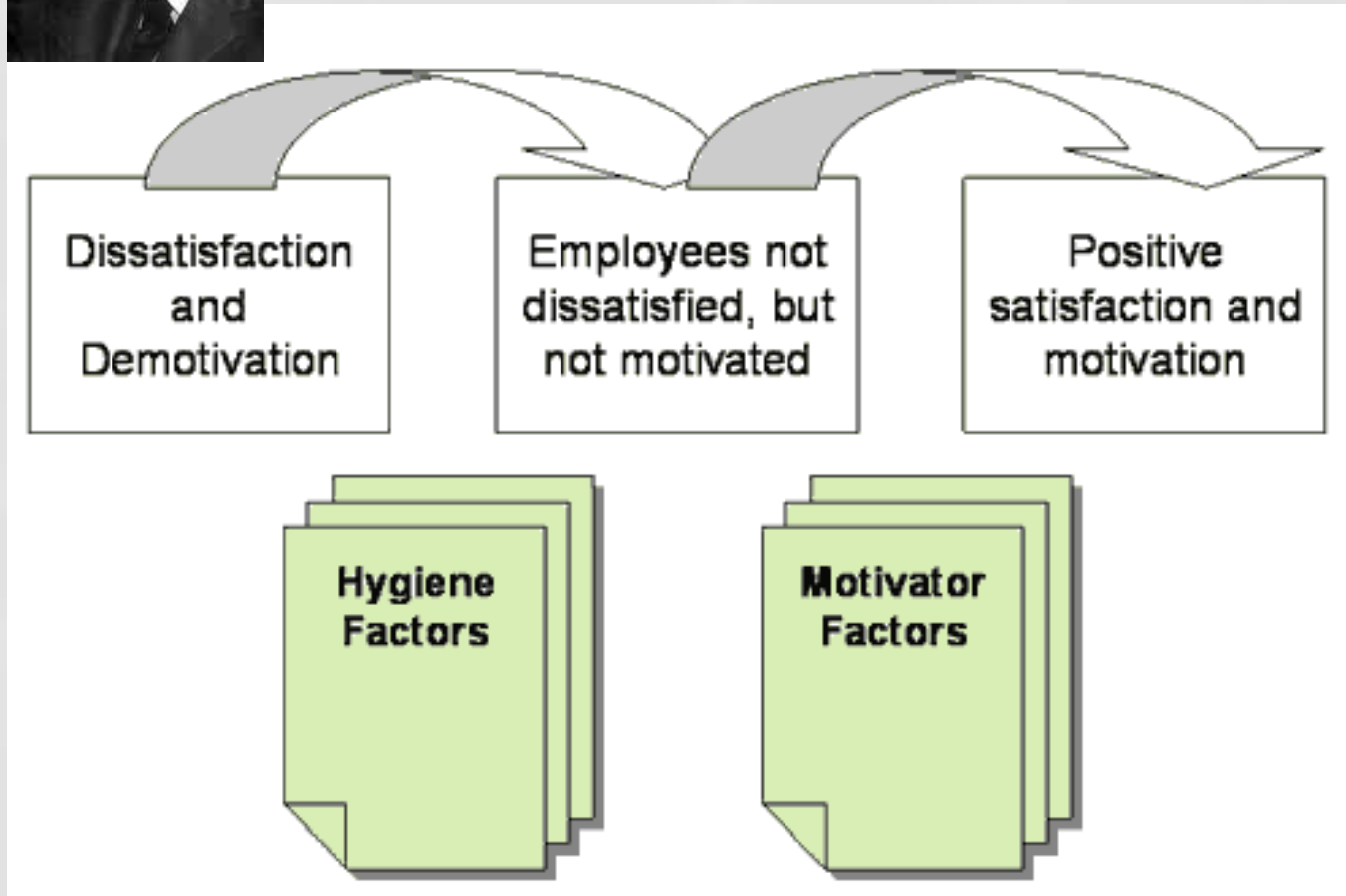
**Does your organization mission serve  
your employees as well as your care  
receivers or clients?**

<sup>1</sup> La Piana, D. (2010, Summer). The nonprofit paradox. *Stanford Social Innovation Review*. 23-24





# Frederick Herzberg: Two Factor Motivator Hygiene Theory



- Herzberg's "***One More Time: How Do You Motivate Employees?***" reprinted in the *Harvard Business Review* in 1987 updated the original 1968 article of the same title and became HBR's most requested reprint ever.
- Q: "What is the simplest, surest, and most direct way of getting someone to do something?"
- A: **KITA**

# What is KITA ?

**Hint:**



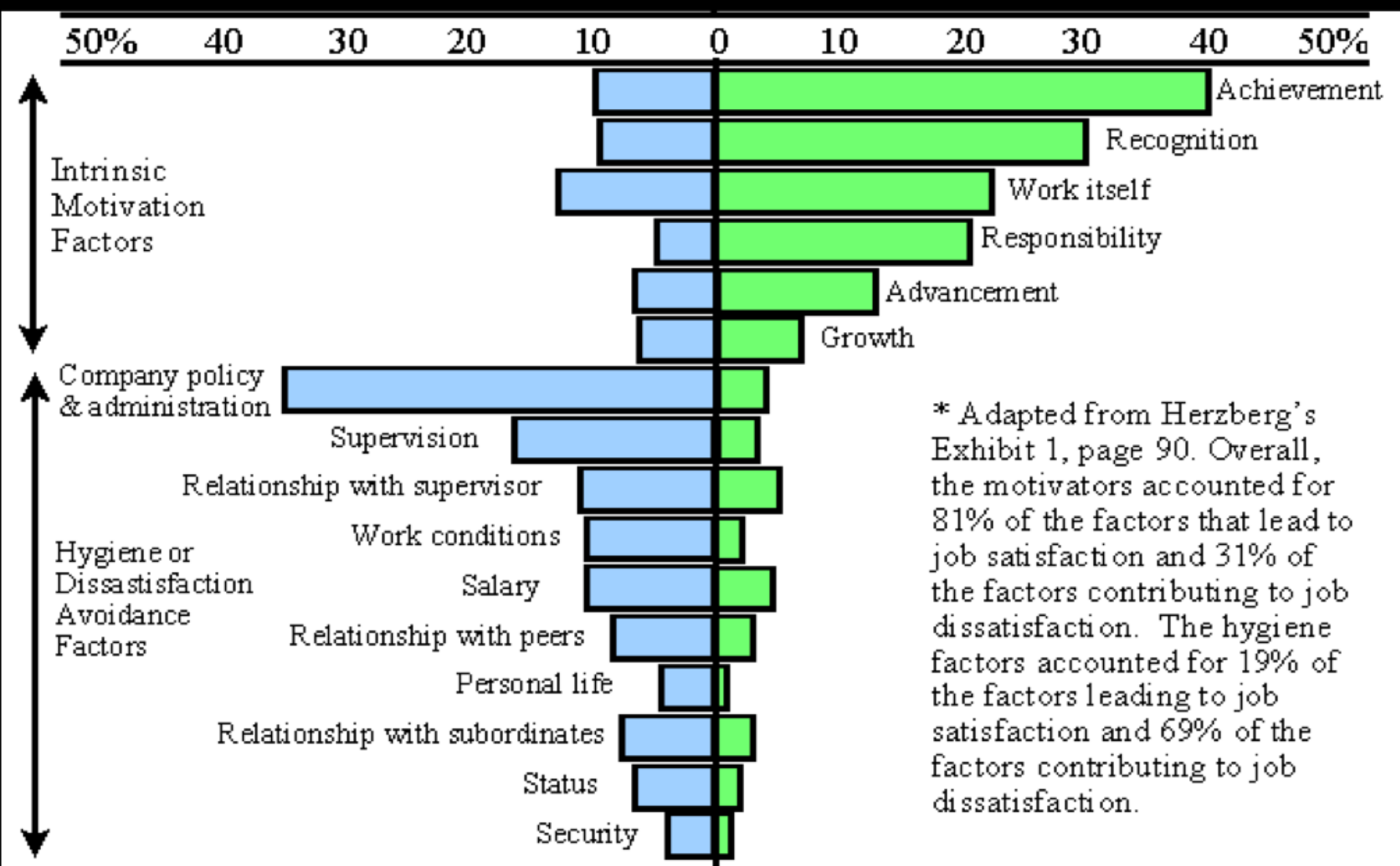
## Drawback to physical **KITA**: Employees may kick back!

- ❑ In that case we could employ: “Negative **Psychological KITA**”, i.e. making people feel bad unless they DO something.
- ❑ The advantages of negative psychological KITA over negative physical KITA are numerous according to Herzberg:
  - ✓ The number of psychological pains that a person can feel is almost infinite so the direction and site possibilities of the KITA are increased many times.
  - ✓ The person administering the kick can manage to be above it all and let the system accomplish the dirty work.
  - ✓ Finally, if the employee does complain, he or she can always be accused of being paranoid; there is no tangible evidence of an actual attack.

Of course, we can choose to employ Positive KITAs which include:

- ☐ pay and benefit increases
- ☐ reduction in work hours
- ☐ improved workplace environment

....to achieve equally poor results.



# The practical application of Herzberg-ology

Ethical Policy Development

Communications

Leadership



# The Strategic Plan

## What's in Your Wallet?

- Services ?
- Facilities ?
- Fundraising ?



## Hygiene & Motivator Factors?

# Employee Engagement in **Ethical Policy Development**: Plan for it...

- When surveyed, employees of nonprofits placed high value on policies that are clear, ethical and fairly administered **Trust** is essential to achieving a high perception of each of these elements. When nonprofit employees see **conflicts of interest** and **inequitable treatment** of vendors, other employees or clients, trust is damaged.

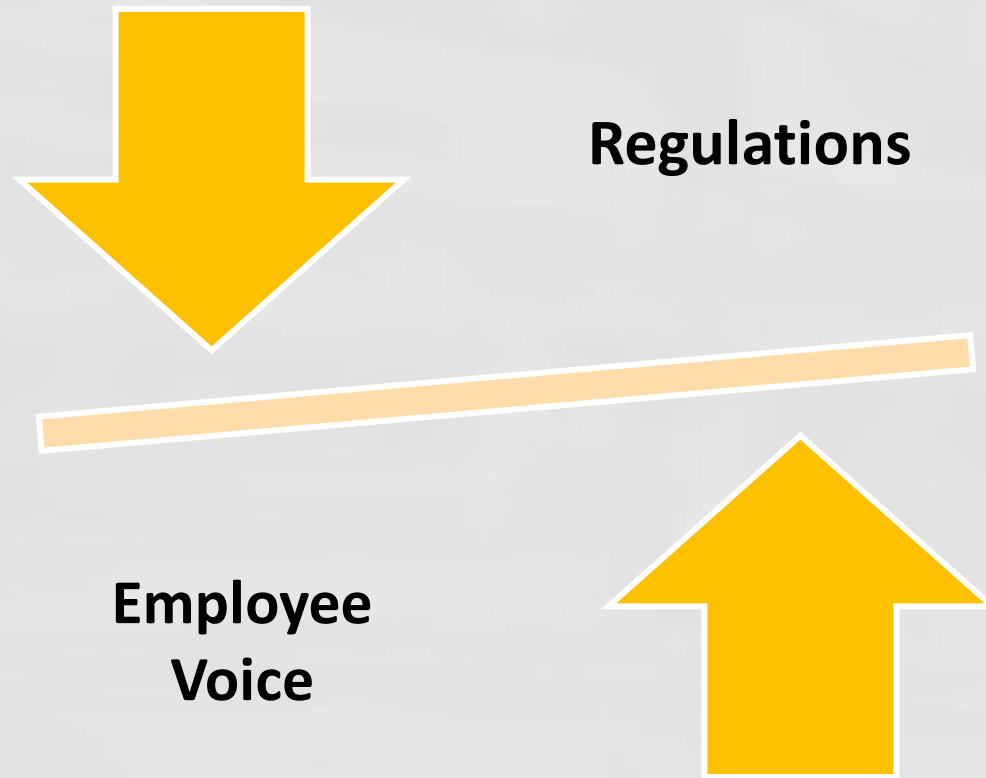
(MacDonald, McDonald, & Norman, 2002).

# The Challenge

- Heavy dependence on government funding plays a role in what Salamon (1997) first referred to as a “crisis of accountability” and a later as a “growing identity crisis” (2010). This alludes to the tension created by responsibility to outcomes and regulatory compliance while maintaining focus on care, service and reacting to the unpredictable individual care needs of clients.

- An overabundance and blind enforcement of rules, particularly those related to compliance and regulatory issues, can lead to ethical breaches (Lonne, McDonald, & Fox, 2004; Andreoli & Lefkowitz, 2009).
- In fact, people with goals just barely unattained are more likely to engage in unethical behavior to achieve the required outcomes (Schweitzer, Ordonez, & Douma, 2004).

# How do we strike a balance?



# ❏ **Case Study: Policy Development**

## Cultural Sensitivity & Quality Improvement Teams

- Stories from the field
- Lessons Learned

# Employee Engagement in **Communications**

## Plan for it...

- A desire to participate, connect and create in the workplace characterizes the needed intrinsic rewards expressed by human services employees.
- Meaningfulness, personal strategic planning and restorative space are positive employee motivators.
- Quite simply, human services employees want to be appreciated and engaged.



# **Appreciative Inquiry**

- Appreciative Inquiry (AI) theory and technique offers great promise as an orientation to change that embraces the required outcomes of the Human Services Organization and the espoused desires of the frontline workers.
- The AI process relies on a positive, strength-based model of change that is firmly rooted in past success.

# **Lean Process Improvement**

Typically the benefits of Lean are evident in efficiencies and error reduction. The focus on budget constraints and regulatory requirements has caused employers to overlook an equally important benefit of a Lean culture: Employee Satisfaction.

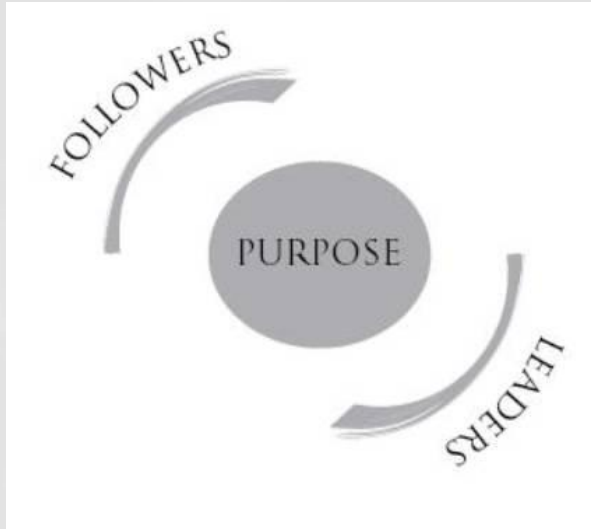
One of the greatest assets of a Lean process improvement is its ability to empower front line staff.

# □ Case Study: Strategic Planning

SOAR<sup>TM</sup> EKLIPSE<sup>TM</sup>

- Stories from the field
- Lessons Learned

# Leadership through Followership



Robert E. Kelley in his landmark article in Harvard Business Review "In Praise of Followers" (1988), states "In an organization of effective followers, a leader tends to be more an overseer of change and progress than a hero. As organizational structures flatten, the quality of those who follow will become more and more important."

***"Leaders rarely use their power wisely or effectively over long periods unless they are supported by followers who have the stature to help them do so."***

*-Ira Chaleff, The Courageous Follower, Berrett-Koehler Publishers, Inc., 2003*

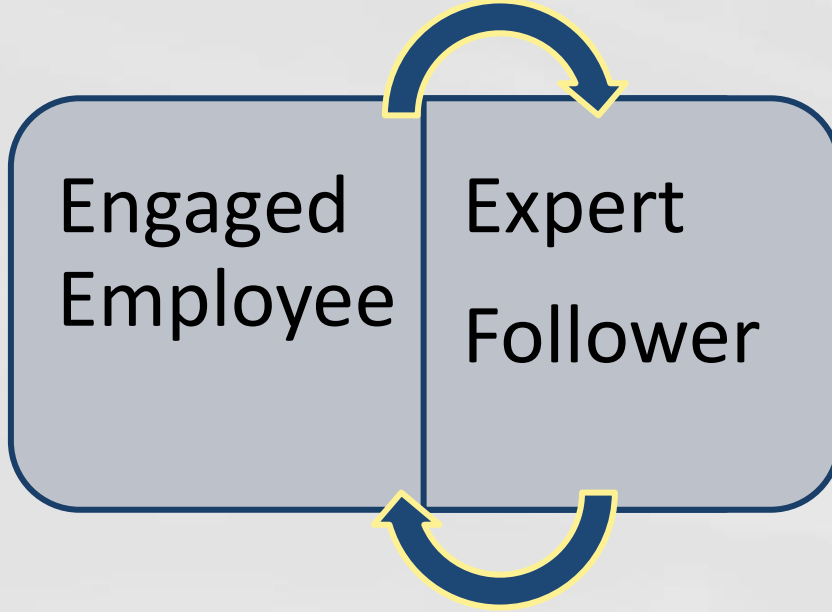
## Kelley's four essential qualities of effective followers:

**They manage themselves well:** The key to being effective as a follower is paradoxically the ability to think for oneself. Followers also see themselves as equals to the leader they follow.

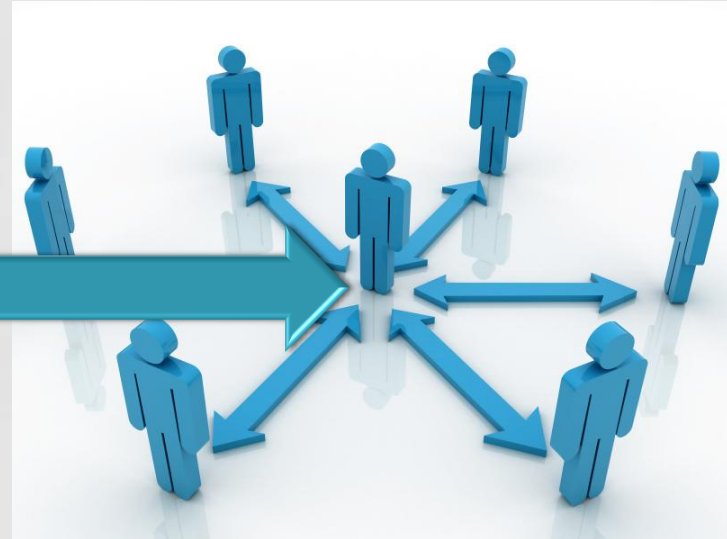
**They are committed to a higher purpose:** They work towards the purpose of the organization, and to certain principles and values outside of themselves. If they see a misalignment with personal values, they may withdraw their support either by changing jobs or by changing leaders.

**They build their strengths:** They have high standards of performance and are continually learning and updating their skills and abilities. They seek out extra work and responsibilities gladly in order to stretch themselves.

**They take risks:** They are credible, honest and have the courage to speak up. They give credit where due, but also admit mistakes. They are insightful and candid and they are willing to take risks. They can keep leaders and colleagues honest and informed.



**TRANSFORMATIONAL LEADER**



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