

How Leadership Cultivates Workforce Retention – or NOT!



Georgia Child Welfare Summit
Angela Pittman

PCG | *Human
Services*
Public Focus. Proven Results.™

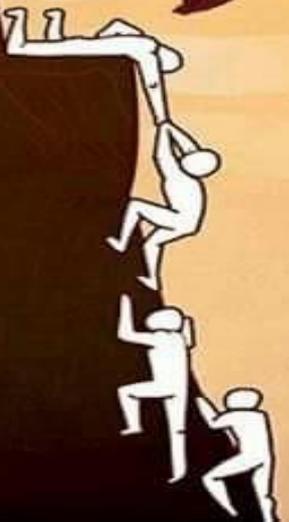
Today's Objectives

- Learn what NOT to do!
- Understand how leadership behaviors, brain science and the nature of HHS work impacts workforce retention
- Understand secondary trauma impact on performance and outcomes and strategies leaders and managers can take to mitigate it
- Explore strategies to change leadership behaviors in yourself and others, in order to cultivate a positive organizational climate and culture

BOSS



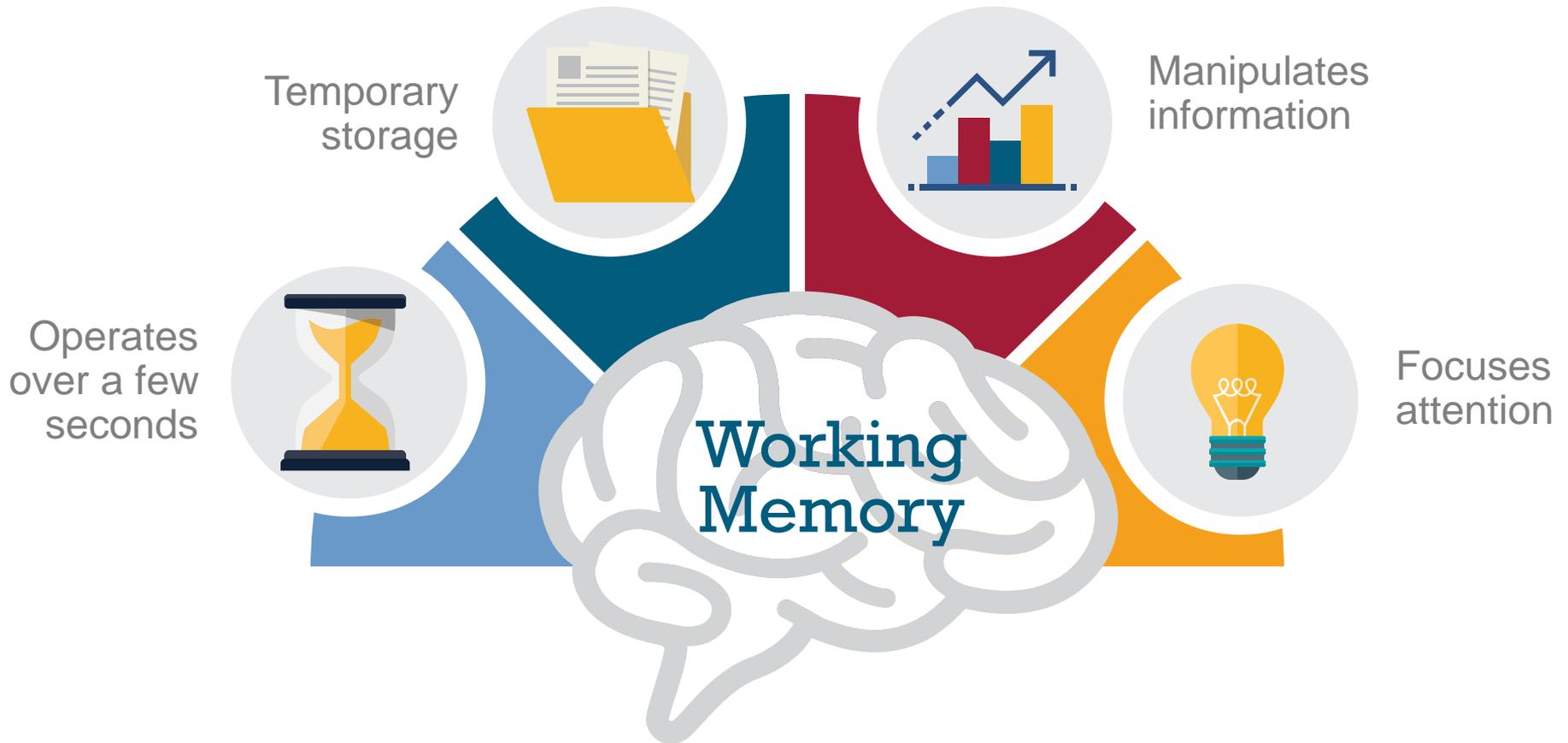
LEADER



What IS toxic leadership?

video

Impact on Executive Function & Performance



<http://usablealgebra.landmark.edu/instructor-training/working-memory-attention-executive-function/>

SO WHAT?

Result of Toxic Leadership on Organizations

- Poor morale
- Higher cost to taxpayers
- Blaming culture and climate
- Inefficient child welfare performance measures
- Decreased timeliness in investigations; increase of length of stay in foster care
- Loss of expertise of fully qualified, trained and experienced staff through turnover
- Increased accidents, sick time and ADAAA issues
- Decreased productivity & workload efficiency
- Decrease in quality of safety & risk assessment
- Little collaboration
- Decreased ability to reach mission & to deliver services effectively



-TRUST-



[https://hbr.org/2017/01/t
he-neuroscience-of-trust](https://hbr.org/2017/01/the-neuroscience-of-trust)

Leadership Behaviors that Promote Trust

(resulting in positive organizational climate & culture)

**Recognize
Excellence**
(celebrate
success)

**Induce
“challenge
stress”**

**Discretion
in doing
their work**

**Enable job
“crafting”**

**Share
information
broadly,
often &
consistently**

**Intentionally
build
relationships**

**Facilitate
whole person
growth**

**Show
vulnerability
(humility)**

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

Trust in Leadership

By cultivating trust through leadership, organizations gain:

106% | more energy at work

76% | more engagement

50% | higher productivity

40% | less burnout

74% | less stress

29% | more satisfaction with their lives

13% | fewer sick days

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

Cultivating Trust Return on Investment

- Increased loyalty
- Retention increased by 50%
- 70% more aligned with purpose/mission of organization
- Increased organizational climate and culture:
 - 11% more empathy for colleagues
 - 41% greater sense of accomplishment
 - 41% less depersonalization (read: gossip and negativity) of colleagues

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

Intentional Leadership

- TRUST
- Self awareness and insight
- Integrity
- Determination and attitude are key
- Communicating authentically
- Optimism and transparency
- Partnership – workforce, community, legislators/funders
- Humility & Vulnerability (taking responsibility for your actions, acknowledge mistakes)
- Intentionally building a resilient culture, through support balanced with accountability
- Demonstrating resilient traits in leadership style
- Using stressful situations as a coaching opportunity
- Questioning versus directing
- Celebrating successes
- Prepare, practice and practice again

What is Emotional Intelligence (EI)?

Emotional intelligence is the ability to **recognize**, **understand, express** and **manage** one's **own** emotions

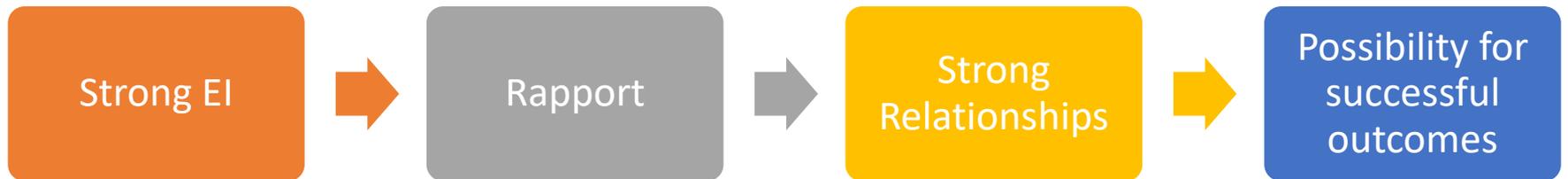
and

while managing relationships through the **recognition** and **understanding** of the emotions of others.

<http://www.diffen.com/difference>

How do you develop hard working, dedicated employees?

The stronger the relationship, the greater the influence



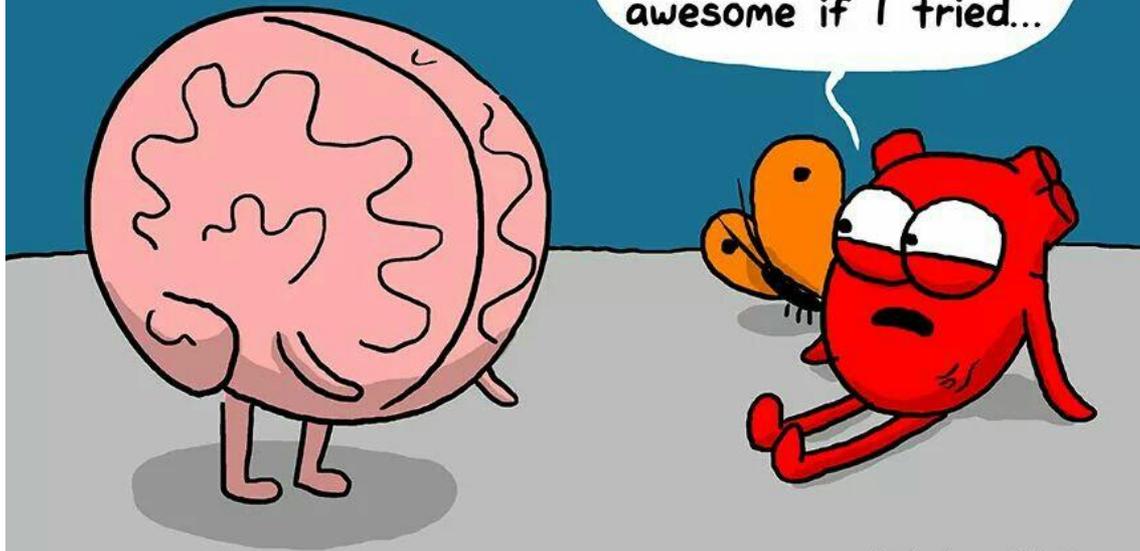
Four Components of Emotional Intelligence



Self Assessment

I have a confession...
Sometimes I avoid learning
new things because I'm so
afraid of acknowledging
how little I really know.

I also have a
confession...I am
super awesome and
I couldn't be less
awesome if I tried...



Heart and Brain™

theAwkwardYeti.com

EI Tools in Action

video

A boss has the title.

A leader has the
people.

- Simon Sinek