

Universal LifeStiles

Coaching Universal Enhancement In Place - Just In Time Training (Classroom)

by Thomas E. Pomeranz, Ed.D.

Universal Enhancement

Universal LifeStiles

Coaching Universal Enhancement: In Place – Just In Time (Onsite)

by Thomas E. Pomeranz, Ed.D.

Universal Enhancement

Tom's Laws

The size of a person's bed is proportional to their IQ

The frequency of illness is positively correlated with the number of nurses employed

When speaking, the receiver's comprehension is positively correlated with the speaker's voice volume

A statistical relationship exists between skill acquisition and miles driven in a van

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Who Needs Intervention!

To improve quality of life for those we support, we must.... rehabilitate the staff!

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Best Practices

Best Practices already occur in your organization! Assure that those Best Practices are pervasive and constant!

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Tribal Knowledge

Like the game Telephone, Tribal Knowledge is a game in which information is passed between succeeding generations of staff.

As the information is passed along, distortions and half truths flourish.

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Staff Training

I know this is your first day as a support staff.

Giving support staff the keys to the van and asking them to do good things — is NOT TRAINING.

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Source....

....of staff knowledge:

Coworkers 75%

Supervisor Formal Training 25%

Tribal knowledge cannot be stopped. The best defense is a good offense — COACH!

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Your Vision

Will your staff raise their sights to match your vision?

What is your vision?

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In Place
 Train staff in the environment where the individual's skills are to be exercised.



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Just In Time
 Train staff at those times they are actually providing supports.



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It's Your Choice
 Pay me now or pay me later.
 How are you investing your time?



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Coaching Strategies


Prompt
Model
Support
Celebrate



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Coaching Strategies


Prompt



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Prompt Strategies

Prompt:
 To suggest or encourage a desired response through verbal or physical cueing.



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Prompt


- Ask "Is there any other way...?"
- Provide a glance
- Gesture
- Ask "What do you think we should do?"



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Coaching Strategies


Prompt
Model



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Model Strategies


Model:
 Someone or something (worthy of imitation) set before an individual for guidance or imitation – "walk the talk!"



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Model


- Show people how you want them to act
- Set an example by the way you interact with others
- Don't just talk the talk – walk the walk



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Coaching Strategies

Prompt
Model
Support




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Support Strategies

Support:
To promote and advocate the interests of an individual by providing materials and equipment and/or removing administrative barriers and obstacles.


"Jim, let's check out that electric wheelchair so you can go to the store by yourself."



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Support


- Provide resources
- Remove perceived administrative barriers
- Listen
- Provide emotional support



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Coaching Strategies

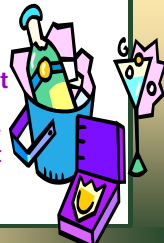
Prompt
Model
Support
Celebrate



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Celebration Strategies

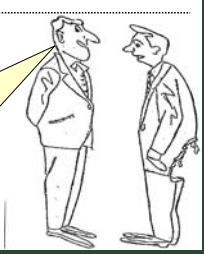
Celebration:
To stimulate through acknowledgement or recognition; to encourage the heart and delight in another's achievement.



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The Boss

"So what did the boss have to say?"



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Celebrate

- Thank people for doing well
- Show appreciation in concrete and public ways




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Oreo Cookie

When coaching defensive or passive-aggressive staff, coach them by sharing:


- A positive comment
- Issue of concern
- A positive comment

This strategy is disarming



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Show Appreciation
 Celebrate the efforts of staff by providing:
 A simple verbal "job well done"
 A certificate for "going above & beyond"
 Special recognition in the agency's newsletter
 A letter of commendation for their personnel file
 An informal thank you note



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Coaching Motto
Don't blame them!
Train them!

How many times do I have to tell you? Let Sue dress herself!!



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Symphony Orchestra
 The "Q" is responsible to assure all players follow the score.

QMRP

Social Worker, Physician, PT/OT, Nurse, Dietician, Psychologist



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Not For Delegation
 You cannot delegate **responsibility!**
 You can only delegate **authority.**
 Pursuant to ICF/MR Regulations the **responsibility** resides with the **QMRP!**




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Use Humor
 The use of humor in coaching: increases retention – memorable enhances the learner's receptivity makes coaching fun

The CIA will be here in one hour to dust for fingerprints. Hopefully they will not find **your** fingerprints on anything.

If what we say is not memorable – it won't be remembered.




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Hidden Agenda
 All training must result in participants feeling:


Empowered Valued
 Committed Focused
 Energized Inspired
 Dedicated Enthused

These feelings promote a quality life for the individuals supported.



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Trans-Generational



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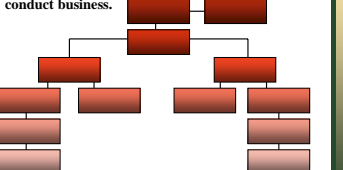
Pass It On
 The sensitivity demonstrated by supervisors is the primary factor influencing the quality of the relationship between support staff and the individuals they support.

What type of "emotional climate" are you creating by your behavior?



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Trans-organizational
 Organizational: Something made up of elements with varied functions that contribute to the whole and to collective functions; a structure through which individuals cooperate systematically to conduct business.



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Employees Don't
 Employees don't leave their jobs – they leave their supervisors.

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Let Them Know
 Your staff will not care how much you know... until they know how much you care!

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Common Thread
 How can a coach be effective at a –

Hospice residence	Spinal cord injury center
Shelter for battered women	Substance abuse program
Early childhood program	Assisted Living
Memory care center	TBI group home
State psychiatric center	MR/DD Adult day care

when the coach is not clinically knowledgeable in these areas?

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IP-JIT: A Necessity
 The changing service delivery system -

- Experienced peer mentors not available
- Reimbursement does not pay for training
- Staff shortages impair ability to schedule employees for classroom training
- Supervisors responsible for multiple sites
- English is often a second language

Low cost, highly effective approaches to staff training are essential!

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The Value of IP-JIT
 Supervisors/clinicians gain insight and an appreciation with respect to the strengths and limitations of staff

Staff learn best when provided with hands-on demonstration and immediate feedback

Many staff without a post high school education are intimidated by a classroom setting

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The Value of IP-JIT (cont'd)
 Provides supervisors/clinicians an opportunity to refine and maintain skills not frequently utilized

Provides an opportunity to improve the working relationship with subordinates

Allows supervisors/clinicians an opportunity to refine protocols, reorder processes and modify the environment to maximize efficiencies

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Protocols...
 ...a standard procedure for regulating activities and processes.
 Who, how and why are the protocols developed for:

- purchasing groceries?
- administering medication?
- cleaning wheelchairs?
- organizing dressers/closets?
- doing laundry?
- preparing meals?
- eating breakfast?
- selecting clothes to wear?

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Why I Avoid Coaching
 Excuses why supervisors/clinicians don't coach:

#1 Staff say that I make them nervous standing over them

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He Makes Me Nervous


I wish he would leave me alone – I know what I'm doing!"

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Why I Avoid Coaching

Excuses why supervisors/clinicians don't coach:


- #1 Staff say that I make them nervous standing over them
- #2 With all my other responsibilities I have no time to coach



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Forms

Quality of life?



Immunization Record
Photo release
Daily Attendance Record
Seizure Activity Record
Mileage Log
Activity Schedule
Menses Record
Visitor Log
Vehicle Accident Report
Workers Comp Claim

AWOL Report
Sleep Record
Medication History
Maintenance Request
Incident/Injury Report
Team Meeting Attendance Record
Discharge Summary
Bowel Movement Record
Abuse/Neglect Report
Infection Control Report
Pathogen Exposure
Release of Information

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Why I Avoid Coaching

Excuses why supervisors/clinicians don't coach:

- #1 Staff say that I make them nervous standing over them
- #2 With all my other responsibilities I have no time to coach
- #3 I feel like I am intruding on the privacy of those supported

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There's A Trade Off

Training In Place-Just In Time may infringe upon an individual's right to privacy.




The right to competent and caring staff is an equally important right.

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Why I Avoid Coaching

Excuses why supervisors/clinicians don't coach:

- #1 Staff say that I make them nervous standing over them
- #2 With all my other responsibilities I have no time to coach
- #3 I feel like I am intruding on the privacy of the consumers
- #4 The staff never do what I tell them anyway




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Bond With Staff

When you bond with people they are less likely to behave in a way to disappoint you.

How do you need to behave in order to bond?



How's your son feeling, Bob?
Is he out of the hospital yet?

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Why I Avoid Coaching

Excuses why supervisors/clinicians don't coach:

- #1 Staff say that I make them nervous standing over them
- #2 With all my other responsibilities I have no time to coach
- #3 I feel like I am intruding on the privacy of the consumers
- #4 The staff never do what I tell them anyway
- #5 I'm concerned about offending the staff if I tell them - 'this is how you should be doing this or that'
- #6 I'm here all the time - I know what's going on
- #7 WHAT'S YOURS?

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Together We Grow

By your pupils, you are taught.




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Working In Fear

Do support staff in your agency fear they will:

- be injured?
- violate rights?
- make documentation errors?
- be unable to respond to an emergency?
- not have support of colleagues?


It is imperative that supervisors and clinicians HAVE A PRESENCE providing support staff with IP/JIT (coaching).



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Collegial Support

The presence of supervisors, managers and clinicians as coaches helps nurture a collegial environment, a team spirit. Such an environment is one of **TRUST**, where staff can count on each other to provide support when needed.




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Informal IP - JIT

As a supervisor, manager or clinician, you are always coaching the support stafffor you are being closely watched.

Some staff watch not to learn, but to put chinks in your armor! At least you have their attention!



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Being Watched


Staff have an indelible memory! That's good news.



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Freeze Frame Observations

...do not have direct benefit of what occurred before or after the observations. The effective coach interprets pre and post "conditions" by identifying **Red Flags** and **Markers**.



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Look For The Signs

Red Flags

Those things that cause you concern - let's dig a little deeper.



Markers

Indications that proclaim - this is the way I wish to be treated.



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Red Flags


- Tardive Dyskinesia
- Excessive postings
- Men without belts
- Halitosis
- Poor nail care
- Staff answer phones
- Twin beds
- Bulk food
- No toilet paper
- Staff with flat affects
- Garden weeds
- Clocks with incorrect times
- TV's on when no one is watching
- A staff bathroom
- Staff won't use dishes
- Dirty wheelchairs

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Markers

"Markers" provide for a strong indication that the Universal Enhancement Standard is met - *this is the type of place I would like to live:*


- Magazines of interest, in a rack next to the toilet
- A cookie jar filled with tempting items - always accessible
- Adaptive devices- long handled feather dusters, wash mitts
- Women wearing makeup daily
- Use of sunglasses, rain coats and umbrellas
- Alarm clocks on all night stands - routinely used
- Residents welcome their guests



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Extrapolate....

...to use known facts as the starting point from which to draw inferences (implications) or conclusions about something unknown.




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Survey Mode

When being observed, some staff go into survey mode.

To determine what typically occurs, watch those supported.

They will reveal the truth.



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The Truth

If you want to know how people are typically supported don't watch the staff – observe the support recipients. Through their behavior, they will always tell you the truth.



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Cleanliness

Promote a culture of quality!

- Toilet/tubs sanitized
- Sinks scoured
- Floors mopped
- Furniture dusted
- Lint filter cleaned
- Windows cleaned
- Cabinets organized
- Carpets shampooed
- Linens neatly folded
- Waste cans emptied

Does this describe your support settings?



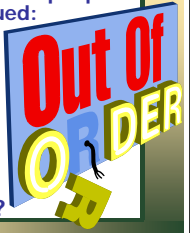
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Maintenance

Communicate that the people supported are valued:

- Replace cracked windows
- Patch holes in walls
- Tighten dripping faucets
- Secure loose drawer pulls
- Unplug slow drains
- Repair torn screens
- Repaint peeling paint
- Repair running toilets
- Tighten loose hinges

What is your organization communicating?

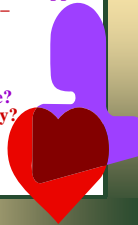


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Environmental Sensitivity

The environment demonstrates our sensitivity for the individuals we support.

- Ask yourself these questions –
- Is toilet paper readily accessible?
 - Can windows be covered for privacy?
 - Are beds appropriate in size?
 - Is medication given privately?
 - Are Attends stored out of sight?
 - Is confidential information secured?



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Safety First

Stay vigilant, safety oversight is all of our responsibilities!

- Hallways unobstructed
- Water temperature less than 110 degrees
- Fire extinguishers mounted/working
- Adequate furnace & water heater clearance
- Poisons secured
- Frayed cords discarded
- Know CPR and the Heimlich



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Under The Rock

Take the rock and roll it over:



- Ask the right questions
- Never be accusatory
- Never be judgmental
- Use the information from "under the rock" in a supportive manner – no blame

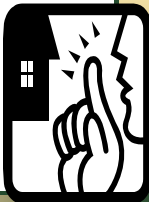
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Dirty Little Secret

Under the rock:

- Putting them "down" at 7 PM
- Skipping baths
- Not reporting med errors
- Sleeping on duty
- Ignoring soiled attends
- Falsifying program records
- Physical abuse

Where is the oversight?



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IP - JIT Components (Residential)

Observation (Support)		
Alarm clocks		
Keys to front door		

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Front Door Key



Having a key to your front door proclaims ownership and control!

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IP - JIT Components (Residential)		
Observation (Support)		
Alarm clocks		
Keys to front door		
Individualization		
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Individualization: Speaking Out
 When one is challenged in advocating for their interests, preferences and relationships, the artifacts in one's life serve as their voice. "Things" of value in one's life proclaims "I have a valued life and I am valued!"

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Photographs
 Photographs of family and friends are an essential feature of individualization. Individuals with no family or friends should have photographs of their favorite staff displayed...

...photographs of people who value the individual, communicates to others that they have allies!

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IP - JIT Components (Residential)		
Observation (Support)	Coaching (Model, Prompt, Celebrate)	
	Interaction Skills (Relationships)	Supported Routines
Alarm clocks	Smiling	Making the bed
Keys to front door	Courtesy	Sweeping the sidewalk
Individualization	Eye contact	Washing dishes
Cookie jar	Humor	Buying groceries
Lowered closet bar	Quiet voice	Vacuuming carpet
<p>↓ ↓ ↓</p> <p><i>If you don't make these things happen - WHO WILL?</i></p>		
Universal Enhancement		

IP - JIT Components (Day)		
Observation (Support)	Coaching (Model, Prompt, Celebrate)	
	Interaction Skills (Relationships)	Supported Routines
Integrated bathrooms	Smiling	Bringing materials to the table
Age appropriate items	Courtesy	Cleaning the work area
Accessible environment	Eye contact	Setting up for lunch
Use of jigs & fixtures	Humor	Changing attends
Pleasant smell, light, temperature, sound	Quiet voice	Hanging up coats, hats
<p>↓ ↓ ↓</p>		
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IP-JIT Focus

Staff Behavior

That is the one thing staff can control!

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Titanic
 Supporting people in getting a life, may take more than rearranging the deck chairs on the Titanic.
 Build a new ship- rethink:
 organizational design
 job descriptions
 committee structures
 staff performance evaluations

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Performance Evaluations
 Staff study for the test!
 Does your organization evaluate competencies that promote quality of life?

But you said I would be evaluated on supporting people to have meaningful relationships, not on documenting BM's!

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Titanic
 Supporting people in getting a life, may take more than rearranging the deck chairs on the Titanic.
 Build a new ship- rethink:
 organizational design
 job descriptions
 committee structures
 staff performance evaluations
 marketing strategies

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Marketing Strategies

"Give To Jerry's Kids"




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Titanic

Supporting people in getting a life, may take more than rearranging the deck chairs on the Titanic.

Build a new ship- rethink:


- organizational design
- job descriptions
- committee structures
- staff performance evaluations
- marketing strategies
- policies and procedures



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Cart Before The Horse


- Staff schedules
- Staff assignments
- Menus
- Fiscal policies
- Group schedules
- Bulk purchasing
- Licensure regulations
- Preferred foods
- Access to personal funds
- Spontaneous activities
- Individualization
- Intimate relationships
- Positive rituals
- Meaningful jobs



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The Devil's Doing


Regulations which pay homage to minutiae, while turning a blind eye on quality of life, are written by the devil!



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Things That Matter

Things that matter most should never be at the mercy of things that matter least. Goethe



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Expediency

Administrative expediency creates a disrespectful environment.

Dan Berkowicz

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Expediency (cont'd.)

- Bulk purchasing of groceries
- Agency pharmaceutical contracts
- Utility bills paid by the finance department
- Vehicles serviced by motor pool
- Contracted yard maintenance and snow removal
- Medical appointments centralized

How do these expediences impact supported routines?

- Potatoes 20 lbs.
- Cereal 3 cases
- Bananas 15 lbs.
- Ground Chuck 15 lbs.
- Fish Sticks 1 case
- Hamburger buns 6 pkgs.
- Popsicles 1 case
- Milk 30 gallons
- Mustard 2-10 lb. jars
- Apples 20 lbs.


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Medical Mantra

If it's not documented it didn't happen!


Documenting bodily functions or life activities: menses, bowel movements, fluid intake, hours slept; should be clinically determined.

What policy dictates your agency's documentation?



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Stools



Stools at the bumpy end of the scale are hard to pass and often require a lot of straining. Stools at the slicker end of the spectrum are the best way to pass - they need to have their original and secondary components. The ideal stool is Type 3 and is approximately 2.5 cm in diameter and is soft and pliable without any lumps, ridges, or tears. They are best able to be passed with an average frequency of 1-2 times per day.

Charting should be clinically determined!

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Stools (cont'd)

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Data Collection

Frequency of data collection for skill acquisition objectives should be clinically determined.

Documentation is not a replacement for supervision!

What's the purpose of daily recording someone's participation in a bed-making program?

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Titanic

Supporting people in getting a life, may take more than rearranging the deck chairs on the Titanic.

Build a new ship- rethink:

- organizational design
- job descriptions
- committee structures
- staff performance evaluations
- marketing strategies
- policies and procedures
- staff training approaches
- quality assurance systems

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What's Important

Inspect what YOU expect

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The Shield

Layers of bureaucracy shield the "institution" against the corrosive effects of inclusion.

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Performance Influences

There are many factors that influence direct support professionals' (DSP) performance.

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Change

If the computer industry innovated at the same rate as the disability field, we would still be using an abacus.

At Issue:

- Age Appropriateness
- Language
- Supported Routines
- Self-determination
- Supported Employment
- Consensual Sex
- Inclusion
- Futures Planning

How quickly is your organization innovating?

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Responsiveness

Captain, turn the ship around! My son's on shore!

Impossible! We've set sail.

Is your organization responsive?

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Responsiveness (cont'd)

Bob, we took off without Jr.!


I'll turn around right now!

Does your organization respond to people's needs like the Captain of the Queen Mary?

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Just In Time

Training staff on issues of significance must be provided "Just in Time" not after!




- Poor survey results
- Escalating staff injuries
- Multiple allegations of abuse
- Numerous medication errors
- Significant increase in "SIB"

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The Horse....

The horse is already out of the barn.




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Where's "De?"

Demeaning, degrading and devaluing characteristics are easily identified when looking through Universal Enhancement lenses.

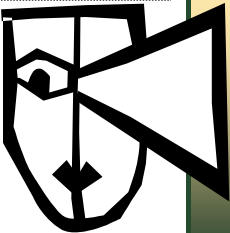
When we don't, identifying "institutional" characteristics is like trying to find a needle in a haystack.



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Who Do You See

When your mind's eye sees yourself in those you support, hidden impediments to a QOL become obvious.



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IP-JIT OBSERVATIONS

The following areas of importance should be assessed during IP-JIT coaching sessions.

Items that:


- denote individualization : photos of family and friends, religious artifacts, personal collections
- maximize accessibility: lowered closet bars, single sheet toilet paper dispensers, touch lamps, lowered light switches
- denote self-determination: cookie jar, alarm clock



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IP-JIT Observations (cont'd)

- denote empathy and sensitivity: toothpicks, reading materials in bathroom, perpetual calendar, light dimmer switches in bedroom, sunglasses
- enhance sense of self: jewelry, perfume, glamour shots, purses, wallets
- enhance the flavor and quality of meals: salt, pepper, mustard, sugar, catsup, relish



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Grandma's Table

Create Grandma's table:

hot sauce	catsup	relish
salt	sugar	peppers
olive oil	jam	hummus
horseradish	syrup	honey
Mustard	pickles	cream


Experience a variety of flavors



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IP-JIT Observations (cont'd)

- denote empathy and sensitivity: toothpicks, reading materials in bathroom, perpetual calendar, light dimmer switches in bedroom, sunglasses
- enhance sense of self: jewelry, perfume, glamour shots, purses, wallets
- enhance the flavor and quality of meals: salt, pepper, mustard, sugar, catsup, relish
- are age- appropriate, available during leisure times: jigsaw puzzles, Rubric Cube, dominoes, sketch pad




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Creating A Home

Encourage and nurture a home environment and familial relationships:

favorite family recipes	vacation souvenirs
scrap book	refrigerator magnets
photo album	family photo collage
bird feeder	outdoor thermometer
magazine rack	terrarium
wind chimes	bird house
pets	garden
wind sock	baking bread

How do these things enhance QOL?




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Good News and Bad News

Increasing the Universal Enhancement Assessment Score (UEAS) draws mixed results:

Low scores are easy to improve - maintenance, staffing and documentation deficiencies, inadequate supplies and OSHA violations; *conversely...*

High scores are difficult to improve - enhancing self esteem, forming valued relationships, increasing community inclusion, furthering self advocacy and promoting self-determination



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Medical Advocacy

When impairment is noted, staff must be able to answer the following:

Diagnosis: What is the cause of the condition, as determined through evaluation of history and examination?

Prognosis: What is the prospect of recovery as anticipated from the usual course of peculiarities of the case?

Intervention: How can we involve ourselves in a situation so as to alter the prognosis?



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If It Were You....

...or a loved one, you would have an answer!

Diagnosis


Kyphosis	Congenital Birth Defect
Muscle Spasms	Cerebral Palsy
Poor Body Posturing	Osteoporosis

Prognosis

Won't ambulate	Normal Spinal alignment
Remains unchanged	

Intervention

Back Brace	Surgery
Prompting	Medication
Physical Therapy	



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Factors Influencing IP/JIT

Characteristics that influence the "intensity" of the coaching experience:

- The number of individuals supported at the setting
- The extent of cognitive, physical, psychiatric and behavioral challenges
- The experience, receptivity and ability of support staff
- The number of support staff employed
- The accessibility of the environment
- The nature of the activities in which the individuals supported are engaged

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Onsite Coaching Strategies


Have a presence



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Office (ôf'is)

¹. A place where supervisory and professional staff hide



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Retired In Place



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Onsite Coaching Strategies

Have a presence

Make coaching a scheduled event


The schedule of managers/supervisors and clinicians is dictated by the training needs of staff and the clinical needs of those supported:

- develop your work schedule, so your personal life comes first
- The number of hours worked does not determine your effectiveness - it's when you work them!



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It's When You Work



- Two morning wake-ups in a seven day period (5:30a.m. - 8:00a.m.)
- Two late evenings in a seven day period (4pm-11pm)
- One Saturday per month
- One Sunday per month
- One all night per quarter

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Onsite Coaching Strategies

Have a presence

Make coaching a scheduled event

The schedule of managers/supervisors and clinicians is dictated by the training needs of staff and the clinical needs of those supported:

- develop your work schedule, so your personal life comes first
- the number of hours worked does not determine your effectiveness – it's when you work them!
- develop your work schedule for your supervisor's approval



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Onsite Coaching Strategies (cont'd.)

- just dropping in does not replace a scheduled session

Demonstrate a positive attitude - be warm and friendly



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Say It Positively

Focus on what you want staff to do!

- Increases support staff receptivity – minimizes defensiveness
- Eases the Coach's anxiety
- Serves as an effective instructional strategy
- Models how we expect staff to relate to support recipients

It is how you wish to be treated!



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A Thought

A complete person does not need to make another feel incompetent.



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Treat Others

Treat everyone as though they are who they wish they could be.



Gandhi

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Which One Are You?

There are two kinds of people in the world ---- those that leave their mark and those that leave a stain.




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Personal Power

.....is given to one by others because they believe the person is a capable, competent and sensitive person.

I really appreciate your advice.



When guidance is needed, others tend to look toward those who hold

Personal Power

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Managing Personal Power

Those who excuse their lack of "likeability" are defending why they are not valued by others.

Common Excuses:

- "If you give an inch, they'll take a mile"
- "Why go out of your way to be likeable- they don't appreciate it"
- "When I'm nice, half the staff just say I'm showing favorites"
- "You have to take a hard line approach - if you don't, they'll gain the upper hand"
- "When I try to be nice, some of the staff accuse me of being manipulative"


I'm not here to be liked!



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Be An Example

Being an example is not the main thing in influencing others. It is the only thing.



Albert Schweitzer

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Achieving Likeability
Likeability...
Wins the vote
Closes the deal
Gets the contract
Makes the sale
Listeners are message insensitive to those who are not likeable.



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Conquering the Underground
When confronted with staff who are members of the underground:
1. Call Guido (*you'll end up in jail*)
2. Terminate their employment
(there will be another staff who joins the underground)
You're fired!



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Termination
Terminating the Underground is like catching a tiger by the tail.



The Underground is: passive – aggressive; covert in their behavior; lacking self esteem

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Conquering the Underground
When confronted with staff who are members of the underground:
1. Call Guido (*you'll end up in jail*)
2. Terminate their employment
(there will be another staff who joins the underground)
3. Do nothing (*not a good plan*)
4. Coach (*preferred*)
Are there other options?
You're fired!




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Underground Greeting
Are new employees in your organization greeted by the Underground?
I know what they told you in orientation, now let me show you how we really do it around here!
You're fired!



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Remember What Caesar Said
STAY CLOSE TO YOUR ENEMIES
Remember: the more unpleasant, aversive, challenging or undermining the individual, the more essential it is that we form an alliance or bond!
Do you have enough water in your well to follow this maxim?




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Spoons...
... aka "The Underground"
- always stirring things up!!



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Underground Etiologies
Pathological hatred ("going postal")
Mean spirited, malevolent, vitriolic
Low self-esteem, passive-aggressive personality
Are any of these individuals on your team?
What a miserable place to work!!



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Underground Intervention
Co-opt; delegate authority for special recognition
Share your affect
Celebrate their efforts/successes
Acknowledge significant "happenings"
Identify their demon



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My Behavior

How does my behavior affect other people?
*There's nothing wrong with my behavior!
 I don't care how my behavior affects others!*
My behavior doesn't affect others!
They've got to accept me for who I am!
Every time you speak or act, ask yourself what affect or response are you likely to elicit from those with whom you are interacting.

Are you stupid or what!!!!

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Unions

They only go where they are invited! By your behavior, you communicate to staff that they are valued.

I promise, we can help you improve your working conditions!

Union Organizer

What are you communicating?

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Staying in Control

Tips for managing difficult employees:

- Make clear what is expected
- Set deadlines
- Outline consequences
- Hold them accountable
- Have a peer hold them accountable
- Communicate often and immediately when something is wrong

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No Surprises

Performance appraisal evaluations were never intended to inform staff of their performance – but rather validate what they have been told all along!

Why did you wait until now to tell me this?!

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Staying in Control

Tips for managing difficult employees:

- Make clear what is expected
- Set deadlines
- Outline consequences
- Hold them accountable
- Have a peer hold them accountable
- Communicate often and immediately when something is wrong
- Criticize softly and behind closed doors
- Don't let them drag down high-performing employees
- When they do something well, praise them in front of others
- Remember they are people first and employees second. Try to understand why they keep making mistakes.

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Likeability

Smile

Sue, how is your Mom feeling since her surgery?

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The Oscar Face

"I'm so exhausted!"
 "I'm worried about my marriage!"
 "My mother is very ill!"

Well, first I want to thank my agent and my director - and certainly my fans!

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Vulnerable

Smiling, listening, sharing affect, expressing humor or engaging in eye contact may be inhibited by one's inability to be ...

VULNERABLE: A willingness to accept criticism or be open to judgement

Barriers are formed when one does not accept themselves as a good and capable person. Thus, the individual behaves in a manner to protect themselves from being revealed to others.

That's one of the funniest jokes I've ever heard!

I'm furious that he would say that!

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Likeability

**Smile
 Greet warmly
 Show appreciation**

Sue, how is your Mom feeling since her surgery?

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Celebrate

If you don't have it..... You can't give it!

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Likeability

Smile
Greet warmly
Show appreciation
Listen

Sue, how is your Mom feeling since her surgery?

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Being a Good Listener

Listener's Code: Never Pass Up The Opportunity To Be Silent

Definition of Listening: Be Quiet

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Scrabble

Listen

L N S L E I
I E I S T L E
S L N S E

Sshh!

No Talking!

Silent – It's Inherent!

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Likeability

Smile
Greet warmly
Show appreciation
Listen
Be responsive
Talk softly
Show courtesy

Sue, how is your Mom feeling since her surgery?

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Being Courteous

Saying "bless you" to a person who sneezes
Asking a colleague, who earlier said they had a headache, if they feel better
Allowing others in your dinner party to get in front of you in the buffet line
Wishing an acquaintance prior to their departure, a safe and pleasant time

"Bless you!"

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Being Courteous (cont'd)

Not speaking in the movie theatre
Assisting a friend or colleague with putting on their coat
Smoking in the presence of non smokers only with their permission
Being first on an elevator and asking oncoming riders what floor they need

Sh-hh-h!

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Likeability

Smile
Greet warmly
Show appreciation
Listen
Be responsive
Talk softly
Show courtesy
Use eye contact
Focus conversation away from yourself
Share humor

Sue, how is your Mom feeling since her surgery?

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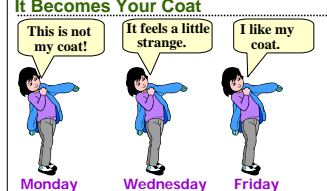
Humor

To tell a joke one must have water in their well
When telling a joke one must be willing to risk that no one will laugh or worse yet- the joke will flop and people will laugh at you
If one can't take the RISK, we protect ourselves by not initiating humor

Hey, did you hear the one about the farmer's daughter..

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It Becomes Your Coat




Monday Wednesday Friday

Perhaps initially uncomfortable, new behaviors internalize.

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Likeability

- Smile
- Greet Warmly
- Show Appreciation
- Listen
- Be Responsive
- Talk Softly
- Show Courtesy
- Use Eye Contact
- Focus Conversation away from yourself
- Share humor




If others do not like you, they are more likely to be message resistive.

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I'm OK, You're Not

Do you judge others' behavior more harshly than you judge yourself?



Isn't it funny - when someone else takes a long time to do something, he's slow. When I take a long time, I'm thorough.
 When someone else skips a task, he's lazy. When I skip one, I'm busy.
 When someone else takes on a duty without being told, he's overstepping his bounds. When I go ahead and do something without being told, I have initiative.
 When someone else states his opinion strongly, he's bullheaded. When I state my opinion strongly, I'm firm.
 When someone else overlooks a few rules, he's irresponsible. When I let a few rules slide, I'm doing my own thing.

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Onsite Coaching Strategies (cont'd)

- Just dropping in does not replace a scheduled session

Demonstrate a positive attitude - be warm and friendly

Focus on what you want staff to do versus what you don't want them to do

Verbalize to staff that:

- They are not doing anything wrong
- You want to help them do their job better

Coaching is designed to "raise the bar" - it rests on your agency's values!



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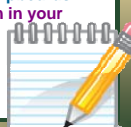
Onsite Coaching Strategies (cont'd)

- The expectations during coaching go far beyond regulatory standards

Chill out (especially when things are difficult); use a sense of humor as appropriate

Keep your hands free, no clipboards

Keep index cards and a pen in your pocket for short notes regarding those issues to address at a later time (e.g. low fire extinguisher)



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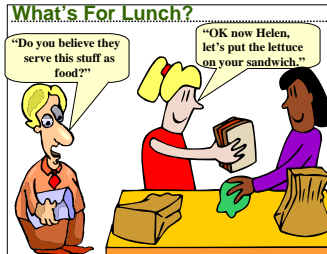
Onsite Coaching Strategies (cont'd)

Focus on interactions/relationships of staff with people supported. Do staff:

- demonstrate courtesy (e.g. please/thank you)?
- do staff encourage dignity and respect in all interactions?

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What's For Lunch?



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Onsite Coaching Strategies (cont'd)

Focus on interactions/relationships of staff with people supported. Do staff:

- demonstrate courtesy (e.g. please/thank you)?
- do staff encourage dignity and respect in all interactions?
- use age appropriate tone of voice?
- use eye contact?
- redirect stereotypic behavior?
- give options - teach self-determination?
- use non-contingent touches?
- demonstrate a sense of humor?
- express appreciation for effort expended?
- demonstrate appreciation for each individual's gifts - "your hair looks very nice today!"?

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Gifts



Express appreciation of each individual's gifts

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Onsite Coaching Strategies (cont'd.)

- engage individuals supported in conversation or "thinking out loud"?
- encourage and teach privacy (e.g. medications not given as a group activity)?
- share affect and/or elicit it from others?
- request a person's permission prior to assisting them in moving or placing their hands on them?
- demonstrate the importance of not talking about the person in front of them?
- encourage individuals to give/do for others?
- use universal language?



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Onsite Coaching Strategies (cont'd.)

- encourage independence in all daily routines (use supported routines)?
- use their hands to assist the individual toward independence?
- know how to do "hands in pocket training"?
- know how to take what they get closest to what they want?
- utilize a hierarchy of prompting or provide minimal assistance?
- recognize the importance of getting the least capable or least cooperative person involved?
- provide consumers their right to struggle in completing a task?
- look for ways of adapting the environment that enhances independence (e.g. kitchen towel through the refrigerator handle)?



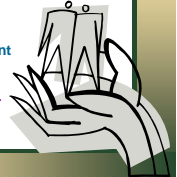
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Onsite Coaching Strategies (cont'd.)

When the coaching session is completed, ask the staff how they felt about the session - strive to obtain their feelings versus their thoughts.

Asking this question:

- Says "I care about you"
- Demonstrates how you want them to interact with individuals supported
- Holds staff accountable for their feelings



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