



NATIONAL ASSOCIATION OF
Community Health Centers®

NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 12, 2022 – Session 2

Foundations of Becoming A Leader

Creating/Developing Boundaries

Sponsored by:

Johnson & Johnson

NACHC's STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

2



Empowered Infrastructure

Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

3



Skilled and Mission-driven Workforce

Develop a highly skilled, adaptive, and mission-driven workforce reflecting the communities served

4



Reliable and Sustainable Funding

Secure reliable and sustainable funding to meet increasing demands for Community Health Center services

5



Improved Care Models

Update and improve care models to meet the evolving needs of the communities served

6



Supportive Partnerships

Cultivate new and strengthen existing mutually beneficial partnerships to advance the shared mission of improving community health

To learn more about NACHC's Strategic Pillars visit <https://www.nachc.org/about/about-nachc/>

THE NACHC MISSION

America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.





Creating/Developing Boundaries

October 12, 2022

Virtual Session



Helping Organizations
Redefine and Pursue Wellness

Today's Learning Objectives

- Define boundaries and understand the advantages of setting healthy boundaries.
- Learn your role in creating healthy relationships/environments/culture through boundaries.
- Learn how to successfully set personal and professional boundaries.





Workshop Agenda

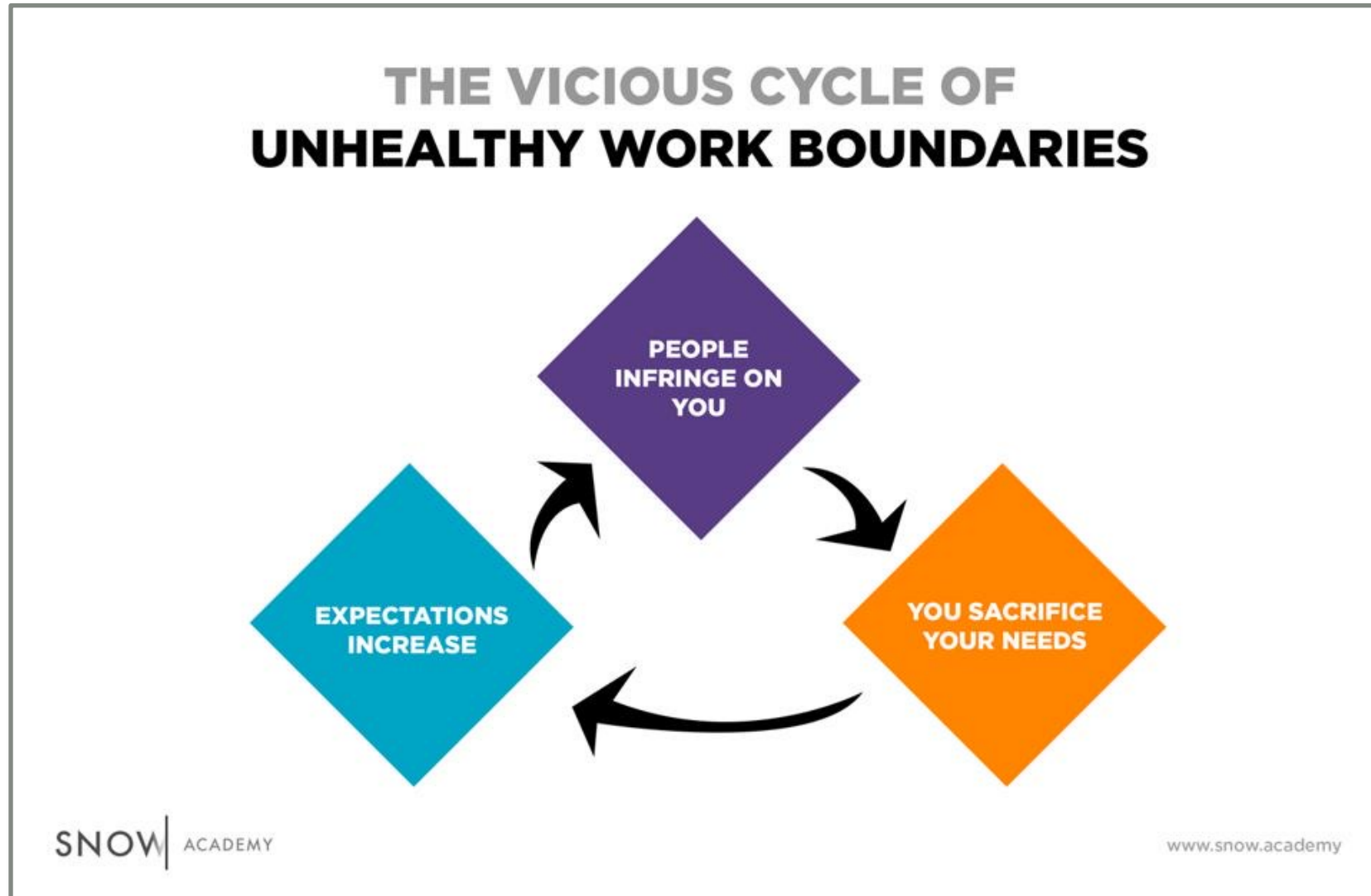
Estimated Time	Discussion Topic/Session
5 min	Welcome & Overview
20 min	Understand Boundaries
20 min	Importance of Setting and Keeping Boundaries
10 min	The Language of Boundaries
20 min	Challenges to Setting and Keeping Boundaries
10 min	Tools to Enforce Boundaries
5 min	Wrap Up & Next Steps



What are Boundaries?

Boundaries defined and the advantages of setting healthy boundaries

Why do I need boundaries?



What is (and isn't) a boundary?

Boundaries are...

- *your* routines and practices
- *your* responsibility to maintain and execute
- *you* knowing yourself and your needs

Boundaries are not...

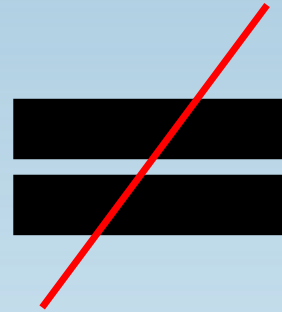
- a set of rules you impose on others
- for others to guess or manage
- an attempt to skirt responsibility
- "in hindsight" but rather, in forethought

<https://summitsedgecounseling.com/read-me/2019/10/14/why-your-boundaries-arent-holding-up-a-short-guide-to-getting-right-with-yourself>





BOUNDARY



BARRIER



Types of Boundaries





Healthy vs Unhealthy Boundaries

Healthy Boundaries	Unhealthy Boundaries
Valuing your personal boundaries and not compromising them for someone else.	Disrespecting the values, beliefs, and opinions of others when you do not agree with them.
Saying “no” and accepting when others say “no.”	Not saying “no” or not accepting when others say “no.”
Knowing that your needs and feelings are just as important as the needs and feelings of others.	Feeling like you are responsible for other people’s feelings and/or happiness.
Knowing who you are and what you want	Changing the way you look, dress, or style your hair because someone you barely know suggests it
Not letting others define you or your sense of self-worth.	Feeling like you are responsible for “fixing” or “saving” others.
Trusting your own decisions	Not trusting anyone – or, trusting everyone: All or nothing thinking

Sources: <https://healthyrelationshipsinitiative.org/healthy-vs-unhealthy-boundaries/> & https://amywatsonpc.com/wp-content/uploads/2021/03/Healthy_Boundaries_vs_Unhealthy_Boundaries_Download_RV_2020.pdf

REFLECTION



1. What are some areas in your life where you believe you have created healthy boundaries?
2. What are those boundaries?
3. How are those boundaries serving you?

Video: Brene Brown Conversation with Kelly Clarkson



“A boundary is what is ok and what is not ok.” – Brene Brown



When to Set Boundaries

*How to know when to set boundaries and
language techniques to support you*



REFLECTION



Know when to set a boundary

1. Inside the circle, write down everything that makes you feel safe and stress free, you look forward to, or gives you energy.
2. Outside the circle, write down anything that causes you discomfort, stress, annoyance, exhaustion, anger, etc.
3. Write down an area to focus on for boundary setting. You will come back to this during the rest of the session.

Boundaries at Work

- Gain clarity on YOUR responsibilities
- Know the challenges that will get in the way of you doing your best work
- Request the information needed to do your best work
- Set time for uninterrupted work time
- Be clear on your optimal work style



Before Setting Boundaries

- Be honest with yourself and others about what you need
- Accept the positive and negative consequences
- Give yourself permission to say no
- Know what is and is not your responsibility
- When resentful, burnt out, or bitter, examine your own life to see where you've misrepresented your needs and expectations of others.
- Balance accountability and personal responsibilities with your emotional needs



REFLECTION



1. What are your work responsibilities?
2. What challenges might get in the way of you doing your best work?
3. What information do you need to do your best work?
4. What is your optimal work style?



Language Techniques: Work Boundaries

Situation	Example language
When You Need to Set Realistic Expectations	<p>“Given the quick turnaround time for this project, I’m able to accomplish Objectives X and Y. Unfortunately, there isn’t enough time to complete Objective Z with the quality it deserves.”</p> <p>“This project was slated for X hours for completion, but on average it takes Y hours. It would be helpful to extend the scope of this project to ensure it’s finished to the best of my ability.”</p>
Asked to Take on Extra Work	<p>“Unfortunately, I don’t currently have the bandwidth to give this project the attention it needs.”</p> <p>“I’m happy to help with this if Project X can be deprioritized to allow me to pivot my focus.”</p>
Meeting Scheduled During a Break	<p>“Hi [Name], I just saw your meeting invitation and wanted to see if there’s a chance we could push it back? I normally take a lunch break during that time, and that break helps me feel energized and focused for our meetings.”</p>
In Public Feedback/Reprimand	<p>“I understand I made a mistake, but I think the feedback would have been more effective in private rather than in a group meeting.”</p>
Need More Information	<p>“I can work on the initial portion of the project, but I feel I need more insight on how to approach the second portion. Could you meet with me for 30 minutes later today to flesh out details? “</p>
Need Support/Resources	<p>“I could use some help pulling together the final paperwork to meet the deadline. Who can take on that responsibility today so I can turn my attention to what only I can complete?”</p>

REFLECTION



1. In the area you wrote down as your focus today, identify 2 statements you can use when that boundary limit is pushed.



Challenges to Boundaries

Learning how to overcome the challenges to boundaries

Challenges to Setting and Keeping Boundaries

- Life Shifts
- Disagreements
- Misunderstandings
- Patterns/Beliefs
- Excuses
- Fear
- Ignorance





Tools to Enforce & Reinforce Boundaries

Building your toolkit

What tools can I use to enforce and reinforce my boundaries?

“We don’t fall into perfect relationships. We create them.”

-Nedra Glover Tawwab





What are some tools to enforce your boundaries?

Tool	Example language
Clear agreements	“I want to be clear about what each of us can expect from this agreement...” “We will meet at the office at 3pm sharp.”
Confident knowledge of yourself	“No, that is not my style.” “I need more structure than that, can we compromise?”
Commitment to your goals	“That does not fit with the direction I’ve chosen.” “I’ve committed to using my lunch hour for personal development 3 times a week, but I’d be happy to have lunch with you every other Tuesday.”
An air of ownership	Appearance that says you are authentic and know what is appropriate. Confidence in your role and contribution. Spirit of enthusiasm and adventure. A calm “knowing.”
Speak Up	“No, I will not accept your behavior.” “I need to let you know that your actions and words hurt me.”
Suspend Privilege	“I will not continue this arrangement.” “Let’s step back and resume when we have adjusted our behavior.”
Withdraw	Withdraw emotionally to keep your objectivity. Retreat and start fresh if the situation calls for it.
Denounce	“You are no longer welcome here.” When appropriate, refuse to speak about it. If needed, call for help, hire an attorney, consult an advocacy support, or get a restraining order.

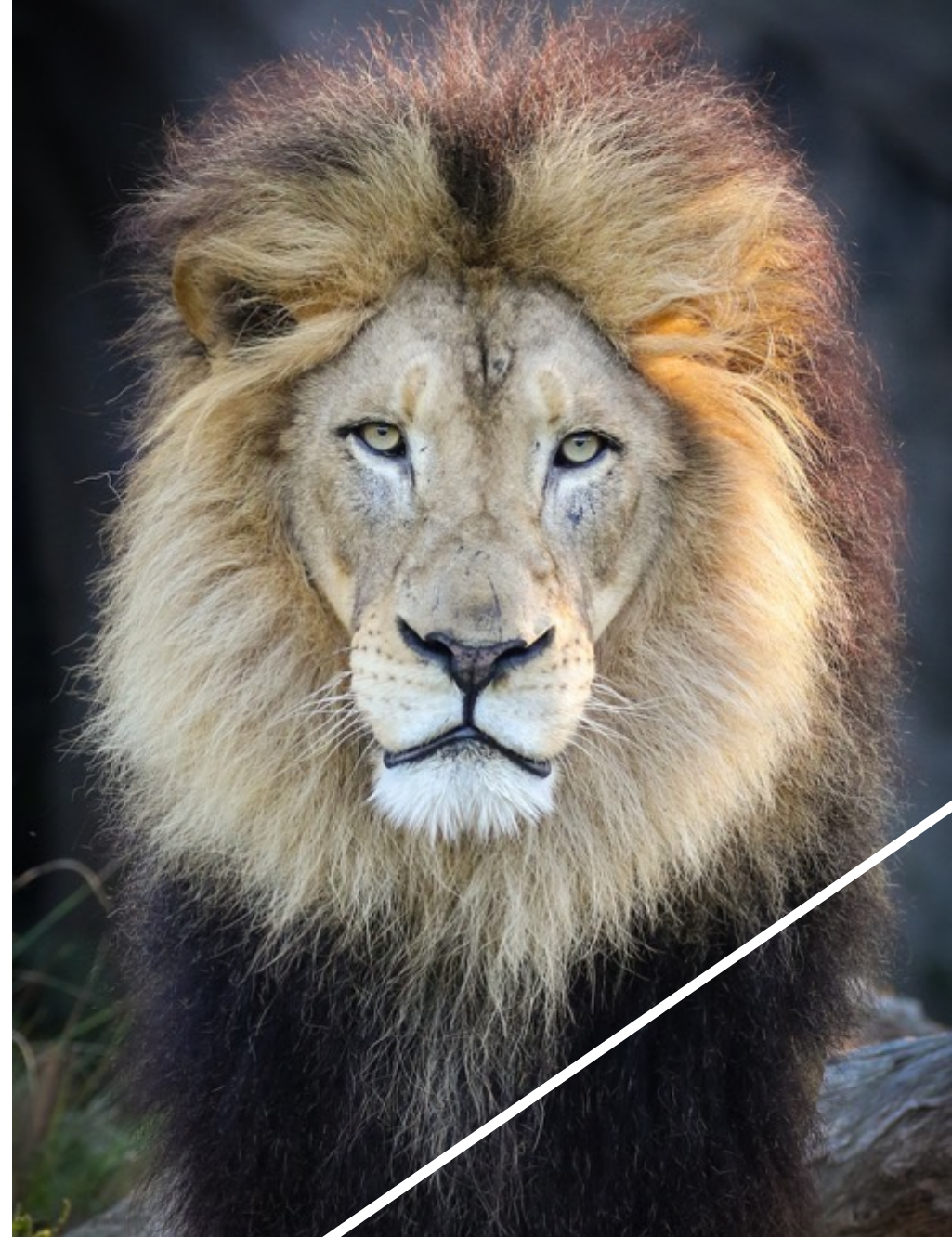
Courage and Practice

It takes **COURAGE** to set and maintain boundaries

It takes continued **PRACTICE** in setting boundaries to fully know and respect ourselves

“You are not required to set yourself on fire to keep others warm.”

- Anonymous



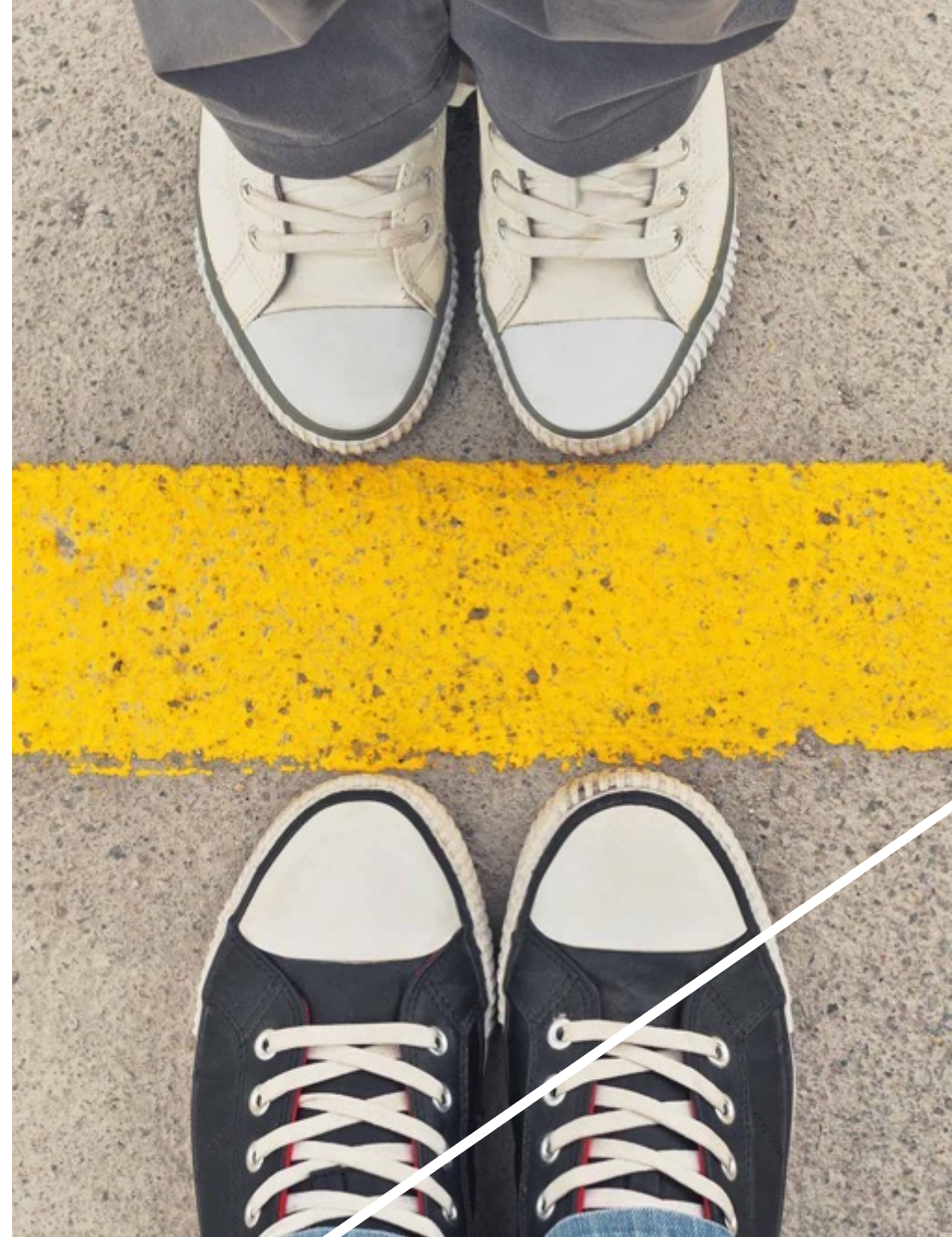
Strategies for Boundary Maintenance



Strategy	Example
Validate Feelings + Boundary	"I hear that you are feeling disconnected and want to spend more time together. I want that too, but I cannot do it tonight, but how about Saturday?"
Gratitude + Boundary	"Thank you for your advice. I'm going to handle it from here."
Safety Rule + Boundary	A firm no is always fine, but "That question is too personal for me to share details with people at work.."
Sympathy + Boundary	You can have sympathy for someone without taking responsibility for their plight. "Wow, I can really see what a dilemma this is. I don't have any advice, but I am here to listen."
Restatement + Boundary	"So you'd like me to take on the assignment this close to the deadline? I have other commitments already on my plate that would not allow me to meet this new deadline. I can look at it and let you know when I can complete it."
Say Nothing	If you have determined that someone does not respect your well-established boundary, it is sometimes ok not to reply or to reply on your own time.
Boundary + Schedule	"I'm working on something else right now but I can meet with you on Tuesday at 2:00pm to discuss your questions."
Boundary + Resources	"I've shared all the advice I have from my experience. I'd love to be supportive, but maybe talking to ?? Would be helpful. Can I give you the number?"
Boundary + Alternate Solutions	"I won't be able to take on that project and complete it in the time the customer is requesting. We could extend the deadline or see if someone else has the bandwidth to take this on."
Their Boundary + Your Boundary	"I can't take a walk at lunch today, but can we meet up tomorrow morning?"
Your Emotions + Boundary	"I feel ignored when you look at your phone while I'm talking to you. Can we have a no phone at the dinner table rule?"
Boundary + Request	"I'm feeling lonely and need some time with my best friend. Would you be able to go grab coffee some time this week?"
Exit + Boundary	"This isn't a productive conversation." "Don't message me again on this topic."

Recognize, Encourage, and Respect Others' Boundaries

- Notice: Is there a topic that seems upsetting?
- Notice: Do they seem stressed under recurring circumstances?
- Ask: “Would you prefer....” or “Would it be helpful if...” to model boundary setting.
- Act: Be the change
- Support: Encourage accountability and boundaries



1. Boundaries are your responsibility.
2. Boundaries are not barriers.
3. Boundaries are a gift to yourself and your team/relationships when created to optimize your own authenticity and abilities.
4. Knowing yourself helps to set appropriate boundaries to maintain your own physical, emotional, and mental health.
5. The language you use when communicating boundaries can help with how others react to your boundaries.
6. Regularly reflect on your boundaries and ask yourself questions to determine if your boundaries are serving you.
7. Setting boundaries is self-care.
8. Say *no* to what doesn't matter so you can say *yes* to what does matter.
9. Setting and maintaining boundaries takes courage and practice.
10. Recognize, encourage, and respect other people's boundaries.



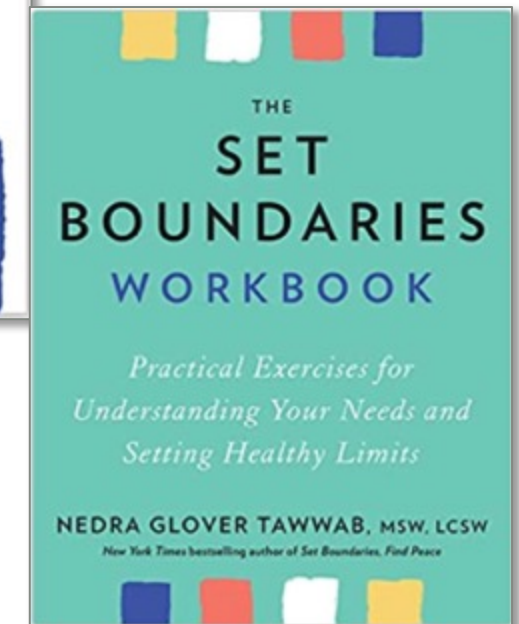
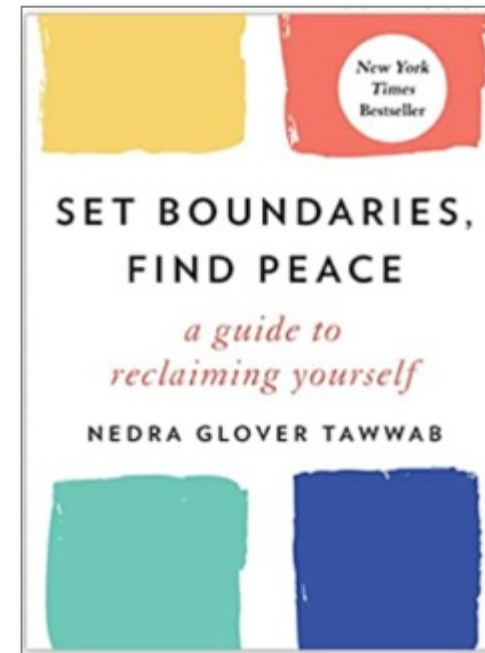
RESOURCES

Stress Reduction:

- Headspace
- Mindfulness Awareness Podcast
- Jellyfish Meditation
- Support Groups
- Employee Assistance Program (EAP)

Websites on Setting Boundaries:

- [Very Well Health - Setting Boundaries](#)
- [Psych Central - Build & Preserve Boundaries - 10 tips](#)
- [Science of People - How to Set Boundaries](#)



THANK YOU FOR YOUR PARTICIPATION

Contact Information

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www.ceekllc.com

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CEEK a Better Way®



October 5, 2022

Provided by CEEK

Helping Organizations Redefine and Pursue Wellness

Next Steps

A link to the recording will be sent to all who registered.

Upcoming Sessions:

Session 3: October 19: Improving Focus and Attention

Session 4: October 26: Giving and Receiving Feedback

For more information: <https://www.nachc.org/59153-2/>

For questions, email trainings@nachc.org

Want to Dig in Deeper?

For information on NACHC's Coaching program:

<https://www.nachc.org/nachc-career-leadership-coaching-services/>

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NATIONAL ASSOCIATION OF
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NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 19, 2022 – Session 3

Foundations of Becoming A Leader

Improving Focus and Attention

Sponsored by:

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NACHC's STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

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Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

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CEEK a Better Way[®]... to Improve Focus and Attention

October 19, 2022

Virtual Session



CEEK a Better Way[®]

Supported by CEEK LLC

Helping Organizations
Redefine and Pursue Wellness

Today's Learning Objectives

- Define focus and attention
- Identify what affects our ability to pay attention and focus
- Learn techniques to harness our ability to pay attention and focus more effectively
- Initiate practice of attention and focus techniques





Workshop Agenda

Estimated Time	Discussion Topic/Session
5 min	Welcome & Overview
20 min	Defining Attention and Focus
20 min	Understanding Our Attention Systems
20 min	Increasing Our Attention and Focus
20 min	Tools and Tips to Help with Attention and Focus
5	Wrap Up & Next Steps



Defining Attention and Focus





The Monkey Business Illusion



REFLECTION



What did you notice about your attention from the monkey business video? Did anything about your attention and focus surprise you?

What is attention?

Attention is where you place your mental, physical, and/or emotional energy.

What is focus?

Focus is attention with intention.

“Attention with intention gets results worthy of mention.”
- Mark Victor Hansen



“If you don’t guard your attention and focus, people/your phone/your mind will steal it from you.”

Attention Span



Do we really have the attention span of a goldfish?



The Truth about Attention and Focus

- Attention is a limited resource.
- Attention is our most precious commodity, but we do not treat it that way.
- We “pay” attention which means it needs to be an investment. It also means that what we spend on one thing we can’t spend on another.
- Attention is not just what we focus on, but what we don’t focus on.
- Attention has 2 parts – focus and suppression – or what we say *yes* to and what we say *no* to.
- There are different types of attention that we need to engage under different circumstances.
- Our brain “wiring” significantly affects what works in terms of sustaining attention, but there are some universal truths.
- We show others how we value them and their ideas with our attention. We make people feel important or unimportant with our attention.
- We create our world and reality with our attention.

Benefits of Improving Attention and Focus:

- Focus improves memory.
- You become more patient.
- You will do things more thoroughly.
- You will do things more efficiently.
- Your interpersonal relationships may improve.
- Opportunities become more apparent.

REFLECTION



Reflect on the benefits of improving your focus and attention. Which is most important to you and why?



What affects our ability to pay attention and focus?





Why do we feel scattered, foggy, and overwhelmed?

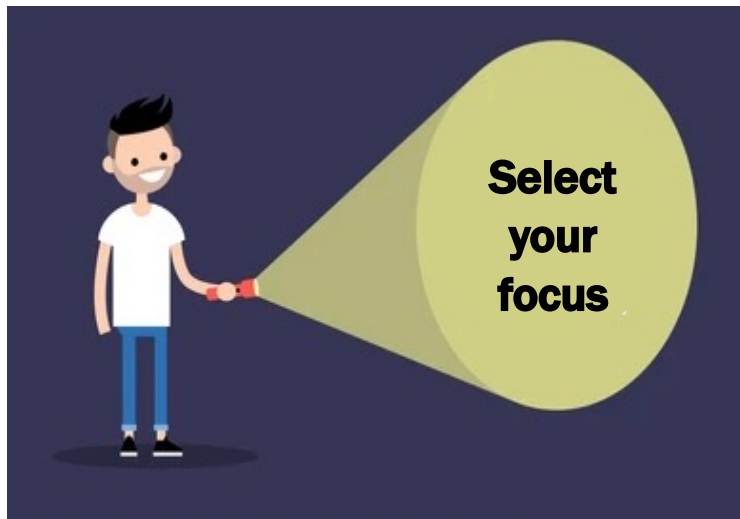
It is less about turning on our attention, but more about saying no to what is pulling our attention away.

It is less about our goals, and more about our process.



Three Attention Systems

The Flashlight = Focus



The Floodlight = Notice



The Juggler = Plan and Manage Your Behavior



Executive Function

It takes more than attention to pay attention



Planning

Initiation

Working
Memory

Effort

Emotional
Regulation

Attention

Flexible
Thinking

Self
Monitoring

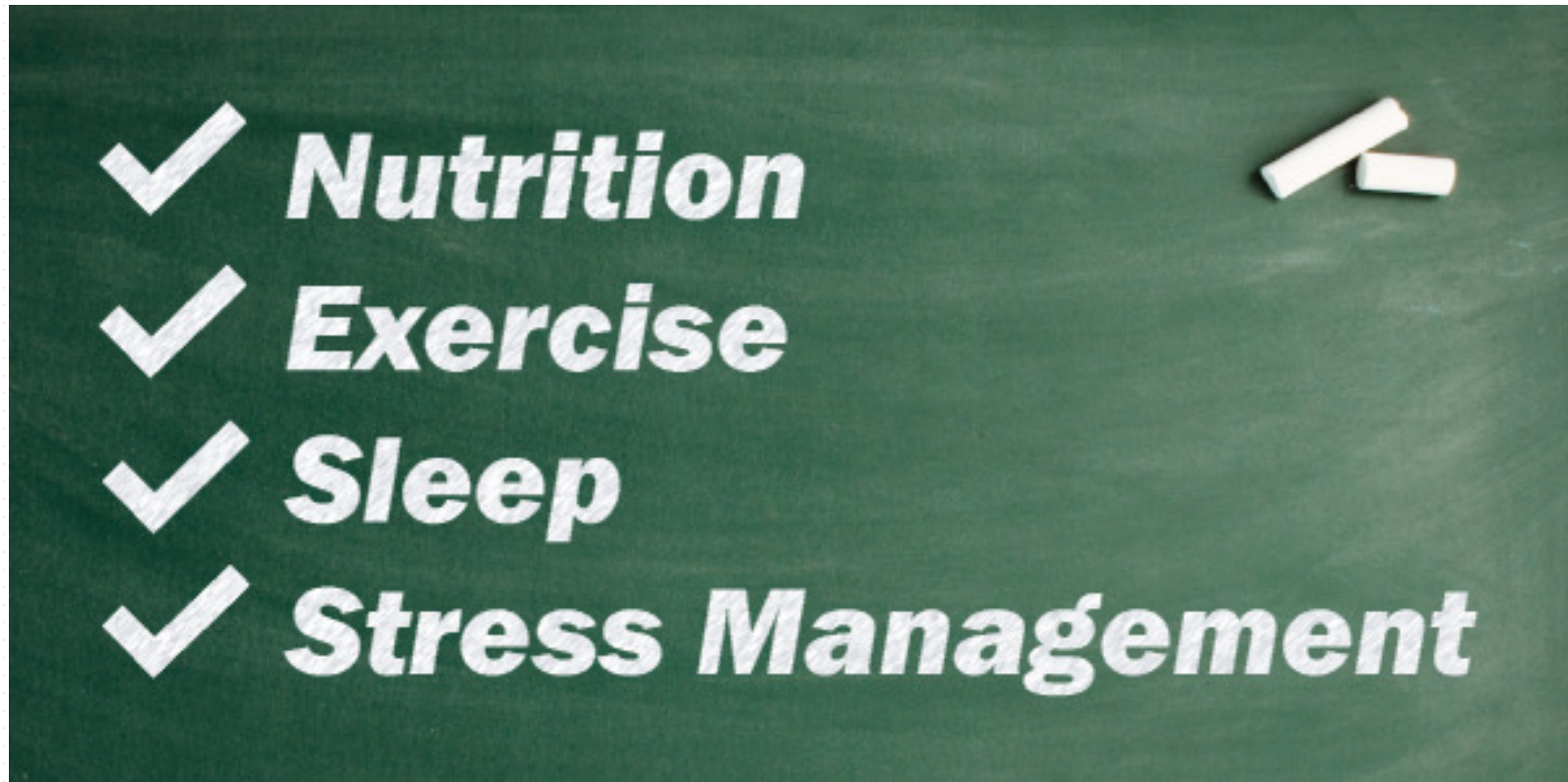


How can we improve our attention and focus?



Step One: Your Lifestyle

Let's face it – lifestyle affects our cognitive abilities



Step Two: Your Environment

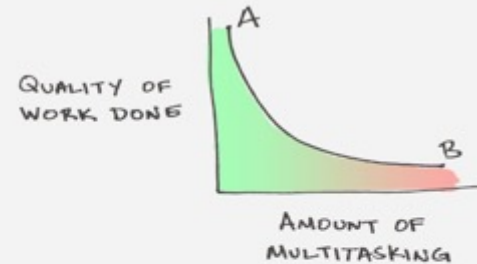
Take control of what you can control

Set Boundaries

- Distractions or Enhancements – temperature, lighting, sounds, desk/chair, food
- Stress – lifestyle, meditation, exercise
- Interruptions – block your time, set rules for yourself, communicate expectations to others, remove phones/silence notifications, brain dump

“You do not rise to level of your goals; you fall to the level of your systems.”

- James Clear, author of Atomic Habits



JamesClear.com

Multitasking or Task Switching



iiPANEL

REFLECTION



1. What in your environment might be impacting your attention and focus?
2. What one environmental change and/or boundary are you willing to try?

Step Three: Your Energy

Remove what depletes your energy and find what increases your energy

Manage Your Energy

- Determine when you have the most and least energy
- Identify the activities and/or behaviors that deplete your energy and avoid them
- Identify the activities and/or behaviors that increase your energy and do them

Don't manage your time to increase focus; manage your energy.



REFLECTION



1. When do you have the most energy? When do you have the least energy? (in terms of hours of the day)
2. Would starting or ending your day at certain times or with certain activities benefit your focus based on your answer to #1?
3. How should you time your breaks based on what you know about your energy fluctuations?
4. Have you noticed if your breaks revitalize you or drain you?
5. What gives you energy or positive vibes?
6. Think outside the box- how can you change your day to be more present and fulfilled and therefore, more focused?

Step Four: Practice

Practice is doing

Put the time in

- Try out activities to improve focus and attention
- Determine which ones work best for you
- Practice, practice, practice

We must invest in practice to increase our ability pay attention and focus.





What tools are available to improve focus and attention?





Mind Full, or Mindful?

Mindfulness

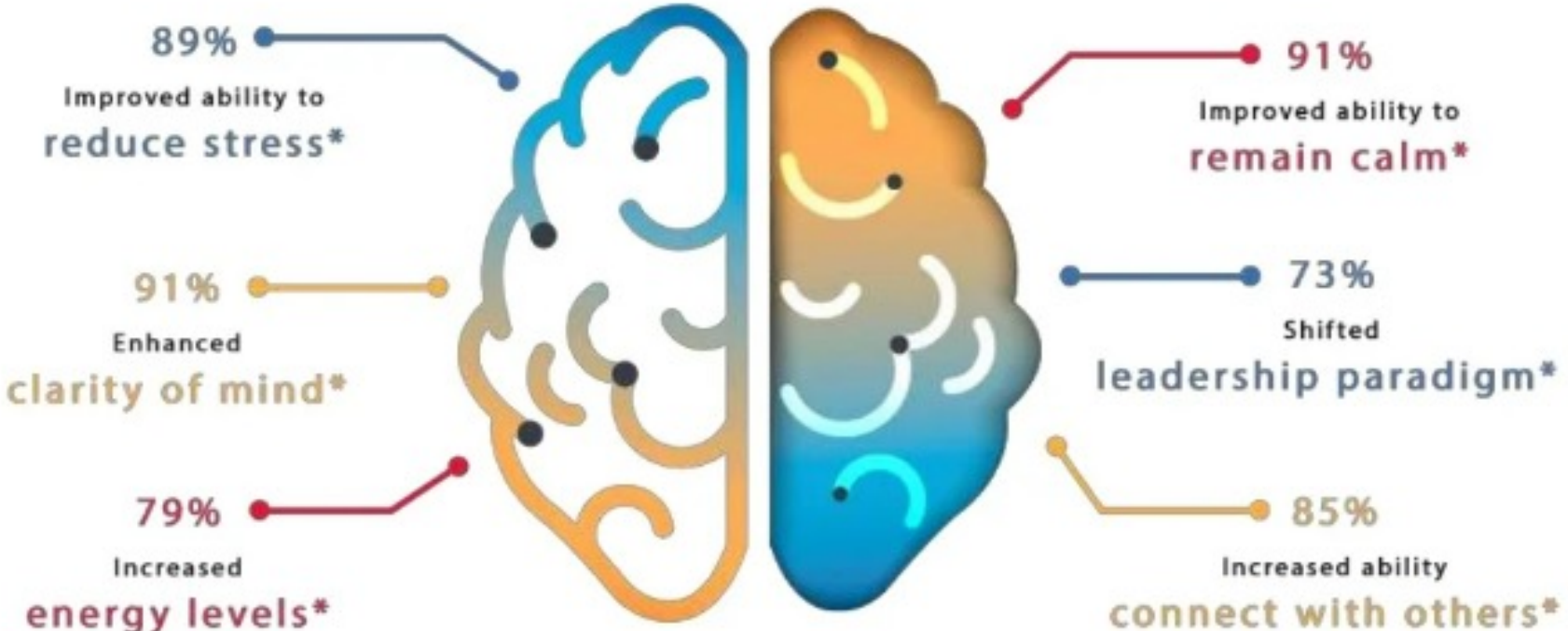
The power of staying present

Mindfulness:

paying attention to present-moment experience without conceptual elaboration or emotional reactivity



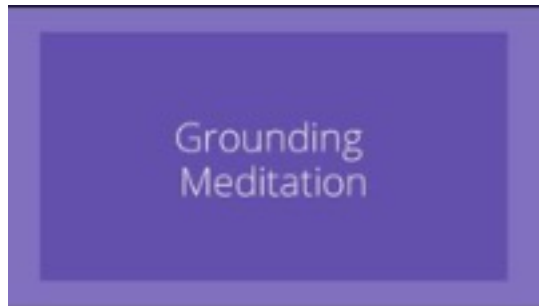
The Benefits



Search Inside Yourself



Mindfulness Activities



**Grounding
Meditation**



Body Scan



Box Breathing



**Fingerprint
Feeling**



Mindfulness and Focus Tools

What works for you? Experiment to find out.

- Meditation/Mindfulness Task chunking
- Brain dumping
- Straw Breathing
- Fidget items (rubber band, TheraBand, smooth rock, clicking cubes)
- Ball chair
- Standing desk
- Pomodoro Technique
- Apps: Forest, Serene, Freedom, MORE!!
- Vibrating watches
- Boundary setting (time blocks, phone rules)
- Reward system



THE POMODORO TECHNIQUE



STEP 1
CHOOSE THE TASK



STEP 2
SET A TIMER FOR 25 MINUTES



STEP 3
WORK ON THE TASK UNTIL TIMER BEEPS



STEP 4
TAKE A SHORT BREAK OF 3-5 MIN



STEP 4
REPEAT THE CYCLE 4 TIMES
TAKE A LONGER BREAK AFTER 4 SESSIONS



If you know you have a shorter attention span, start with a shorter timer and steadily increase the time week by week.

Digital Distraction Tips

Manage those digital distractions

- Make a to-do list each day
- Leave your phone in another room
- Set a schedule (when to be on electronics and when not to be)
- Unsubscribe from emails, newsletters, etc.
- Color code your calendar
- Unplug completely
- Enable focus/do not disturb features on electronics
- Allow other apps to manage your apps (Antisocial)
- Utilize email filters
- Others?



REFLECTION



1. From the list of options to increase attention and focus, name 2 things you are willing to commit to improve your focus/attention.
2. Specify exactly how you will incorporate the first approach/tool.
3. Specify exactly how you will incorporate the second approach/tool.

- Meditation/Mindfulness
- Task chunking
- Brain dumping
- Straw Breathing
- Fidget items (rubber band, TheraBand, smooth rock, clicking cubes)
- Ball chair
- Standing desk
- Pomodoro Technique
- Apps: Forest, Serene, Freedom, MORE!!
- Vibrating watches
- Boundary setting (time blocks, phone rules)
- Reward system
- Others

Top Takeaways

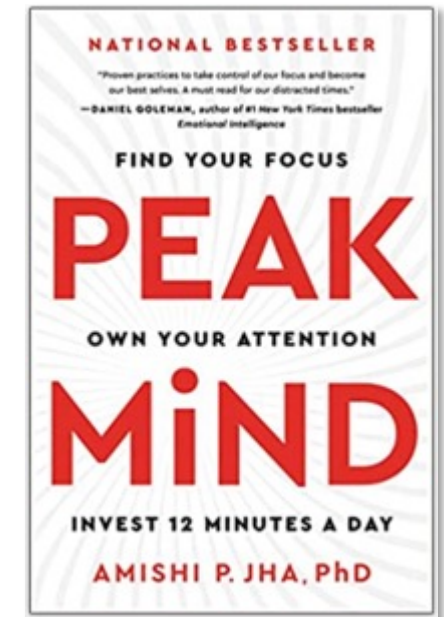
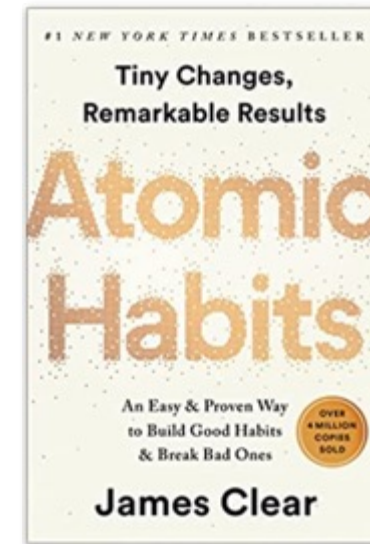
- Attention and focus improve with practice.
- Your executive functions affect your ability to pay attention and focus.
- Attention and focus are about what you say *yes* and *no* to in every moment.
- Use your tools of lifestyle changes, time blocking, staying present, setting boundaries, and meditation to increase your ability to focus.
- Remember that you don't rise to your goals, you fall to your systems.
- Fall in love with the process. Discipline dominates motivation every time.
- Practice, practice, practice!





Resources

- [The Science of Taming the Wandering Mind](#)
- [Find Your Focus: Own Your Attention in 12 Minutes a Day](#)
- [Five Steps to Mindfulness](#)
- [12 Ways to Maintain Focus All Day Long](#)
- [7 Useful Tips for Improving Your Mental Focus](#)
- [How Does Attention Work?](#)
- [Fully Present: The Science, Art, and Practice of Mindfulness](#)
- [The Ultimate Productivity Hack is Saying No](#)
- [Focus: The Ultimate Guide on How to Improve Focus and Concentration](#)
- [Conquering Digital Distraction](#)



THANK YOU FOR YOUR PARTICIPATION

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www.ceekllc.com

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October 26, 2022

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Next Steps

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Upcoming Sessions:

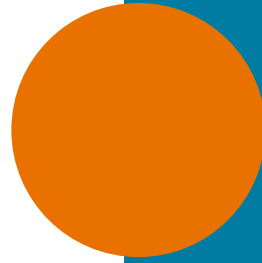
Session 4: October 26: Giving and Receiving Feedback

For more information: <https://www.nachc.org/59153-2/>

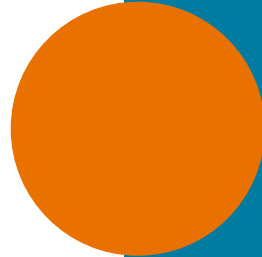
For questions, email trainings@nachc.org

Addition NACHC Resources

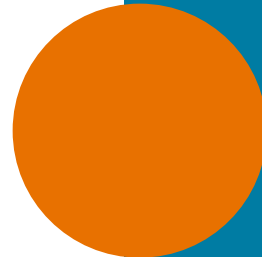
- Just-In Time Support for you and/or your team...talk with a coach!
- Love the webinar content but are hoping for more discussion and peer networking...check out the NEW subscription service for 2023!
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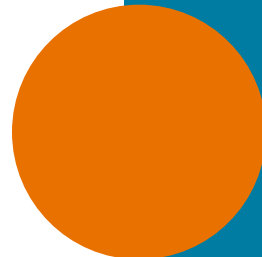
Dig Deeper into these webinar topics or choose a new one! To get one on one support, Check out [NACHC's Career & Leadership Coaching Services](#)



[NACHC's Leadership Subscription Service](#) provides consistently spaced leadership content paired with deeper peer engagement. Registration now open!



Don't miss NACHC's "[Workplace Wellbeing](#)" Microlearning Modules (series of four)



Additional leadership conversations can be found in NACHC's "[Excelling in Your Role as a Health Center Leader](#)" Self-Paced Modules (series of four)

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NATIONAL ASSOCIATION OF
Community Health Centers®

NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 5, 2022 – Session 1

Foundations of Becoming A Leader

Transitioning into Leadership

Sponsored by:

Johnson & Johnson

NACHC's STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

2



Empowered Infrastructure

Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

3



Skilled and Mission-driven Workforce

Develop a highly skilled, adaptive, and mission-driven workforce reflecting the communities served

4



Reliable and Sustainable Funding

Secure reliable and sustainable funding to meet increasing demands for Community Health Center services

5



Improved Care Models

Update and improve care models to meet the evolving needs of the communities served

6



Supportive Partnerships

Cultivate new and strengthen existing mutually beneficial partnerships to advance the shared mission of improving community health

To learn more about NACHC's Strategic Pillars visit <https://www.nachc.org/about/about-nachc/>

THE NACHC MISSION

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Transitioning Into Leadership

October 5, 2022

Virtual Session



Helping Organizations
Redefine and Pursue Wellness

Today's Learning Objectives

- Gain knowledge on how to move from being a doer to leading a team
- Increase confidence and learn tactics to lead former peers with comfort
- Learn a tool for better organizing your to-do list so that you can delegate with confidence





Workshop Agenda

Estimated Time	Discussion Topic/Session
5 min	Welcome & Overview
25 min	From Doing to Leading
20 min	Leading Former Peers
30 min	Delegating with Confidence
10 min	Wrap Up & Next Steps

Organizational Roles

Historical View of Traditional Organizational Roles



Authority

Decision-making

Power

Breadth

Depth

Scope



From Doing to Leading

Moving from Individual Contributor to Leader





Doing versus Leading

- Doing is about **YOU**
- Leading is about your **TEAM**
- What made you successful as a **DOER** may not bring you success as a **LEADER**
- Developing your leadership skills is a must



NEW
MINDSET



NEW
RESULTS



REFLECTION



1. What did you like most/least about being a doer?
2. What do you like most/least about leading?
3. What do you believe helps or hinders your ability to balance doing and leading?



A person is sitting on a balcony railing, looking out over a vast landscape at sunset. The sky is filled with warm, golden light, and the horizon shows distant mountains and a body of water. The person is wearing a striped shirt and dark pants. The balcony railing is in the foreground, and the overall scene is peaceful and contemplative.

Get On The Balcony

REFLECTION



1. How much time do you spend on the dance floor?
2. What keeps you on the dance floor?
3. What needs to change in the way you lead people so that you spend more time on the balcony?



How to Lead versus Do

Doers	Leaders
Have all the answers	Ask a lot of questions
Put out others' fires	Equip others to prevent/put out fires
Jockey to help others avoid failure and experience discomfort	Allow others to "fail," recognizing failure leads to learning
Get in the way or run over others	Pave the way for others to succeed
Create teams of doers	Create leaders
Remain focused on being specialists	Evolve to being generalists, relying on others to share their special expertise
Create "To Do" lists	Create "To Lead" lists
Focus on near term, tactical execution	Focus on long term vision, planning, execution, and results
Stay on the dance floor	Visit the dance floor and spend a great deal of time on the balcony



Leading Former Peers

Building a New Relationship



How to Lead Peers

What makes it difficult?

REFLECTION



1. What makes it difficult to lead former peers?





Trust Equation

$$T = \frac{C + R + I}{S}$$

Trustworthiness

Credibility

Reliability

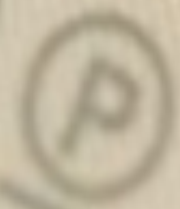
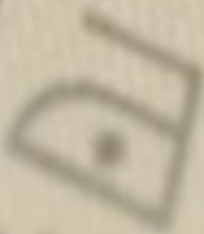
Intimacy

Self Orientation



Your
approach to
building and
maintaining
TRUST with
each team
member can
vary greatly.

USA MEX
**ONE SIZE
DOES NOT
FIT ALL**



Von links bügeln/iron inside
repasser sur l'envers/iron

Employee Landscape

$$\begin{array}{c}
 \text{Credibility} \quad \text{Reliability} \quad \text{Intimacy} \\
 \text{T} = \text{C} + \text{R} + \text{I} \\
 \hline
 \text{S} \\
 \text{Trustworthiness} \quad \text{Self Orientation}
 \end{array}$$



Team Member	Preferences/ Styles <i>What are the employee's preferences or styles?</i>	Strengths <i>What are the employee's strengths?</i>	Areas for Improvement <i>What are the employee's areas for improvement/focus?</i>	Motivators <i>What motivates this employee?</i>	Trust <i>What is the current level of trust between me and this employee?</i>
Jennifer H.	Extrovert, enjoys collaborating, lacks detail	Big picture thinker, facilitation skills, good communication	Needs help with approach and process; often works outside of scope	Collaborating with others, learning new things	Medium

Employee Landscape



Team Member	Preferences/ Styles <i>What are the employee's preferences or styles?</i>	Strengths <i>What are the employee's strengths?</i>	Areas for Improvement <i>What are the employee's areas for improvement/focus?</i>	Motivators <i>What motivates this employee?</i>	Trust <i>What is the current level of trust between me and this employee?</i>



Top 10 Ideas for Consideration

1. Lead by example...be the leader you want to see in your organization
2. Hold one-on-one meetings with team members to cultivate relationship/trust
3. Set boundaries and “renegotiate” the relationship
4. Reintroduce yourself in your new role
5. Address awkwardness early
6. Clearly communicate expectations as the new leader
7. Communicate, communicate, listen, listen
8. Expand your network, build new relationship with peer leaders
9. Equip and empower your team; trust them as you would like them to trust you
10. Engage in difficult yet productive conversations regularly





Delegating with Confidence

Entrust and Empower Your Team



Definition

Del·e·gate

verb

/'deləˌgāt/


Entrust (a task or responsibility) to another person.



***There is no such thing as time management.
You cannot manage time.
You can only manage your commitments.***

A close-up photograph of two hands shaking. The hand on the left is dark-skinned, and the hand on the right is light-skinned. They are firmly grasped in a handshake. A blue horizontal banner is overlaid across the middle of the image, containing white text.

What commitments are you making?



**To be able to
effectively delegate
you need to know
what's on your plate**

REFLECTION



1. What's on your plate? Write down commitments you currently have on your plate (personal and professional).
Examples: Meetings, Projects, Strategic Planning, Emails, Monthly Reports, Hobbies, Kid Events, Dates



Eisenhower Matrix Introduction

	Urgent	Not Urgent
Important		
Not Important		

Eisenhower Matrix

- Where do you think you spend most of your time?
- Where do you think you should spend more time?

Which quadrant do these go into:

- Social Media
- Project deadline
- Strategic Planning
- Email response (most)



Activity: My Eisenhower Matrix

	Urgent	Not Urgent
Important		
Not Important		

1. Review your list of commitments
2. Find at least one commitment that can go in each quadrant of the matrix
3. Continue putting all commitments into the appropriate quadrant of the matrix



What to Delegate?

	Urgent	Not Urgent
Important	Do (Do it NOW)	Decide (Schedule it)
Not Important	Delegate (Find someone to do it)	Ditch (Eliminate it)

Four Valid Responses:

1. YES

2. NO

3. COMMIT TO COMMIT

4. COUNTER OFFER

REFLECTION



1. What's 1 thing you will do different to better or more confidently delegate?

THANK YOU FOR YOUR PARTICIPATION

Contact Information

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October 5, 2022

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Next Steps

A link to the recording will be sent to all who registered.

Upcoming Sessions:

Session 2: October 12: Creating/Developing Boundaries

Session 3: October 19: Improving Focus and Attention

Session 4: October 26: Giving and Receiving Feedback

For more information: <https://www.nachc.org/59153-2/>

For questions, email trainings@nachc.org

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NATIONAL ASSOCIATION OF
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NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 26, 2022 – Session 4

Foundations of Becoming A Leader

Giving and Receiving Feedback

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Center everything we do in a renewed commitment to equity and social justice

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CEEK a Better Way[®]... to Give & Receive Feedback

October 26, 2022

Virtual Session



CEEK a Better Way[®]

Supported by CEEK LLC

Helping Organizations
Redefine and Pursue Wellness



Today's Learning Objectives

- Enhance self-awareness in how well you give and receive feedback
- Utilize a feedback model to give more timely, specific, and actionable feedback
- Learn the distinction between a Fixed and Growth mindset & relation to feedback
- Develop an action plan to improve how to give and receive feedback



"We all need people who give us feedback. That's how we improve."

–Bill Gates, Co-Founder of Microsoft



Workshop Agenda

Estimated Time	Discussion Topic/Session
-----------------------	---------------------------------

5 min	Welcome & Overview
20 min	Why is Feedback Important
25 min	Giving Feedback
20 min	The Impact of our Praise
15 min	Receiving Feedback
5 min	Summary and Closing



Let's Center First



Giving Feedback



REFLECTION



1. What is one thing you did in the past week that makes you feel proud?
2. What is one thing you did in the past week that you could have done better?
3. When was the last time you gave someone feedback (yesterday, last week, last month, last quarter, last year, too long to remember)?



Why is feedback important?



Statistics from OfficeVibe - <https://www.officevibe.com/blog/infographic-employee-feedback>

Feedback – DO's

“Sometimes you can't see yourself clearly until you see yourselves through the eyes of others.”

– Ellen DeGeneres, American comedian, television host, actress, writer, and producer

**Ask
Permission**

**Be Specific
and Timely**

**Create the Right
Environment**

**Offer
Suggestions**

**Engage with
Intent to Improve**



**Engage in
Open Dialog**

**Be Kind,
Respectful**

**Limit Feedback to
Areas They Can Change**

**Use “I”
Statements**

**Give Space for
Response**

Feedback – DON'Ts

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

–Steven Spielberg, American director, producer, and screenwriter

Make it Personal

**Address Multiple Issues
in One Discussion**

**Only Give Feedback
When There is an Issue**

Delay the Feedback

Make it an Attack



Forget to Explain WHY

**Use Generalizations
like “Always” or “Never”**

Speak for Others

**Use Threats or
Sarcasm**

**Wait for a formal
review**



SBI-R Feedback Model



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>



SBI-R Feedback Model

S
Situation

“During yesterday morning’s product safety meeting, when you gave your presentation...”

“During our Program Management meeting on Monday afternoon...”

B
Behavior

I
Impact

R
Recommendation

SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

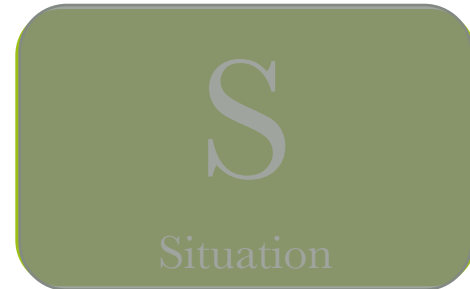
REFLECTION



Think of someone for whom you need to provide feedback.

1. Write down the situation.

SBI-R Feedback Model



“During yesterday morning’s product safety meeting, when you gave your presentation...”

“During our Program Management meeting on Monday afternoon...”



“...you were uncertain about two of the slides, and your data on prevalence of adverse events was unclear.”

“...you ensured that everyone had information and schedules in advance. You updated the status of all work-streams and clearly conveyed the impact of delayed milestones on the bigger picture. ”



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

REFLECTION

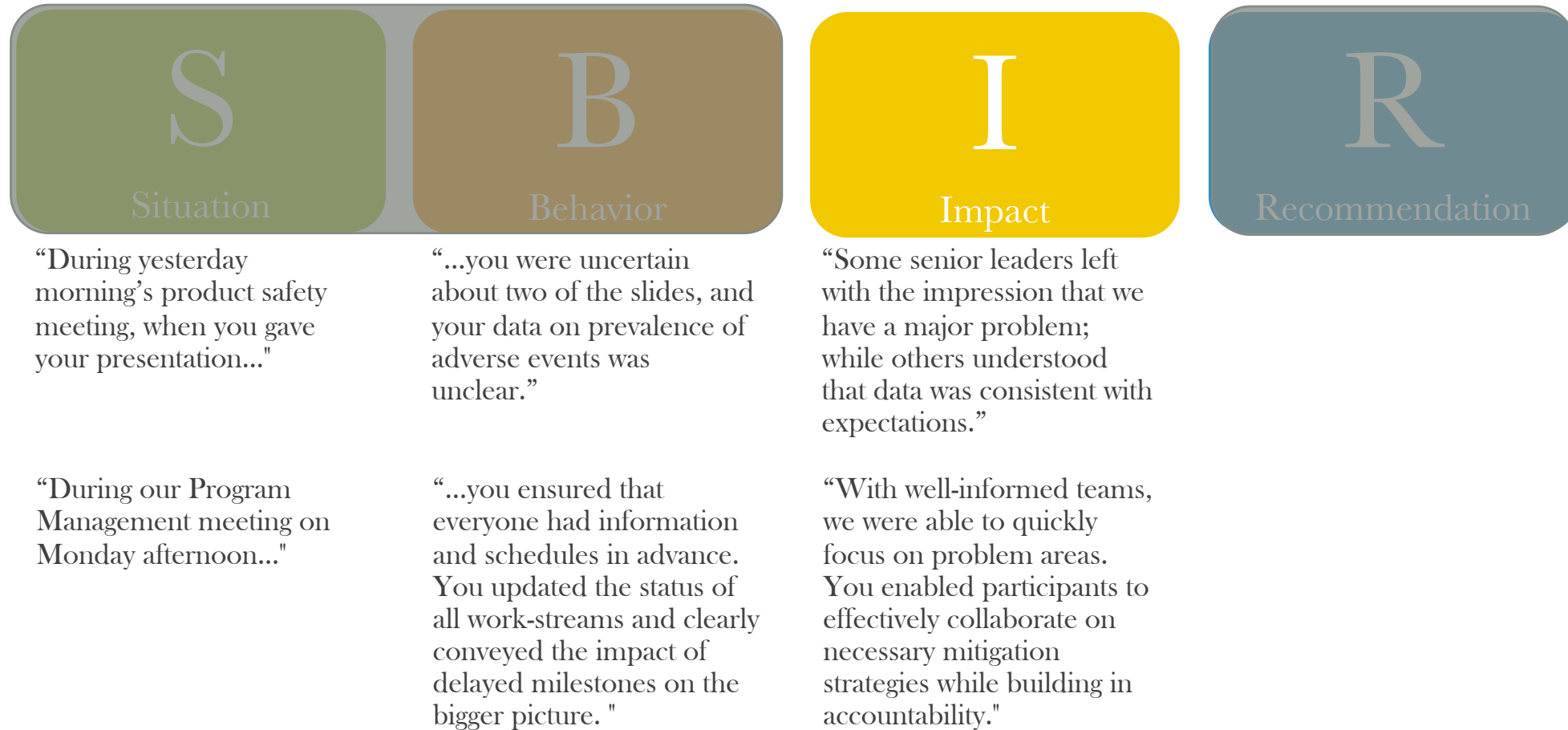


Thinking of the same person for whom you need to provide feedback.

1. Describe the observable behavior.



SBI-R Feedback Model



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

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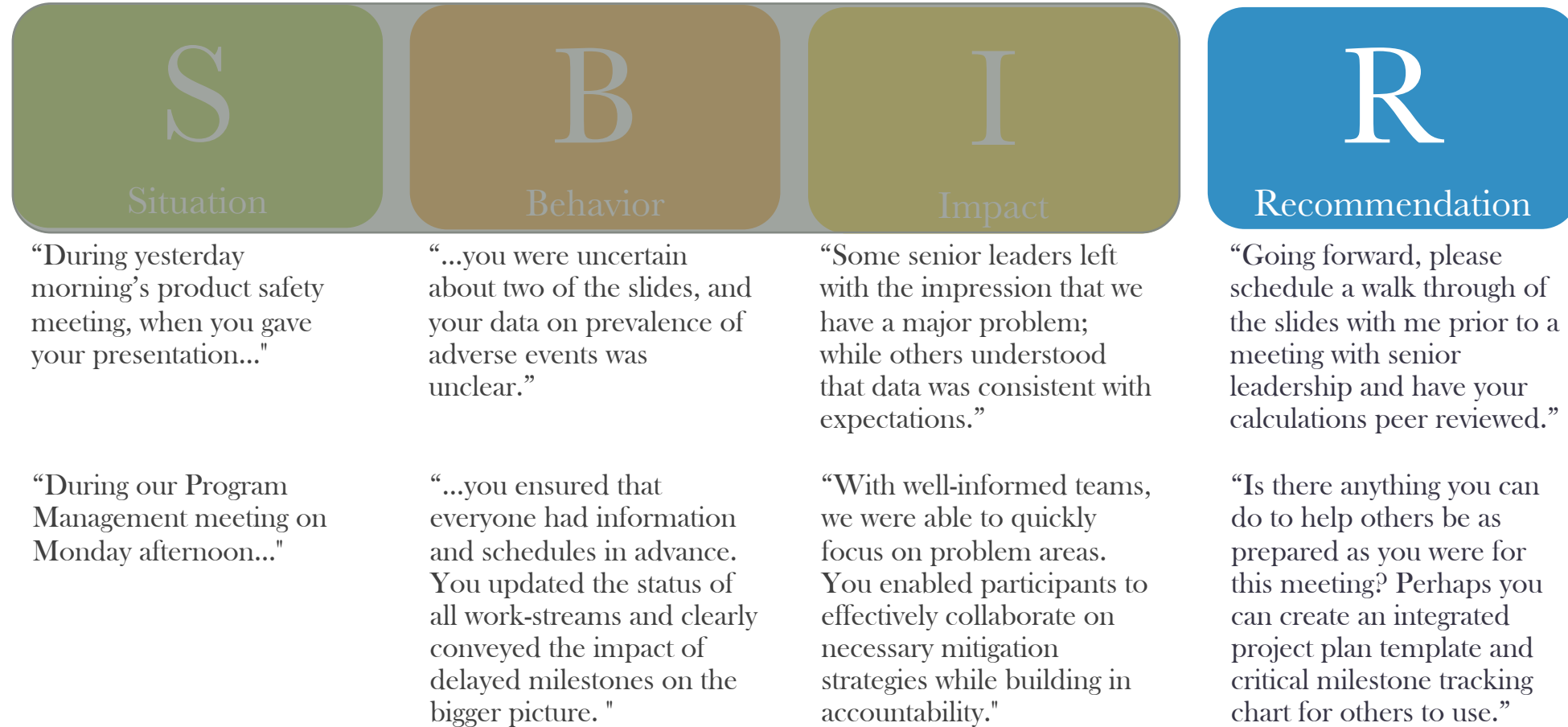


Thinking of the same person for whom you need to provide feedback.

1. Detail the impact.



SBI-R Feedback Model



SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>

REFLECTION



Thinking of the same person for whom you need to provide feedback.

1. Write down what you would request or recommend.

SBI-R Feedback Model

S
Situation

“During yesterday morning’s product safety meeting, when you gave your presentation...”

“During our Program Management meeting on Monday afternoon...”

B
Behavior

“...you were uncertain about two of the slides, and your data on prevalence of adverse events was unclear.”

“...you ensured that everyone had information and schedules in advance. You updated the status of all work-streams and clearly conveyed the impact of delayed milestones on the bigger picture. ”

I
Impact

“Some senior leaders left with the impression that we have a major problem; while others understood that data was consistent with expectations.”

“With well-informed teams, we were able to quickly focus on problem areas. You enabled participants to effectively collaborate on necessary mitigation strategies while building in accountability.”

R
Recommendation

“Going forward, please schedule a walk through of the slides with me prior to a meeting with senior leadership and have your calculations peer reviewed.”

“Is there anything you can do to help others be as prepared as you were for this meeting? Perhaps you can create an integrated project plan template and critical milestone tracking chart for others to use.”

SBI Model originally developed by the Center for Creative Leadership - <https://www.ccl.org/>



How effective is your praise?

The Impact of Praise

111 undergraduates completed a puzzle task

1. Person praise: “Great! You’re really good at these!” after the first puzzle; “Excellent! You must have a natural talent.” after the second.
2. Process praise: “Great! It seems like you put a lot of effort into these”; “Excellent! You must be using some really effective strategies.”
3. On the third puzzle, participants received a score lower than average and were told **“You didn’t do as well on this last one.”**
4. Participants then completed a questionnaire assessing intrinsic motivation, perceived competence, contingent self-worth, and performance attributions.

Haimovitz, K. and Henderlong Corpus, J., (2011). Effects of Praise on Motivation in Emerging Adulthood. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA, April 2011

Figure 1. Effects of Praise on Intrinsic Motivation

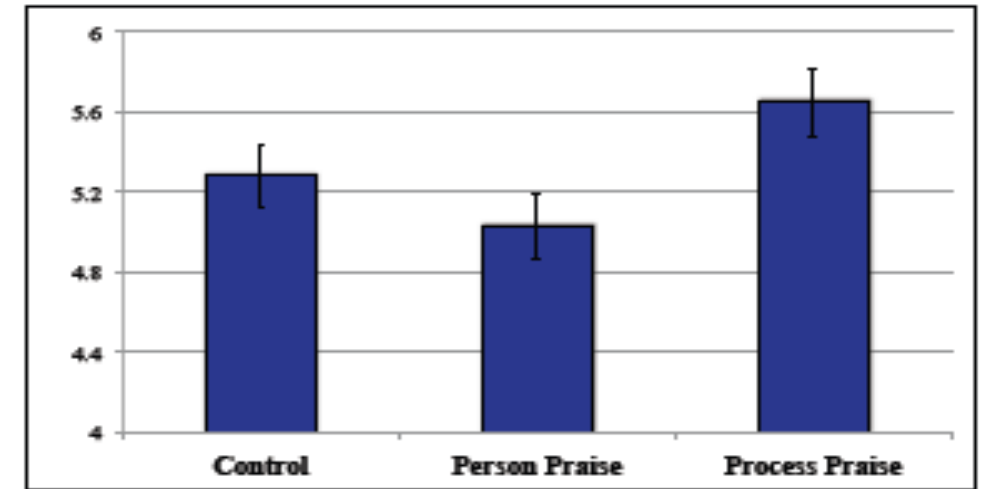
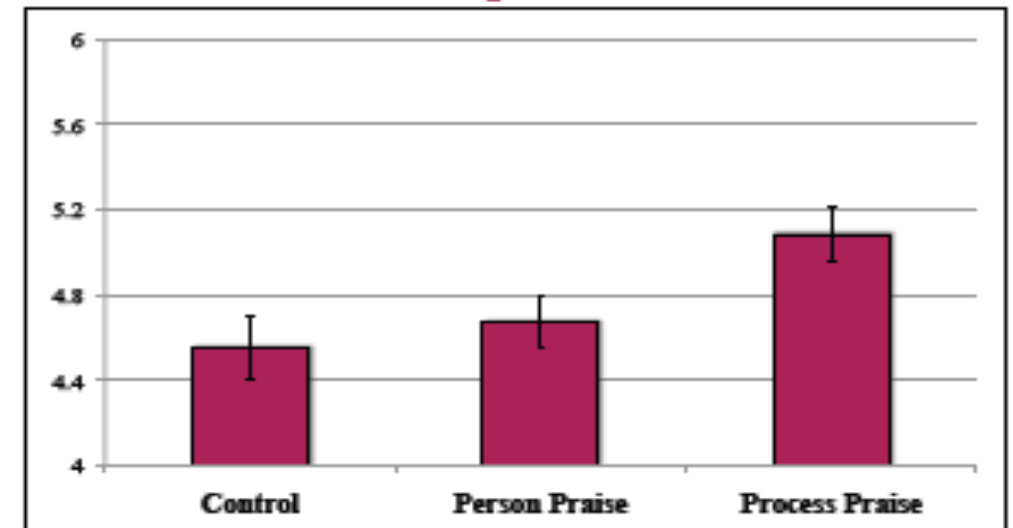


Figure 3. Effects of Praise on Perceived Competence



Process versus Person Praise or Criticism

PROCESS



- Focus – What the person is doing
- Intent – Asks a question
- Impacts – Self efficacy

PERSON



- Focus – Who the person is
- Intent – Makes a judgment
- Impacts – Self esteem

“Smart is something I do”

REFLECTION



1. How are you providing praise? Is it person focused, or process focused?
2. Review the feedback you wrote down for the SBIR activity. Do you need to make any changes to ensure it is process focused, not person focused?
3. What is one action or step you will take to better give feedback?

A close-up photograph of a person's hands, wearing a white long-sleeved shirt, gently cupping a bunch of ripe, dark blue grapes. Two large, vibrant green leaves are attached to the top of the grape cluster. The background is softly blurred, showing more greenery. The overall mood is one of care and nurturing.

Receiving Feedback

REFLECTION

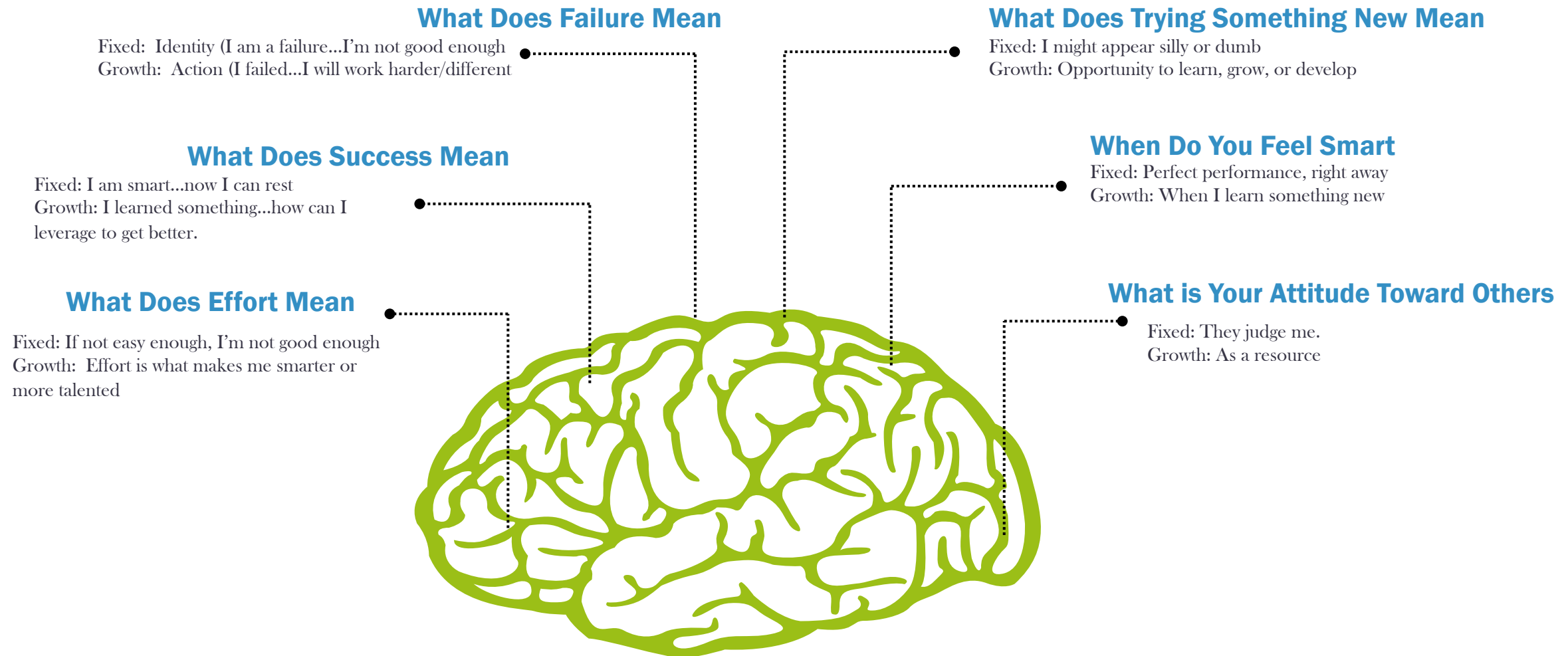


1. When was the last time you received feedback?
2. What type of feedback are you getting from others?
3. How well, or poorly, are you receiving feedback from others?



How we Respond – Fixed versus Growth Mindset

Are you “Judging” (outcome) or “Learning” (process)?





The Impact of our Mindset



- People with a fixed mindset believe their abilities are established and can't change much
- People with a growth mindset know that they can learn and grow if they invest enough effort.
- Mindsets become self-fulfilling prophecies. If you think you can improve you will and vice versa
- Mindsets are learned and can be changed
- How we praise or critique plays a significant role in affecting mindset

Fixed or Growth Mindset?

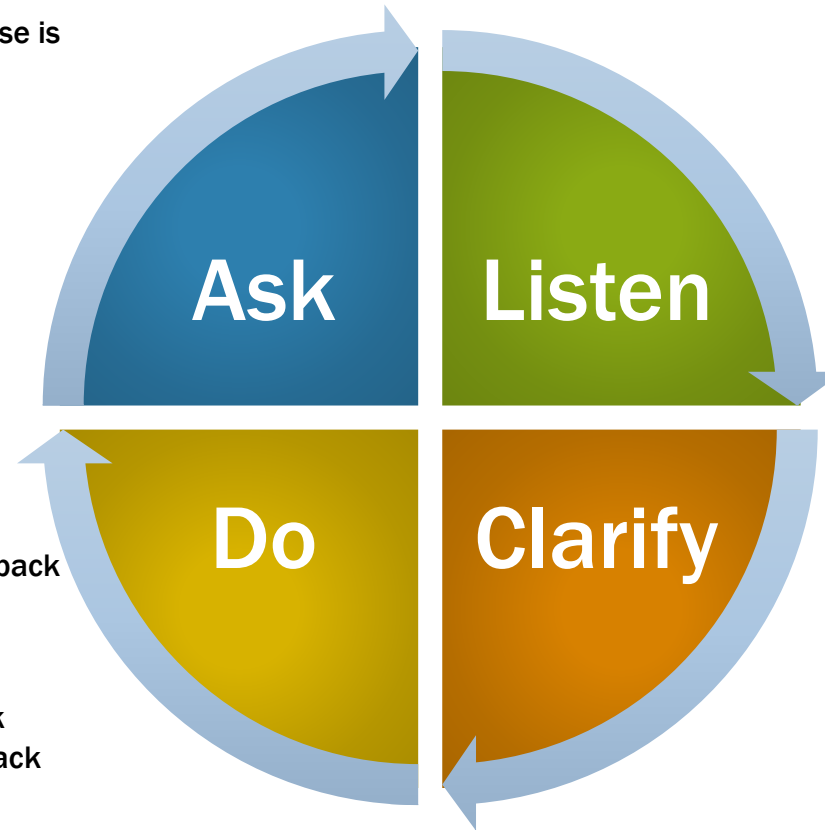


Soliciting Feedback



Seeking Feedback

- Ask yourself what the purpose is
- Ask in real time
- Ask specific questions
- Ask a variety of people
- Ask for feedback directly
- Ask for feedback often



Receiving Feedback

- Listen without judgment (take a deep breath)
- Practice active listening
- Listen for facts and accuracy
- Listen with openness (control your emotions)
- Assume positive intent
- Don't forget that giving honest feedback isn't easy for the giver

Acting on Feedback

- Thank the giver for the feedback
- Assess the feedback
- Seek guidance
- Do follow up
- Engage in ongoing feedback
- Give feedback on the feedback

Responding to Feedback

- Clarify with inquiry
- Clarify/State your understanding
- Clarify if there is anything else
- Clarify if you can have time
- Seek specifics
- Identify opportunities for improvement

Several aspects taken Michelle St. Claire's Soliciting Feedback Model

REFLECTION



1. What will you do differently to seek out feedback?

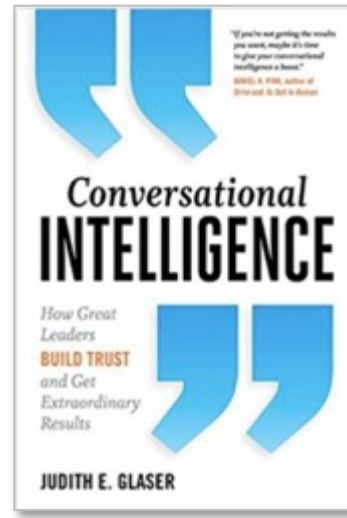
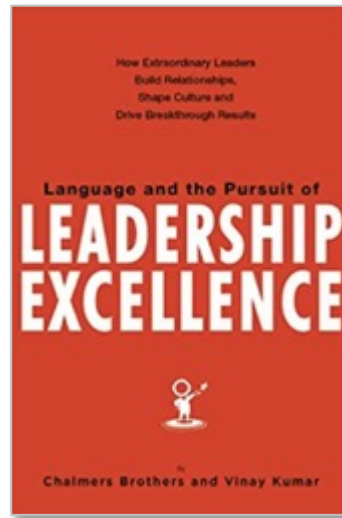
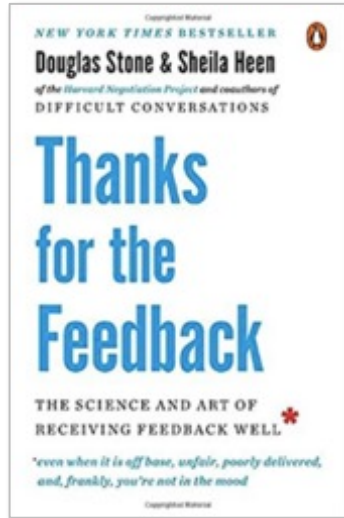
2. How might you better clarify the feedback you are receiving?

Top 10 Takeaways


1. Feedback is a gift. Give it. Receive it.
2. Feedback can and should be a time saver.
3. Feedback impacts engagement...more feedback, higher employee engagement.
4. Be aware of the do's and don'ts of feedback.
5. Give better feedback by using the SBI-R feedback model.
6. When giving feedback, focus on the process not the person.
7. Adopt a growth mindset when receiving feedback.
8. Be a feedback seeker.
9. Create a culture where feedback is simply part of what you do.
10. Practice!!!



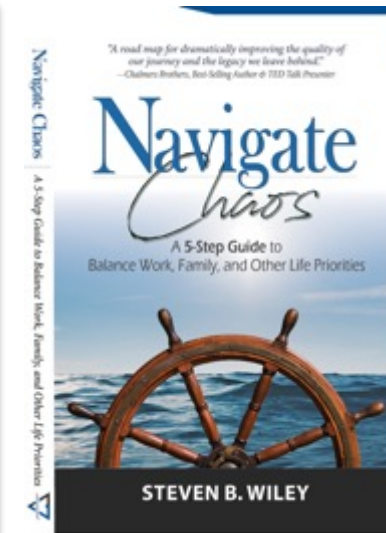
Resources



Officevibe article



<https://www.officevibe.com/blog/infographic-employee-feedback>



Positive Psychology Certification Program Now Enrolling for Spring 2019! [Learn More](#)



<http://theflourishingcenter.com>

Harvard Business Review Article



<https://hbr.org/2002/09/a-better-way-to-deliver-bad-news>

Sheila Heen – Ted Talk

How to use others' feedback to learn and grow



https://www.youtube.com/watch?v=FQNbaKkYk_Q

Harvard Business Review Article



<https://hbr.org/2016/10/give-your-team-more-effective-positive-feedback>

THANK YOU FOR YOUR PARTICIPATION

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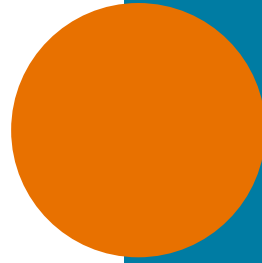
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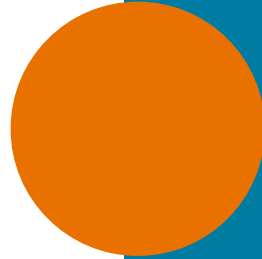
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Addition NACHC Resources

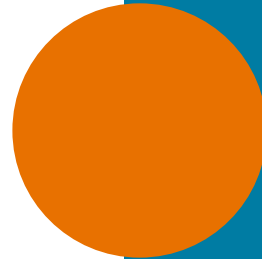
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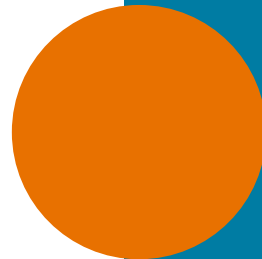
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