



***Be the Change You Want To See:
PBS Principles Improve
Supervisory Effectiveness***

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Agency Overview

- Provides support services to adults with developmental disabilities
- 70 residential consumers / 60 day program only
- 9 group residences / several independent living programs
- Approx. 180 employees / 13 program directors

Director of Psychological Services

- *Primary role* is to develop behavioral plans and train direct care staff to implement

The “Stark Realizations” ...

Written plans and implementation
are only as good as
their “implementers”

The team’s efforts
are only as good as
their weakest staff member

Challenges

- Finding and keeping qualified Direct Care Professionals
- Developing productive relationships between direct staff and supervisors
 - *These relationships are pivotal to the quality of service delivery*

Goal

- Develop a structured approach to increase desirable qualities in staff, and help to improve supervisory effectiveness

Training needs to be delivered in a manner that is interesting and motivating

**UNDERSTANDING
WHAT PEOPLE DO
AND
WHY THEY DO IT**

*Effecting the actions of others
through the use of reinforcement,
positive thinking and self- modeling*

“What the World’s Greatest Managers Do Differently”
– Buckingham & Coffman 2002, Gallup

Create working environments where employees:

1. Know what is expected
2. Have the materials and equipment to do the job correctly
3. **Receive recognition weekly for good work**
4. **Have a supervisor who cares/ pays attn.**
5. **Encouraged to contribute and improve**
6. **Identify a person at wk. who is a “best friend”**
7. **Feel the mission makes their jobs important**
8. See people around them committed to doing a good job
9. Feel like they are learning new things (getting better)
10. Have the opportunity to do their job well

The PBS Plan for Staff

- Attend to desired behavior 4:1 ratio
- Consequence quick and move on
- Reinforce / Reinforce / Reinforce
- Fake it until its successful
- Use humor – often
- Use verbal and non-verbal communication

*1

LET'S TALK ABOUT UNDESIRABLE BEHAVIOR

Identify / Determine Incompatible Behavior / Replace / Reinforce

Identify Undesirable Behavior

- Arriving late
- Leaving early
- Using disrespectful language
- Always wanting to be center stage
- Making distracting comments
- Refusing to do work
- Telling lies
- Complaining
- Making Excuses

* Groups list

Undesired Behaviors & Possible Reinforcers

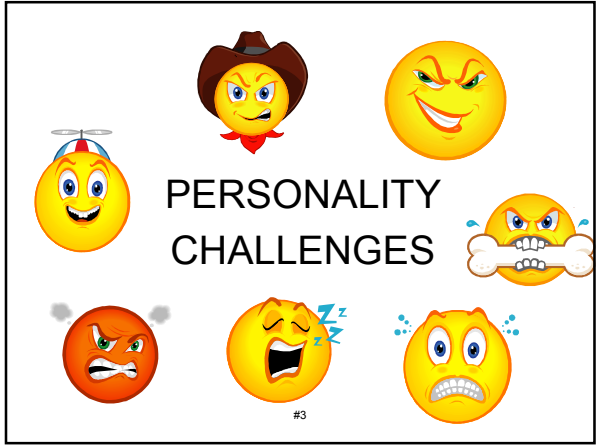
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Making the shift.....
Behaviors that are the polar
opposite to your original list

- Coming in on time
- Staying late when needed
- Speaks kindly
- Team Player
- Shows respect
- Works hard

#2



Recognizing a changeable
moment

Toaster lady
MP3 Players

Evaluating and modifying your own behavior

- How we can change our body language to increase desired behavior?
- How we can use sign language or gestures to achieve good behavior?
- How we can use visual cues?
- What methods can we employ to draw attention to good behavior?

*Preparing inner dialogue / Self-talk

Gestural / Visual Reinforcements

Body language is one of the most powerful tools of expression we possess.



*Practice / Role Play

You are in control of all your interactions.
You have the choice to choose positive, uplifting, softer, kinder ways!

**FAKE IT UNTIL IT FEELS
GOOD!**

IF IT FEELS GOOD WE ARE
LIKELY TO REPEAT IT!

Ladies!

Written Reinforcement

Using performance evals and
love notes can greatly improve
the speed of improvement

How to use performance evals as
motivational tools



*4

Verbal Modifications

Stick to verbalizing only what you
like to see, want to see, and expect
to see in staff behavior

- How you phrase your reinforcement
- How do you phrase your direction
- Delegation can be tricky
- Make a list

When all else fails...

- Remove the emotion (good or bad)
- Point out things rather than actions
- Validate
- Make small simple offers to help
- Ask for minor assistance
- Get in and get out often
- Watch for signs of growth

*Group list

“Successive Approximations”

- I notice you like the Red Sox
- Johnny really listens to you
- Thanks for helping with...
- Ask questions / Reinf. answers

*Group list

Give Yourself a Break

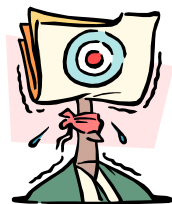
- Reinforce yourself often
- Stay a student as long as possible
- Don't take yourself so %^&\$# seriously
- Read a lot of books (RM's qualifications)
- Use humor often

#5 Share book list, DVD, Websites

Additional tips for Proactive Leaders

- Ask questions
- Show interest
- Rely on motivational standards vs. intimidation or manipulation to motivate
- Gain buy-in
- Value the individual members
- Solicit input and then LISTEN
- Ask for Help
- Hold effective meetings
- Recognize milestones and achievements
- Have fun

STRESSED OUT? COME TO OUR STRESS MANAGEMENT SESSIONS



*Brainstorm who, when, where

Physical Relaxation Techniques- including deep breathing, prescribed (crisis) breathing, deep muscle relaxation, and multiple forms of meditation



Positive thinking skills-
identifying negative patterns and
practicing reframed, positive
self-talk



**Time management and
self-care skills-**
including values assessment,
prioritization, planning, nutrition,
and exercise



Why Change? :

- Insanity
– Doing the same things over and over in the
same way and expecting a different result.

Group list / areas change is
needed

Keep in Mind...

- Changing adult behavior is significantly more difficult than changing behavior in children

* Research on adult learning

Become the change
you want to see!

**‘The difference between
success and failure is
attitude of mind and those
we meet on the way’**

Quotes move people... sharing

KEEP YOUR FOCUS!

- Remove Emotion
- Get Charged
- Stay a Student
- Be the Change
- Reinforce
- Relax
- Enjoy

YOU KNOW YOU HAVE
PERFECTED THE ART OF
USING PBS WHEN.....

YOU KNOW YOU HAVE
PERFECTED THE ART OF
USING PBS WHEN.....

You can tell someone to
"Go to hell", and they thank
you for the travel advice

*Not Mine

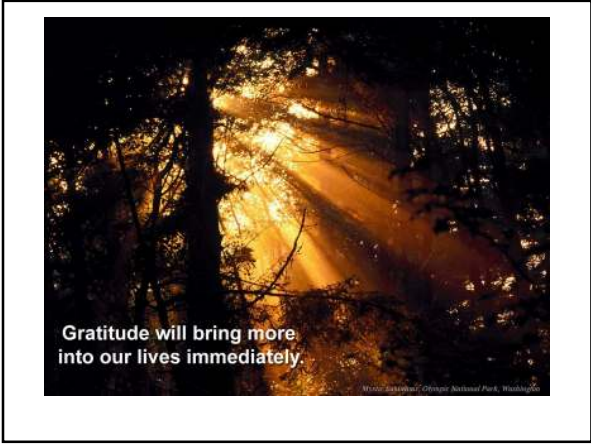
IDEAS FOR MOVING FORWARD

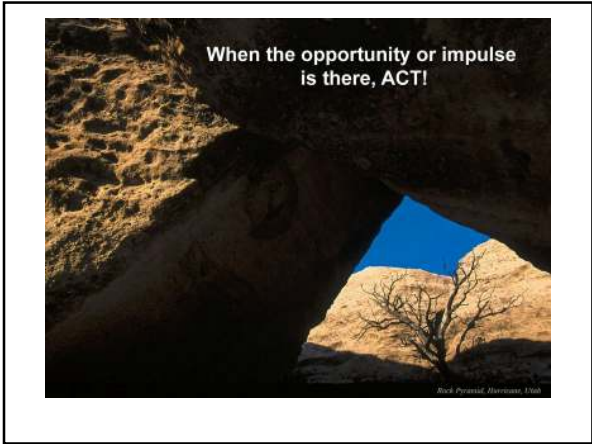
- Humbly conduct a monthly self-eval
- Send sappy e-mails
- Post quotes
- Show positive motivational documentaries
- Write love letters
- Change a light bulb- No "I" in teamwork
- Regular motivational, team building, and stress management sessions
- Change happens over time– Keep Learning!

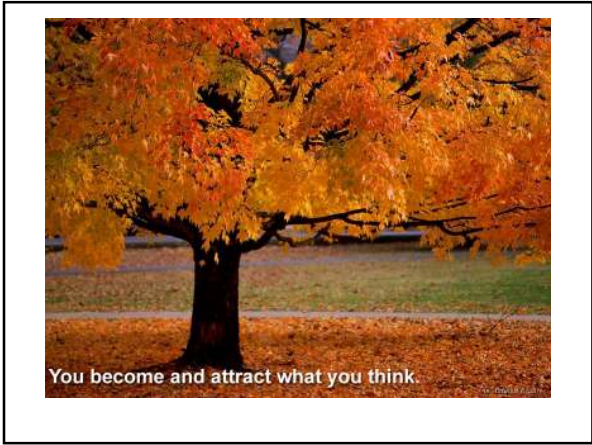
Group List

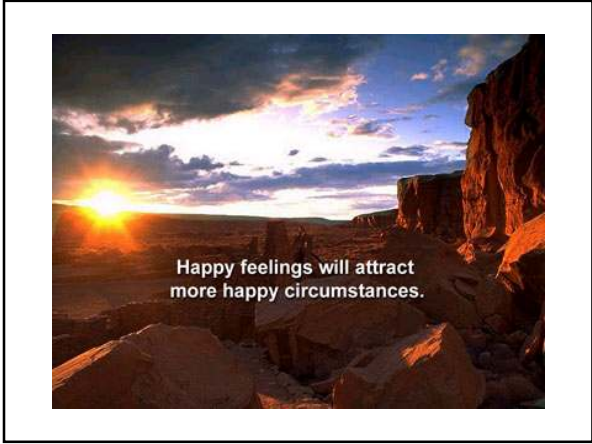






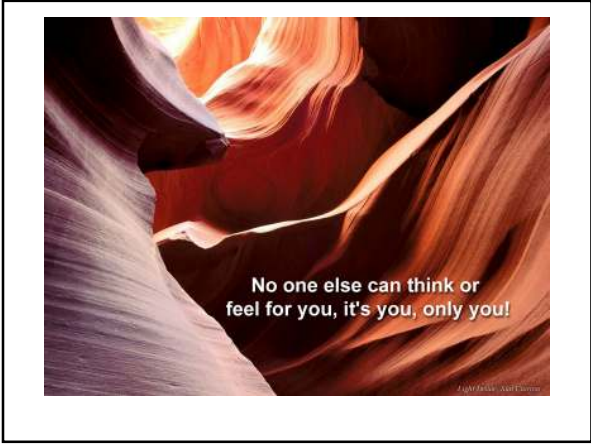












Follow-Up

- *Be the Change* Messages
 - Create Constructive Conversations
 - Seek Out Strengths In Others
 - Model / Teach / Reinforce
- (REPEAT) * *Fresh Influences*
 - Foster a Sense of Belonging



Follow-Up

- *Be the Change* Messages
 - Staff Recognition
 - “Spotlight Forms”
 - *Years of Service* Awards
 - GatewaystoChange.com
 - Signs, Pamphlets and Pens
- * Special Bonus **

Results

Annual Staff Evaluations

- 5 of 6 Directors had an increase in their percentages of positive ratings on their annual staff evaluations (10 - 25% increases)
- Definitely a “work in progress”, but the program has certainly helped to create new, clear agency goals

*As we work to change,
we keep in mind:*

The future is not some place we are going to, but one we are creating. The paths are not to be found, but *made*, and the activity of making them, changes both the maker *and* the destination.

John Schaar





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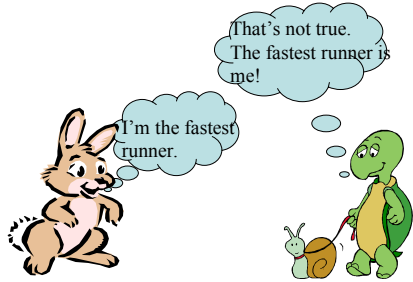
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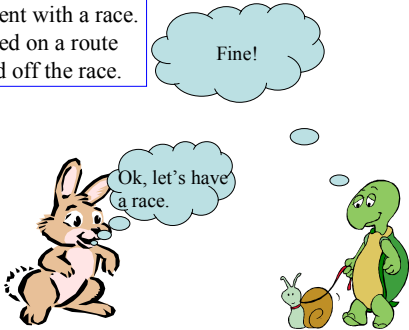
Good old lessons in *teamwork*
from an age-old fable



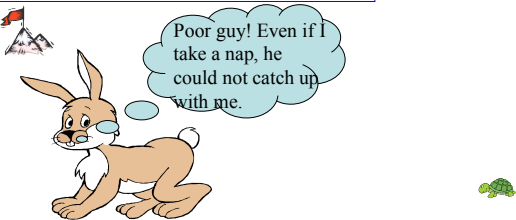
Once upon a time a tortoise and a hare had an argument about who was faster.



They decided to settle the argument with a race. They agreed on a route and started off the race.



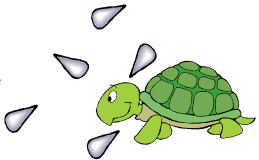
The hare shot ahead and ran briskly for some time. Then seeing that he was far ahead of the tortoise, he thought he'd sit under a tree for some time and relax before continuing the race.



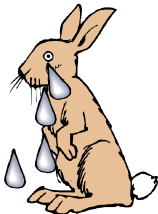
He sat under the tree and soon fell asleep.



The tortoise plodding on overtook him and soon finished the race, emerging as the undisputed champ.



The hare woke up and realized that he'd lost the race.



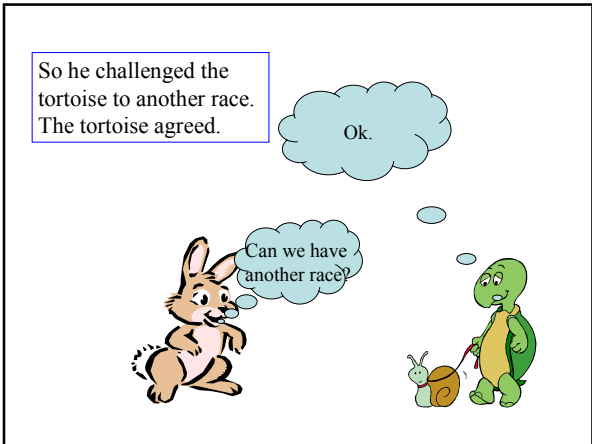
The moral of the story is that *slow and steady wins the race*.

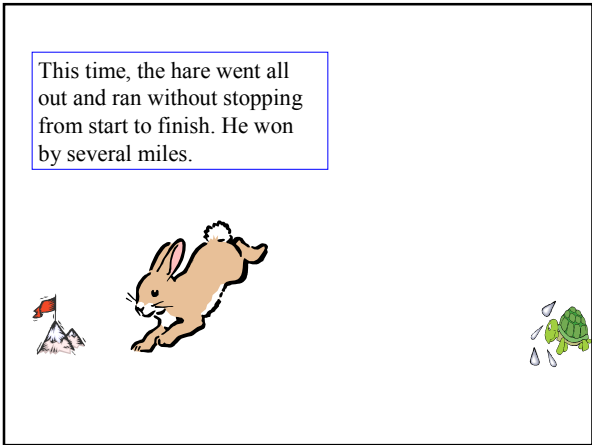
This is the version of the story that we've all grown up with.

The story continues ...

The hare was disappointed at losing the race and he did some soul-searching. He realized that he'd lost the race only because he had been overconfident, careless and lax. If he had not taken things for granted, there's no way the tortoise could have beaten him.





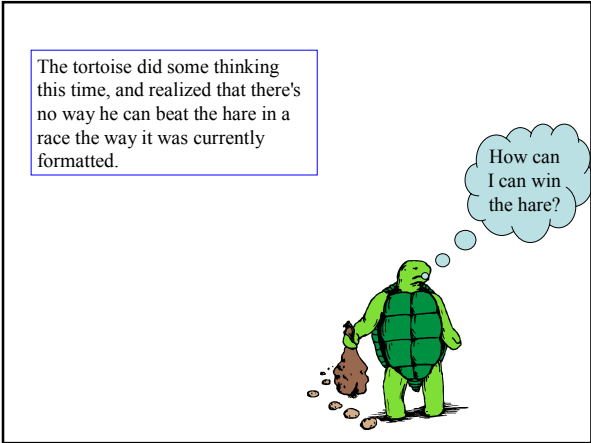


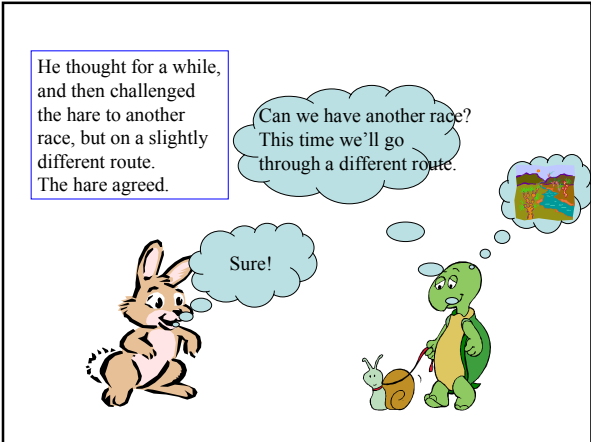
The moral of the story?

Fast and consistent will always beat the slow and steady. If you have two people in your organization, one slow, methodical and reliable, and the other fast and still reliable at what he does, the fast and reliable person will consistently climb the organizational ladder faster than the slow, methodical person.

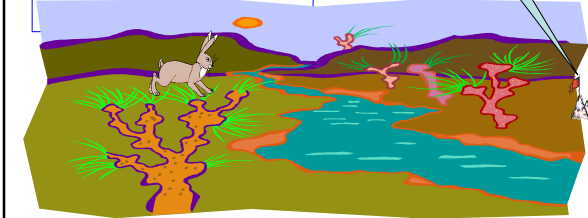
It's good to be slow and steady; but it's better to be fast and reliable.

But the story doesn't end here ...

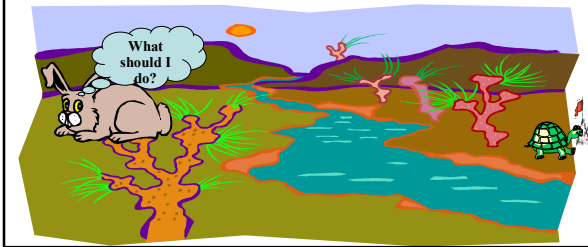




They started off. In keeping with his self-made commitment to be consistently fast, the hare took off and ran at top speed until he came to a broad river. The finishing line was a couple of miles on the other side of the river.



The hare sat there wondering what to do. In the meantime the tortoise trudged along, got into the river, swam to the other bank, continued walking, and finished the race.



The moral of the story?

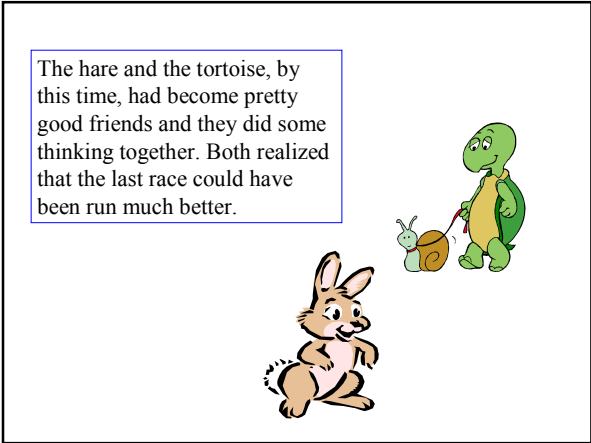
First identify your core competency and then change the playing field to suit your core competency.

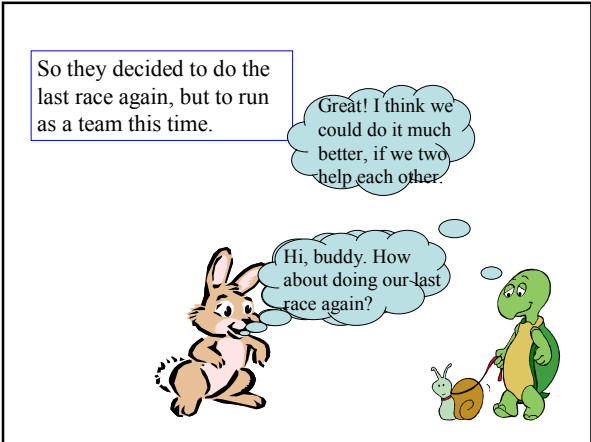
If you have good organizational skills, develop new systems that enable the administration to notice.

If your strength is your positive interactions with clients, use your talents to encourage participation in social activities .

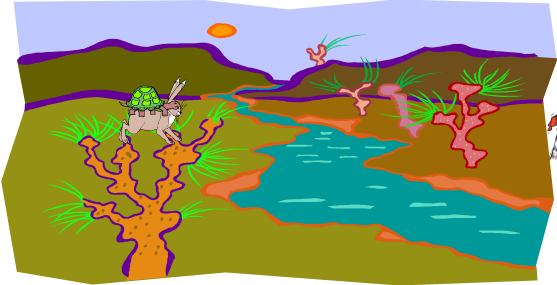
Working to your strengths will not only get you noticed, but will also create opportunities for growth and advancement.

The story still hasn't ended ...

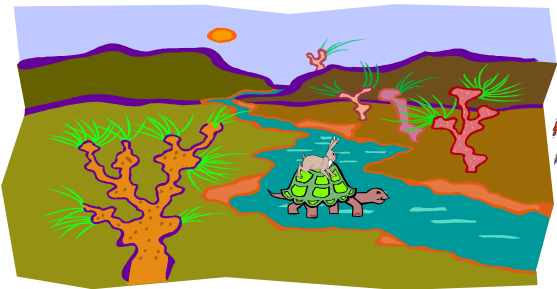




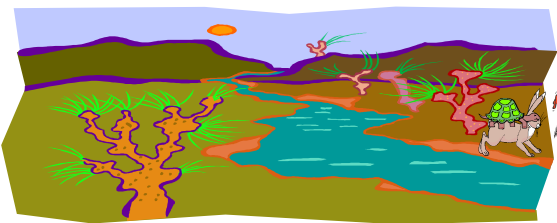
They started off, and this time the hare carried the tortoise till the riverbank.



There, the tortoise took over and swam across with the hare on his back.



On the opposite bank, the hare again carried the tortoise and they reached the finishing line together. They both felt a greater sense of satisfaction than they'd felt earlier.



The moral of the story?

It's good to be individually brilliant and to have strong core competencies; but unless you're able to work in a team and harness each other's core competencies, you'll always perform below par because there will always be situations at which you'll do poorly and someone else does well.

Teamwork is mainly about situational leadership, letting the person with the relevant core competency for a situation take leadership.

There are more lessons to be learned from this story.

Note that neither the hare nor the tortoise gave up after failures. The hare decided to work harder and put in more effort after his failure. The tortoise changed his strategy because he was already working as hard as he could.

*In life, when faced with failure, sometimes it is appropriate to work harder and put in more effort. Sometimes it is appropriate to change strategy and try something different.
.. And sometimes it is appropriate to do both.*

The hare and the tortoise also learned another vital lesson:
When we stop competing against a rival and instead start competing against the situation, we perform far better.

When Roberto Goizueta took over as CEO of Coca-Cola in the 1980s, he was faced with intense competition from Pepsi that was eating into Coke's growth. His executives were Pepsi-focused and intent on increasing market share 0.1 per cent a time.

Roberto decided to stop competing against Pepsi and instead compete against the situation of 0.1 per cent growth.

He asked his executives what was the average fluid intake of an American per day? The answer was 14 ounces. What was Coke's share of that? Two ounces. Roberto said Coke needed a larger share of that market. The competition wasn't Pepsi. It was the water, tea, coffee, milk and fruit juices that went into the remaining 12 ounces. The public should reach for a Coke whenever they felt like drinking something.

To this end, Coke put up vending machines at every street corner. Sales took a quantum jump and Pepsi has never quite caught up since.

To sum up, the story of the hare and tortoise teaches us many things:

- ✦ *Never give up when faced with failure*
- ✦ *Fast and consistent will always beat slow and steady*
- ✦ *Work to your competencies*
- ✦ *Compete against the situation, not the rival.*
- ✦ *Pooling resources and working as a team will always beat individual performers*
