

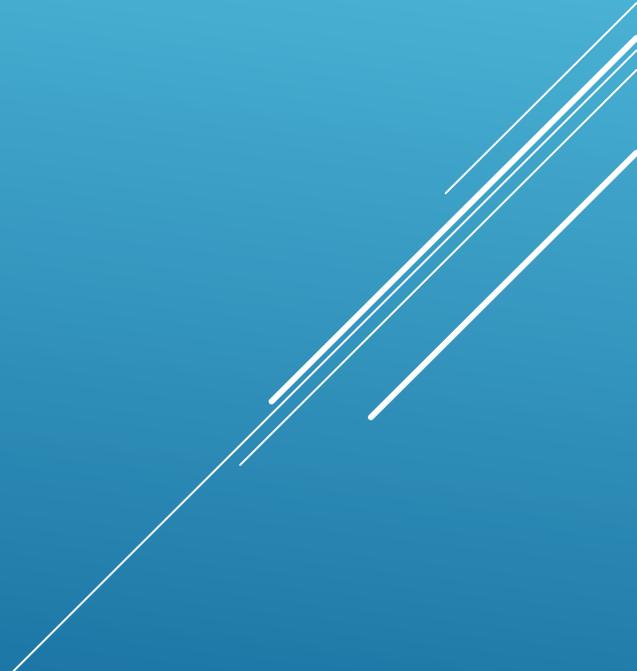
# THE LINK BETWEEN GRATITUDE AND RETAINING TALENT

2024 Spring Conference

Greater Heartland HFMA Chapter

April 12, 2024

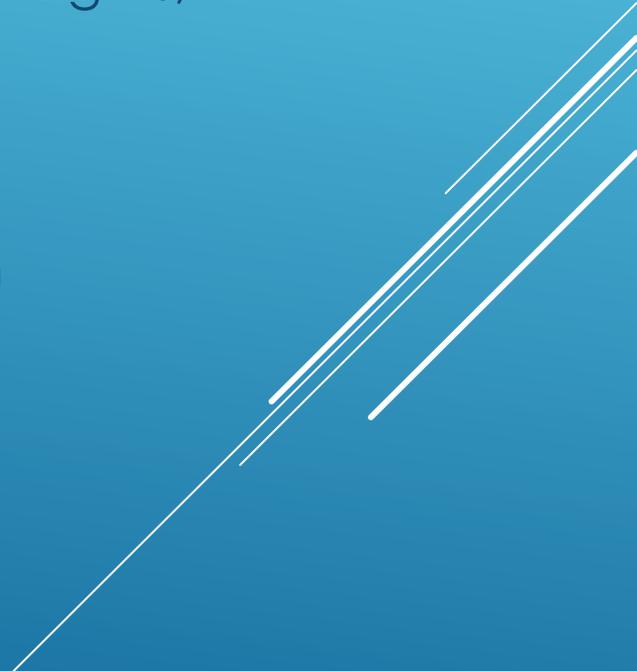
# LEARNING OBJECTIVES

- ▶ 1. Consider leader behaviors that can affect staff attitudes and outcomes and the effective implementation of organizational strategy.
  - ▶ 2. Explore why and how 'being grateful toward others' can lead to improved staff satisfaction and retention in the workplace.
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# MANAGEMENT

A definition: 'getting things done through others.' (Koontz, 1955)

Managers . . .

- Operate within a formal system of delegation, decision rights, and discipline.
  - Plan, organize, staff, direct, and control . . . the classic managerial functions.
  - Coordinate information flows through communication structures and channels.
  - TASK-oriented behavior
- 

# LEADERSHIP

A definition: 'the use of power and influence to achieve a shared mission or goal.' (Yukl, 2010)

Leaders . . .

- Observe and listen.
- Mobilize people to tackle tough challenges, and to thrive in their environments.
- Create alignment and set organizational direction.
- Inspire others through actions, behaviors, mutual trust, and cooperation.
- RELATIONSHIP-oriented behavior

# STRATEGY

A definition: 'choices about the future direction of the organization.' (Mintzberg, 1989)

Strategy normally occurs as the result of either . . .

- Organizational Development - planned, proactive, and programmatic activity (we can change attitudes first, and then our behaviors)
- Organizational Change – time-sensitive, sometimes unexpected, often reactive activity (we must change our behaviors first, before we change our attitudes)

LEADER BEHAVIORS AND THEIR IMPACT ON  
THE EFFECTIVE IMPLEMENTATION OF  
ORGANIZATIONAL STRATEGY



# TRUST

A definition: 'the belief that subordinates and other stakeholders have in the integrity, or the righteousness, of organizational leaders; also, their confidence in an organization's mission, values, vision, and strategic direction, and support for its culture.'  
(Deutsch, 1958)

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# INTEGRITY

A definition: 'the perceived honesty and fairness displayed by a leader; and the consistency between a leader's actions and stated (espoused) values. (Palansky & Yammarino, 2007)

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# MOTIVATION

A definition: 'actions and behaviors the lead to the satisfaction of a want or a need (Adler, 1923); desires that cause a leader to believe or behave a certain way.'

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# CONTACT INFORMATION

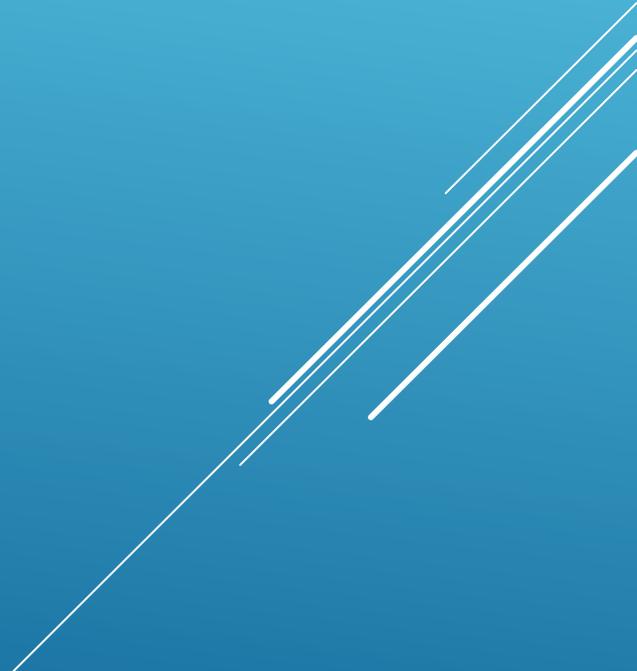
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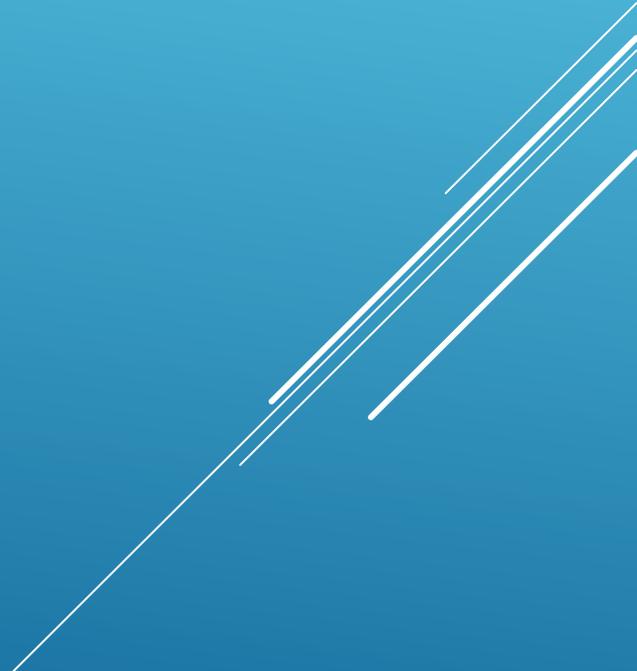
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RETAINING TALENT

Gratitude

# LEARNING OBJECTIVES

- ▶ 1. Discover strategies to retain staff by fostering a workplace filled with appreciation and belonging.
  - ▶ 2. Learn how to create a positive and motivated team through the power of gratitude.
- 
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you are living  
your story.

WHY LEADERSHIP?



ENGAGED  
STAFF

# HOW CAN WE ENGAGE OUR STAFF?

The #1 Most Powerful Thing You Can Do  
Rounding for Outcomes

# CURRENT DISCUSSION

“You know what I’m finding?”

Everywhere people are running around at their maximum stressed energy; absolutely no reserve... their responses are the maximum response regardless of the severity of the situation”

# WHAT IS GRATITUDE?

- ▶ The quality of being thankful; readiness to show appreciation for and to return kindness.
- ▶ To be grateful
  - ▶ Appreciative

~ Merriam Webster



WHICH COMES  
FIRST: GRATITUDE OR  
JOY?

# HOW TO PRACTICE GRATITUDE

What are some ways you practice gratitude in your workplace?

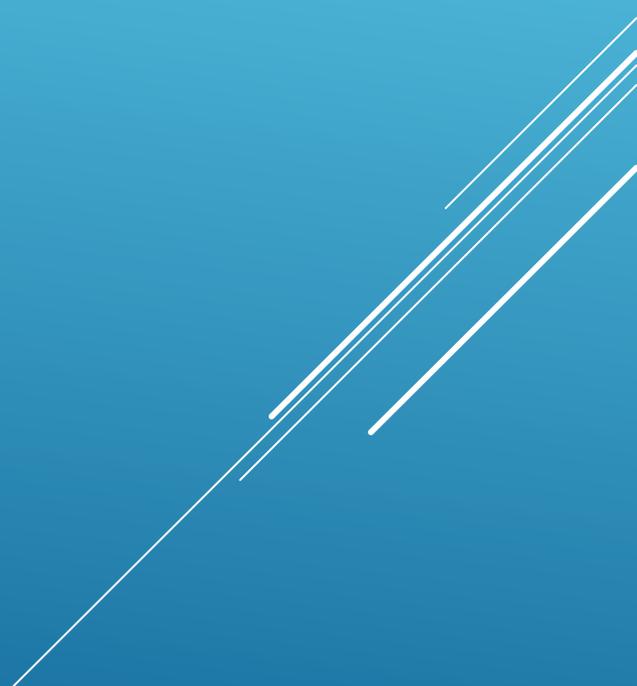


- ▶ Keep a journal of or in some way note big and little joys of daily life.
- ▶ Write down "three good things"—identify three things that have gone well for you and identify the cause.
- ▶ Write thank-you notes to others.
- ▶ Think about people who have inspired you and what about them was most significant.
- ▶ Engage in "mental subtraction." Imagine what your life would be like if some positive event had not occurred.

## TIPS TO FOSTER GRATITUDE



*It's not joy that makes  
us grateful, it's  
gratitude that makes us  
joyful.*



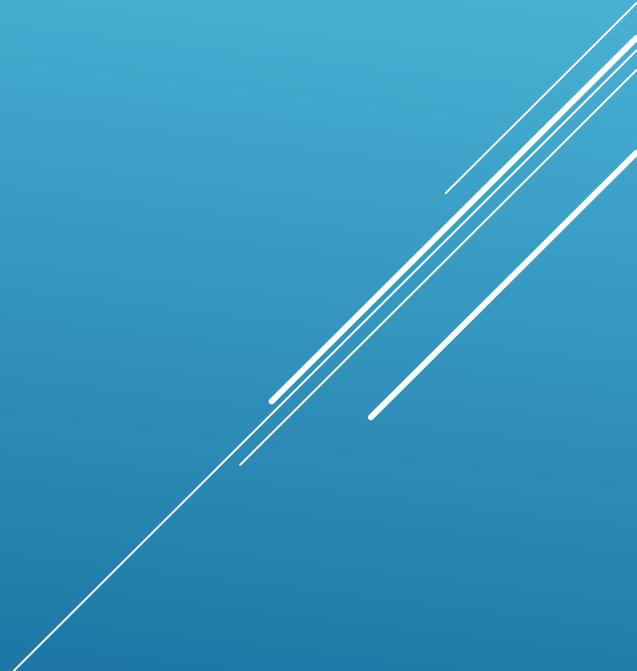
# HOW GRATITUDE CHANGES YOU AND YOUR BRAIN

1. Gratitude unshackles us from toxic emotions
2. Gratitude helps even if you don't share it
3. Gratitude's benefits take time
4. Gratitude has lasting effects on the brain

JOSHUA BROWN, JOEL WONG | JUNE 6, 2017



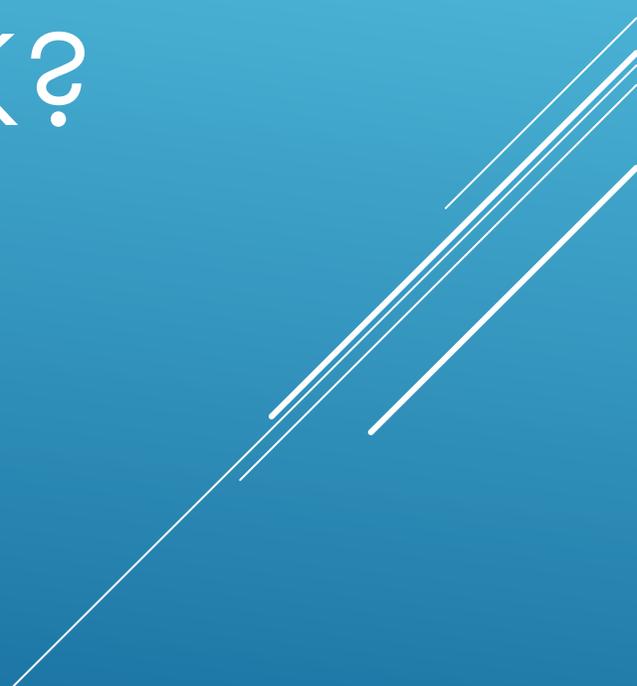
# ASSESS WHEN AND HOW TO EXPRESS GRATITUDE TO TEAM MEMBERS





# DO YOU *HAVE* TO GO TO WORK?

Or do you *GET TO*?!





GET OUT OF  
THE BOX



# GRATITUDE

A grateful heart has little room for anything else.

~ Quint Studer

# CONTACT INFORMATION

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