

Leadership in Times of Crisis^e

Deke Cateau, CEO

A.G. Rhodes

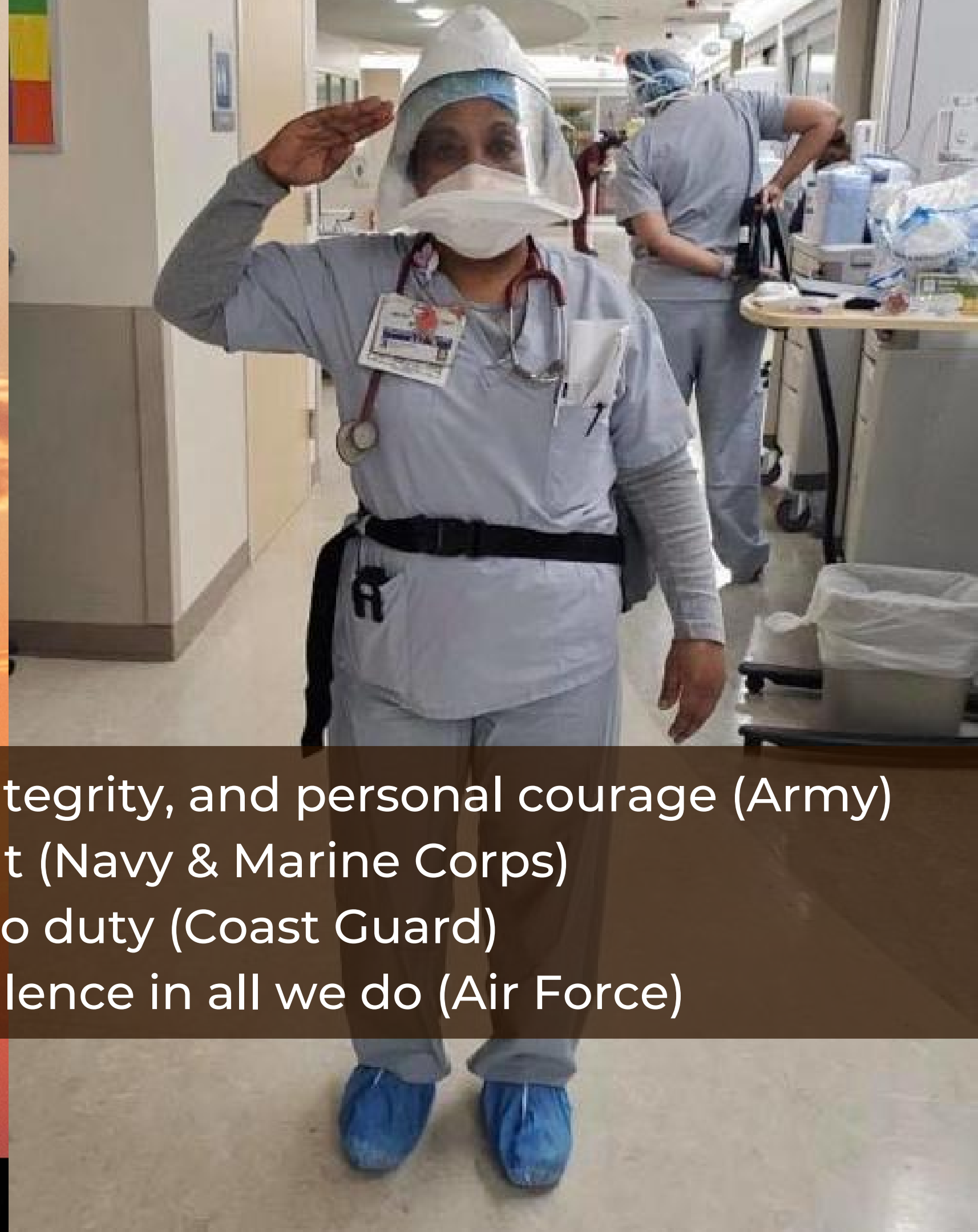
COMMUNITY • WELLNESS • CARE

“

Military service—particularly service in the crucible of combat—is exceptionally effective at developing leaders. Why? It's nurture, not nature.

General Tom Kolditz

”



Loyalty, duty, respect, selfless service, honor, integrity, and personal courage (Army)
Honor, courage, and commitment (Navy & Marine Corps)
Honor, respect, and devotion to duty (Coast Guard)
Integrity first, service before self, excellence in all we do (Air Force)

Objectives

— “ —

*Leadership matters, and
it matters most in
difficult times.*

*1st Lt. John Frazer,
A.G. Rhodes Trustee*

— ” —

- Understand how crises impact the well-being of our residents and staff and why it matters.
- Hear examples and best practices of wise leadership implemented during crises.
- Learn why a strong organizational culture is critical before, during and after crises.
- Explain how today's crises will create tomorrow's leaders.

About Us

- Originally the "Hospital for Incurables"
- One of the first nursing organizations to be licensed in Georgia and currently one of a few nonprofit nursing organizations in the state
- Long-term care, short-term recovery, therapy & rehabilitation services
- 1904: First of three locations opened in Atlanta thanks to philanthropist and furniture-maker, Amos Giles Rhodes
- 1992: Second location (A.G. Rhodes Cobb) opened in Marietta, Georgia
- 1997: A.G. Rhodes Wesley Woods opened on Emory University's Wesley Woods campus in Atlanta
- 115+ years of care to the uninsured, underinsured and underserved
- Accommodates 400+, and served 1,100+ last fiscal year
- Approximately 500 employees and an additional 100 contractual staff
- \$40 million+ in annual revenue
- All homes are on The Eden Alternative Registry

MISSION: To provide expert and compassionate rehabilitation therapy and residential care to seniors in metro Atlanta.



Leadership Styles

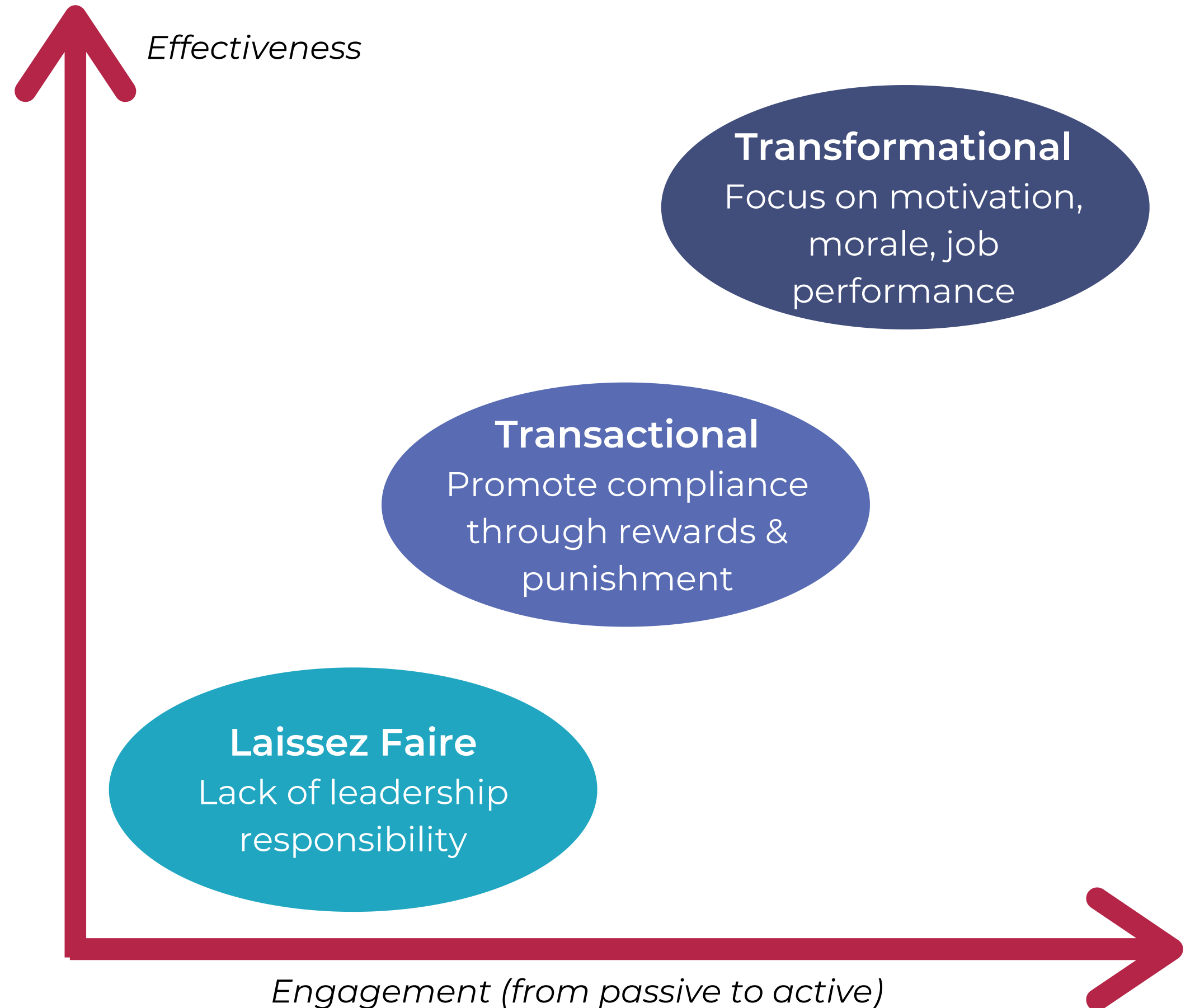
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You don't lead by hitting people over the head—that's assault, not leadership.

General Dwight D. Eisenhower

— ” —

Full Range Leadership Model (FRLM)



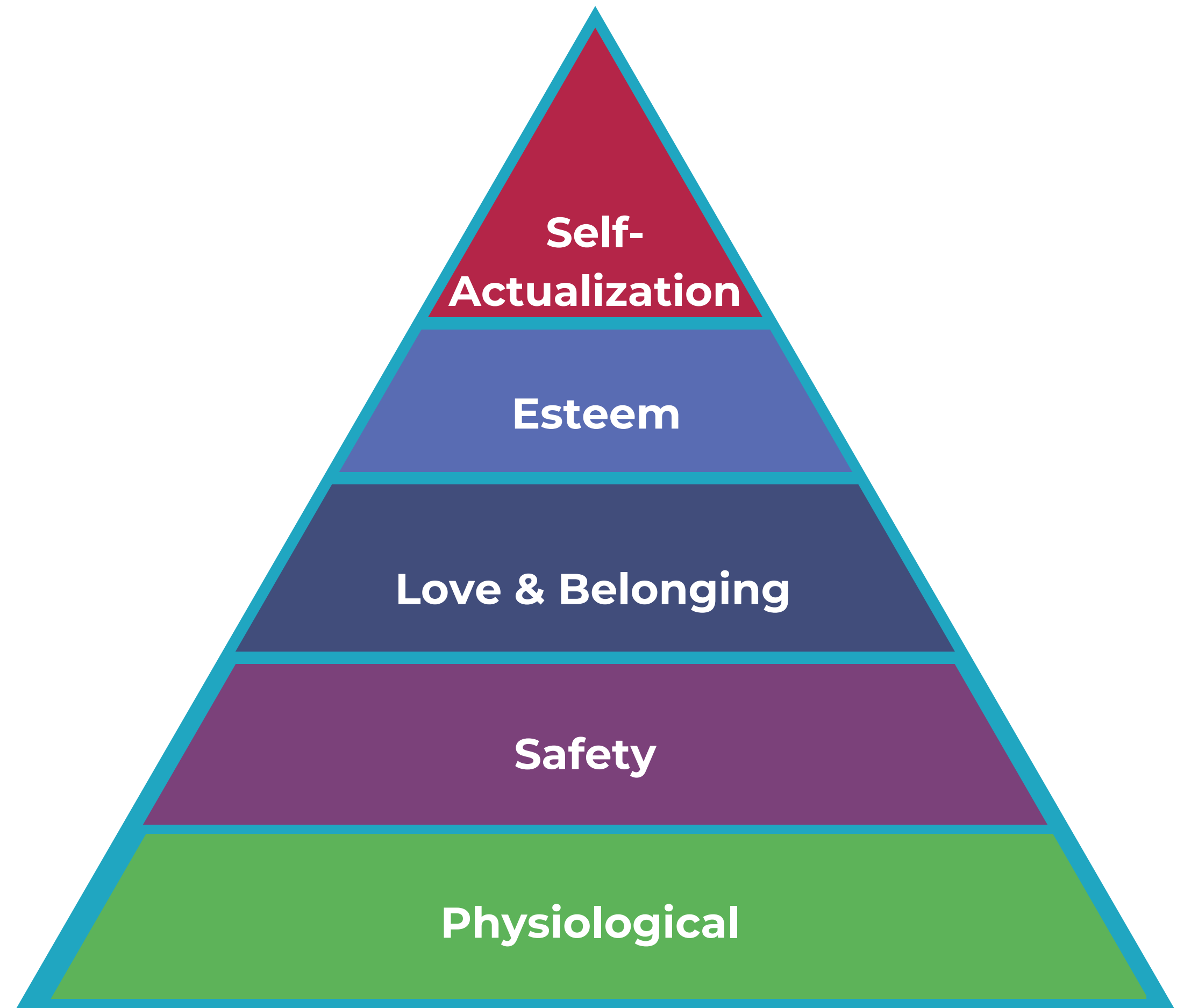
Maslow's Hierarchy of Needs

— “ —

*Bravery is being the only one
who knows you're afraid.*

Colonel David Hackworth

— ” —



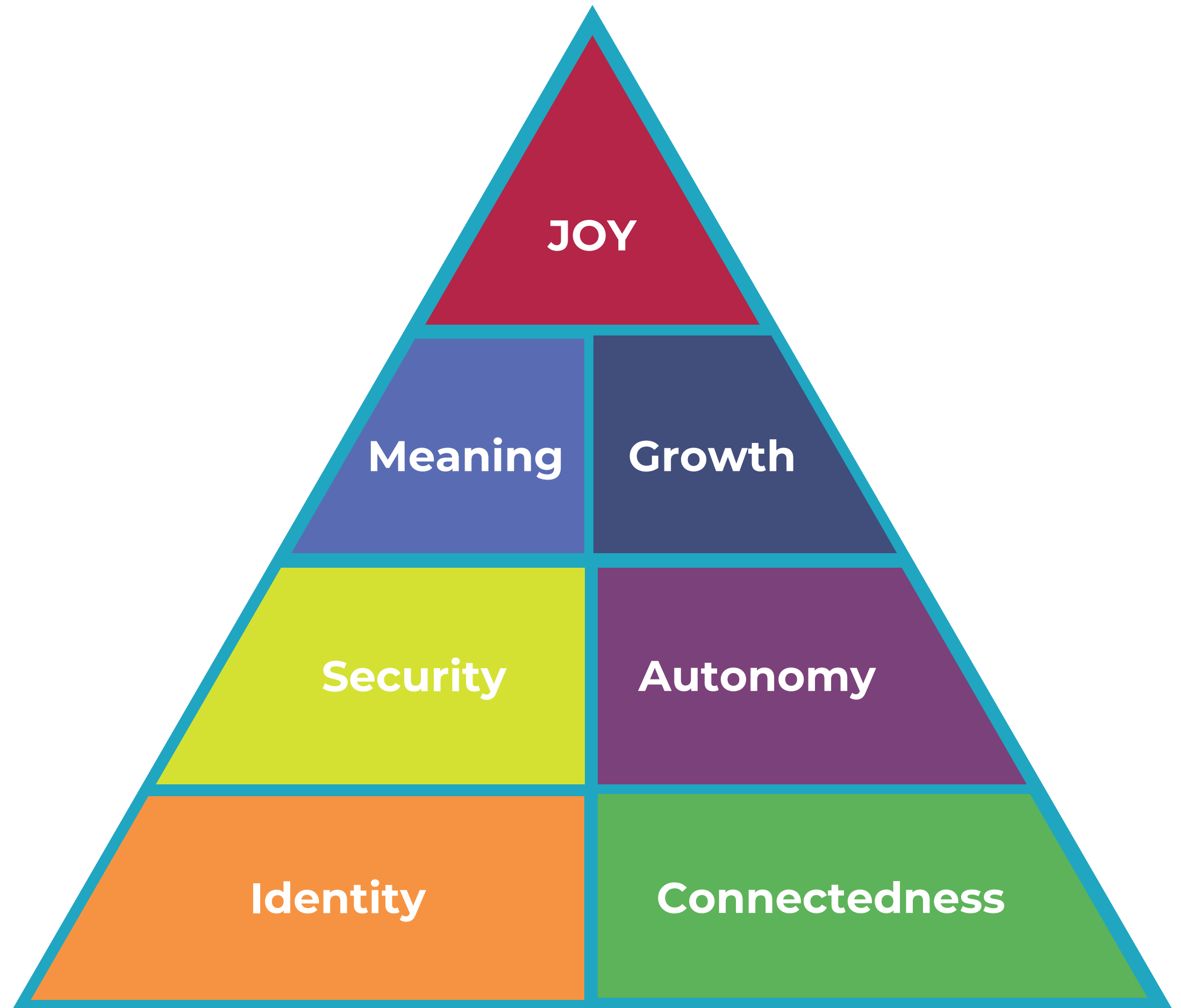
What impacts well-being?

— “ —

The most important single ingredient in the formula of success is knowing how to get along with people.

Colonel Theodore Roosevelt

— ” —



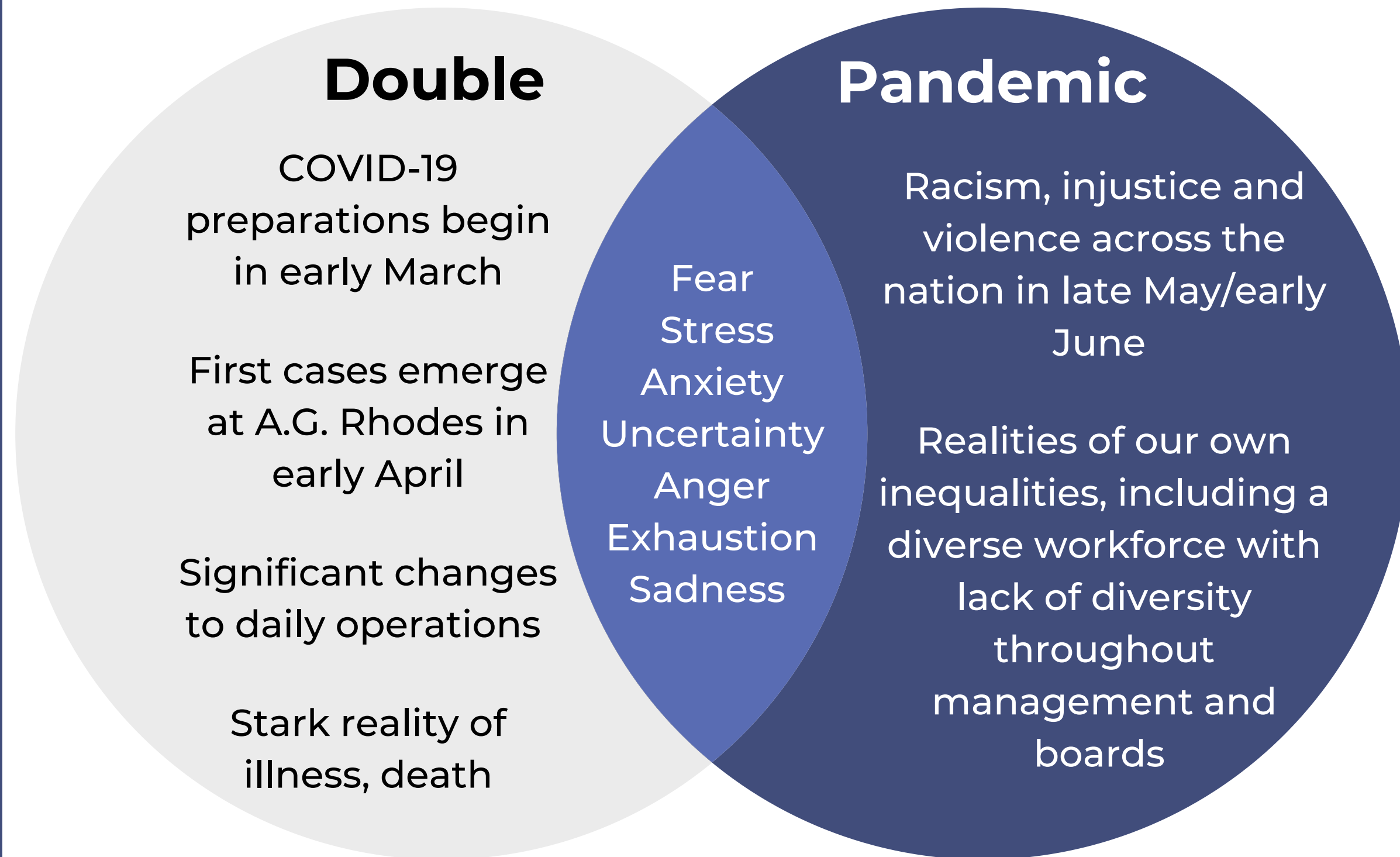
Double Down

— “ —

*There's no quitting,
I can't have quit in me.
There was never an option
to stop and quit.*

Major Lisa Jaster

— ” —

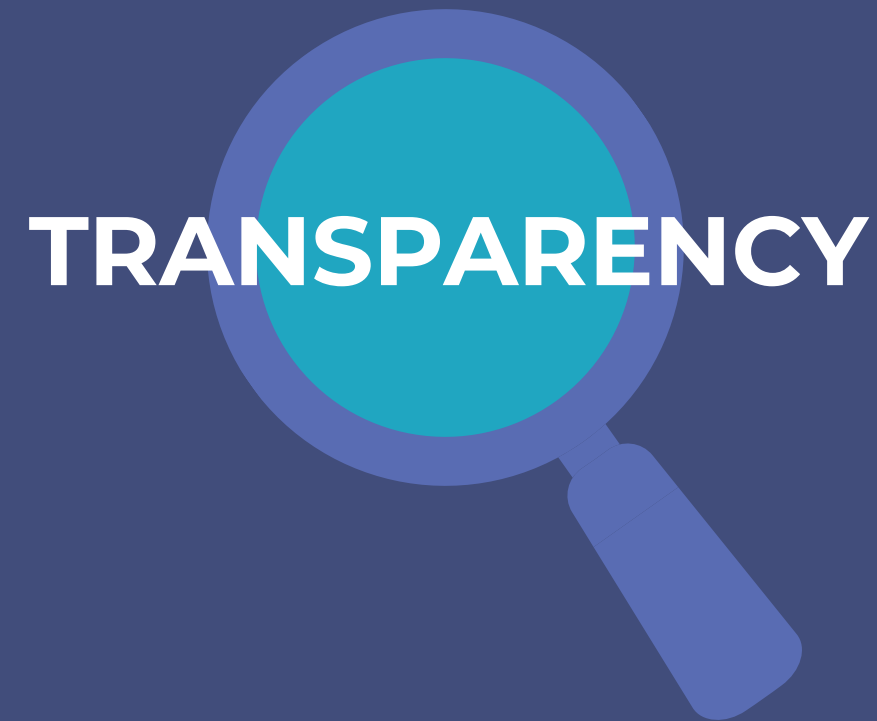


In Loving Memory of Nesteshia Harden



#ICannotStayAtHome,
I'mANurse!

We fight when others can't anymore



- Preparation was key (media training, talking points, communications channels)
- Operations and communications are hand-in-hand
- Consistent messages (good and bad) tailored to diverse audiences and distributed frequently through multiple channels
- Ample opportunities for feedback

— “ —

The truth of the matter is that you always know the right thing to do. The hard part is doing it.

General Norman Schwarzkopf

— ” —

COVID-19 Resources and Updates

Caring Through COVID

A.G. Rhodes > Caring Through COVID

Learn more about our response to COVID-19 and how we're providing a safe environment for older adults in our community to receive long-term care, short-term recovery, and therapy and rehabilitation services.

COVID-19 Confirmed Cases & Data

See updated information of confirmed COVID-19 cases.

[Learn More](#)

Caring through COVID

We offer a safe environment for long-term care, short-term recovery, and therapy and rehabilitation services.

[Learn More](#)

Frequently Asked Questions

Read answers to some frequently asked questions.

[Learn More](#)

Ways to Help

Participate in meaningful opportunities to help support our residents.

[Learn More](#)

Job Opportunities

Find a rewarding career and join our critical and essential workforce.

[Learn More](#)

For Families

Stay connected with your loved ones at A.G. Rhodes.

[Learn More](#)

Current Operating Status

On July 31, Governor Brian Kemp issued an executive order renewing the public health state of emergency through September 10. The order requires that long-term care communities like A.G. Rhodes continue to restrict visitation, group activities and communal dining.

[Click here](#) to access the latest executive order. As we near the September 10 date, we will closely follow further guidance, recommendations and requirements issued by the Governor and/or other officials, and we will keep you updated.

Leadership at A.G. Rhodes

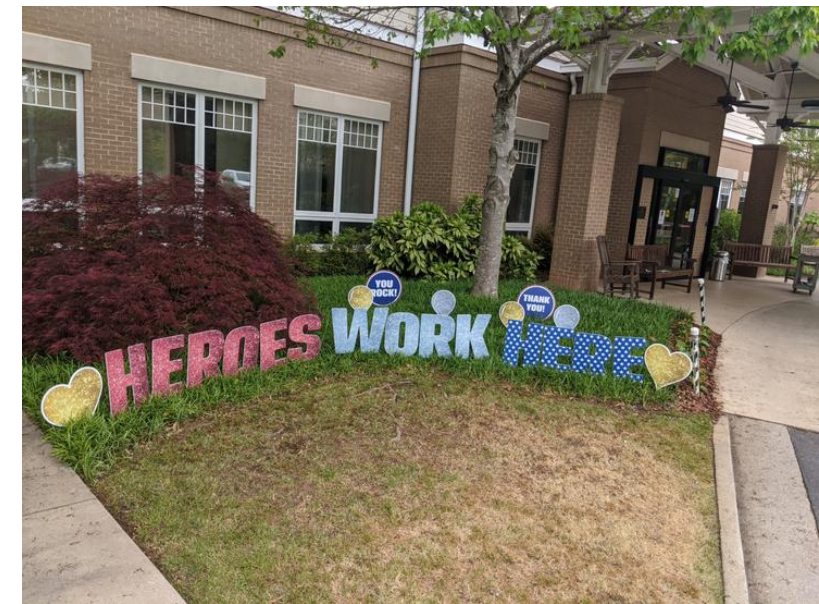
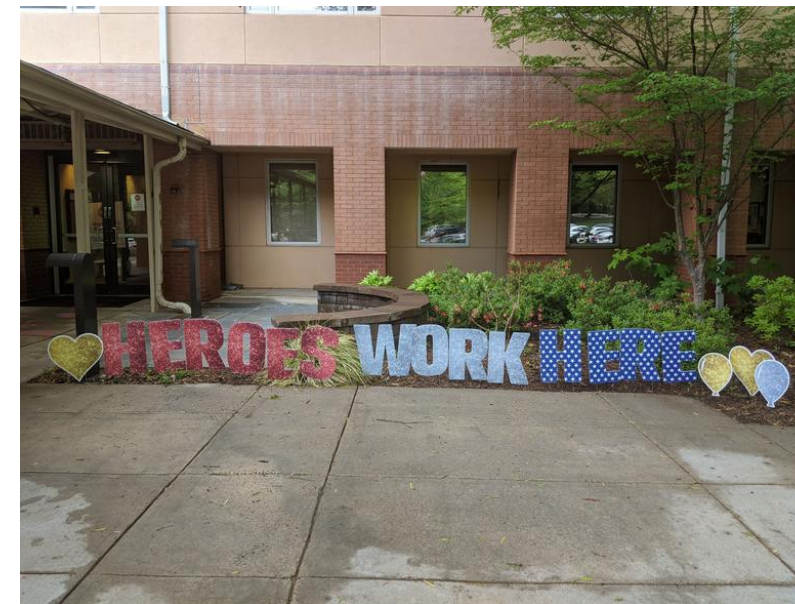
— “ —

*Do everything you ask of
those you command.*

General George Patton

— ” —

- Be present and seen
- Acknowledge fears and concerns, and assure safety and support
- Recognize and empower the "non-traditional" leaders
- Constant communication, listening
 - Frequent checkpoints to assess morale (walking the halls, survey, opportunities for staff to give feedback)
- Maintain morale amidst the stress
 - Continued—albeit modified—celebrations
 - Additional compensation, giveaways, etc.
- Continued education
- Continued recruitment/hiring



The Secret Sauce

— “ —

Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

General Colin Powell

— ” —



They have always been essential.



Culture Combats Crisis

— “ —

*Leadership is a two-way street,
loyalty up and loyalty down.
Respect for one's superiors;
care for one's crew.*

Rear Admiral Grace Hopper

— ” —

- Culture: from the Latin word, cultus, which means care
- What does a positive culture look like?
 - Open and honest communication
 - Shared values and expectations
 - Employees take pride/ownership in their performance
 - Recognition at and from all levels
 - All levels commit to listen, improve, grow
 - Employees “do the right thing even when no one is watching”
- Culture takes time, it must be nourished daily
- A strong culture will outlast a rough patch
- "Culture eats strategy for breakfast" (Peter Drucker)

Resilience

— “ —

You must never confuse faith that you will prevail in the end — which you can never afford to lose — with the discipline to confront the most brutal facts of your current reality, whatever they might be.

Vice Admiral James Stockdale

” —



“

Do not get lost in a sea of despair. Be hopeful, be optimistic. Our struggle is not the struggle of a day, a week, a month, or a year, it is the struggle of a lifetime. Never, ever be afraid to make some noise and get in good trouble, necessary trouble.

John Lewis

”

A.G.Rhodes
COMMUNITY • WELLNESS • CARE

Thank You

For more information, visit www.agrhodes.org/coronavirus

References

— “ —

Thanks to my reading, I have never been caught flat-footed by any situation, never at a loss for how any problem has been addressed before. It doesn't give me all the answers, but it lights what is often a dark path ahead.

General James Mattis

— ” —

The Culture Factor

Harvard Business Review

<https://hbr.org/2018/01/the-culture-factor>

Developing Your Full Range of Leadership: Leveraging a Transformational Approach
Air University

www.airuniversity.af.edu/Portals/10/AUPress/Books/AU-26.PDF

Domains of Well-Being

The Eden Alternative

www.edenalt.org/about-the-eden-alternative/the-eden-alternative-domains-of-well-being/

Management In Crisis: The Best Leadership Style To Adopt In Times Of Crisis

Forbes

www.forbes.com/sites/forbestechcouncil/2020/07/17/management-in-crisis-the-best-leadership-style-to-adopt-in-times-of-crisis/#39244fc37cb4

Maslow's Hierarchy of Needs

Simple Psychology

www.simplypsychology.org/maslow.html

Why the military produces the greatest leaders

Harvard Business Review

<https://hbr.org/2009/02/why-the-military-produces-grea>