

Acorns to Oak Trees: Leadership From the Ground Up



touchpoint 
SUPPORT SERVICES
Compassion at every point of human contact

About TouchPoint Support Services

TouchPoint is the industry's first **combined healthcare food service and environmental services provider**. By combining both food and environmental services, we are able to provide our patients with a **comprehensive care experience** during their stay; creating a warm, comforting, and caring support services environment for patients, employees, and guests. TouchPoint is a company dedicated to serving our patients, residents, customers, and clients by providing "**compassion at every point of human contact**".

About TouchPoint

- * A member of Compass Group
 - * www.compass-usa.com
- * 125+ accounts served in healthcare & senior living
 - * Over 280 services provided
 - * Food & Nutrition
 - * Environmental Services
 - * Valet Parking
 - * Patient Transportation
 - * Gift Shops
 - * Laundry & Linen Services

Our People

- * Approximately 9,000 total associates
- * Breakdown:
 - * 7.5% managers & leadership
 - * 4.4% supervisors & team leads
 - * 88.1% hourly & frontline associates

Discovering the Root of the Problem

My supervisor
doesn't care
about me as a
person.

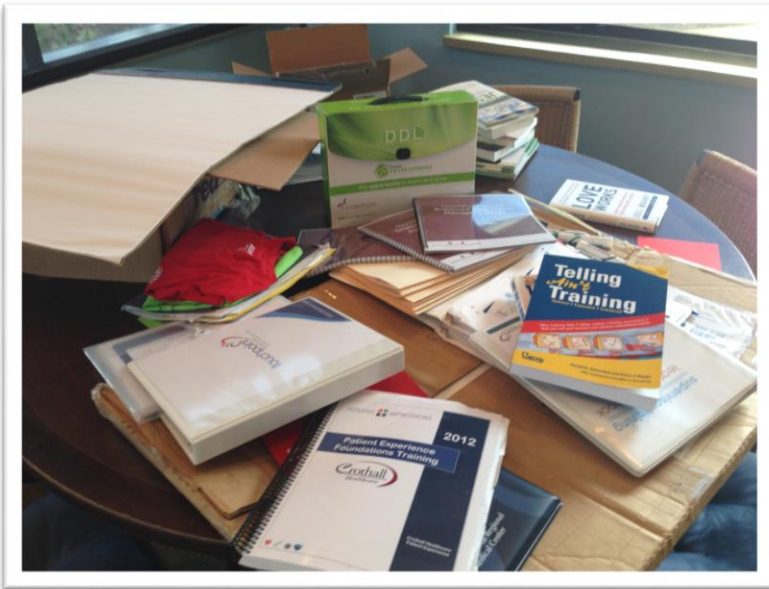
My supervisor
plays favorites,
and I'm not one
of them.

Gap Analysis




- * Promoting our key hourly associates with no management training
- * Lack of empathy, knowledge, and empowerment
- * Had to start from the ground and work our way up

Development of Training



- * Pulled best practices from industry leaders
- * Worked with our sister sectors (in Compass Group) to determine need and content

Our Focus

- 
- Module 1: Establishing Your Roots
 - Module 2: Vision of a Leader
 - Module 3: Fundamentals of Relationship Building
 - Module 4: Jerk Boss Behaviors
 - Module 5: Motivation
 - Module 6: Conflict Management
 - Module 7: Coaching
 - Module 8: Delegation
 - Module 9: Compliance Training
 - Leadership from the Ground Up

10 Common Mistakes

Supervisor Training, Module 1

1. Seizing Power
2. Failing to Ask for Feedback
3. Delegating Without Authorizing
4. Reprimanding in Public
5. Supervising Everyone the Same Way
6. Keeping Interesting Work for Themselves
7. Siding With Associates
8. Distancing From Associates
9. Promoting an “Us vs. Them” Attitude
10. Engaging in Inappropriate Behavior

#1: Seizing Power

Top 10 Mistakes Supervisors Make



A title doesn't give you power. Your actions do.

#3: Delegation

Top 10 Mistakes Supervisors Make



Don't set
others up
to fail.

Jerk Behaviors

Module 4: Hourly Supervisor Training

- Favoritism
- Failure to Listen
- Gossip
- Micromanaging
- Setting Impossible Goals
- All About Me
- Overuse Sarcasm
- Never Accepting Blame
- Managing Up
- Lacking Patience

5 Ways to Respond to Conflict

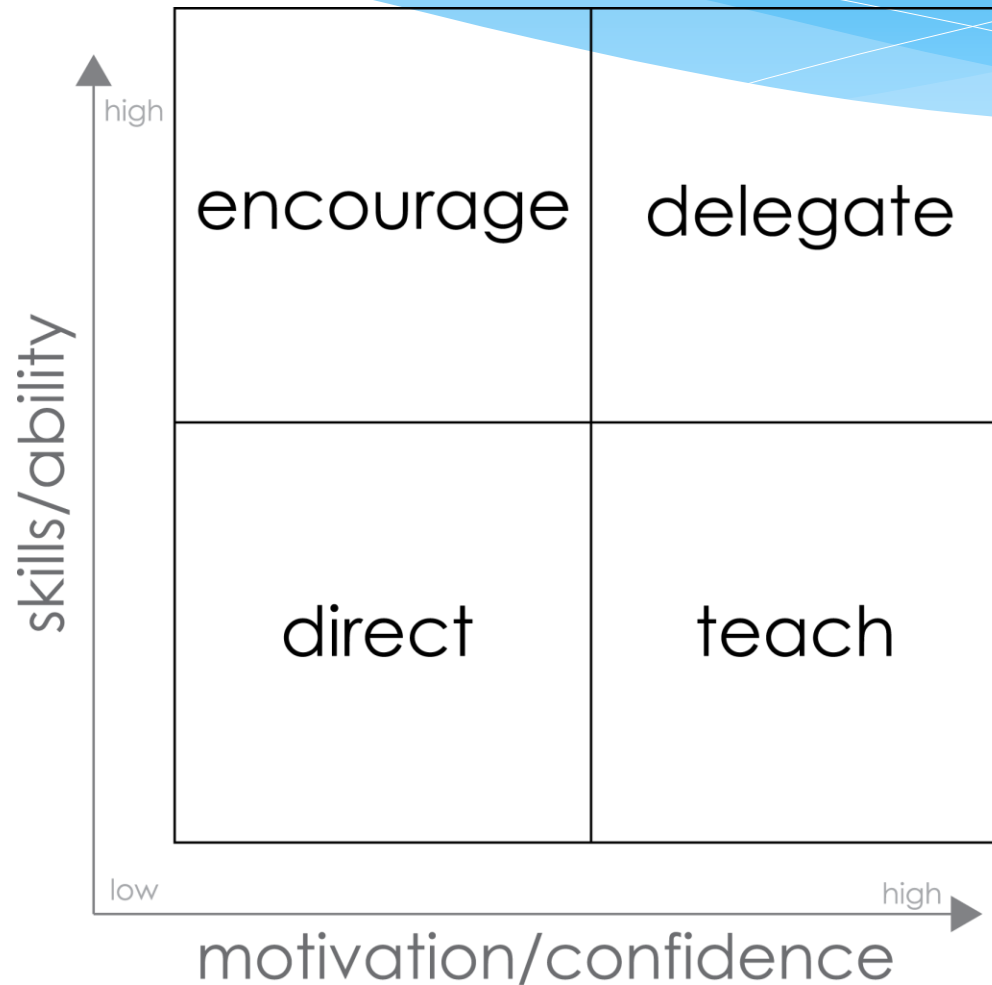
Supervisor Training, Module 6

1. Competition
2. Avoidance
3. Accommodation
4. Compromise
5. Collaboration



Coaching Matrix

Supervisor Training: Module 7



Delegation Matrix

Supervisor Training: Module 8

trust their motivation?	yes	fully delegate	develop
	no	manage	re-deploy
		yes	no

trust their skills?

Importance of Supervisors

Module 9: Compliance



The most important thing today's training should teach you is when to ask for help and assistance.

Sample Homework Assignment

Supervisor Training, Module 1

homework: module 1


One thing that supervisors commonly forget to do is to ask for feedback on their performance. Feedback allows you to understand where you are thriving and where you have opportunities to improve your performance.

1 Ask for Feedback from Your Manager

According to my manager, my strengths are:

According to my manager, my opportunities for improvement are:

Additional Notes:

Continues on back 

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homework: module 1

ur Associates

ment are:

homework: module 1

Creating an Action Plan from the feedback is a critical step. If you do not take action from the feedback you receive, you will not be able to make the changes you need to become a better supervisor. Action Plans should be specific and measurable.

For example: if one of your weaknesses is that you don't recognize associates enough, one of your action items should be: Starting this week, I will recognize my associates accomplishments on a weekly basis by writing 3 or more HERO cards each week and presenting them at Daily Line Up.

3 Create an Action Plan based on Feedback

Action Item 1:

Action Item 2:

Action Item 3:

This is the end of the Module 1 homework. 

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How we rolled it out?



- * CEM = Customer Experience Manager
- * Frequent Flyer Miles!

Results

- * 4 point increase in associate engagement
- * Decrease in HR complaints
- * Increase in overall promotions

What We Learned – Our Best Practices for You

- * They craved this training – highly engaged, wanting more
- * Maybe managers needed this training too!
- * Focusing on the “right” people to train
- * Sustaining it – version 2.0 in beginning stages
- * Helped achieve “unity” within our business

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Questions?

Stay in Touch

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THANK YOU!