

CONFIDENTIAL VERBATIM #1

I. OBSERVATION AND AWARENESS - 2-7 Paragraphs Total

A. Background

The primary players identified in this verbatim are me and C. C is currently in a management position for our medical services company and I've had the pleasure of knowing her as a friend for over 15 years. C is the wife of a coworker of my husband and their vocation is very close knit, based on the nature of the work they do (high risk, have each other's back, etc.) She was one of my first friends after relocating to Colorado. While we became closer friends when our kiddos were toddlers, we each had baby number two and the pace of life seemed to naturally pull us in different directions. For the large majority of the past 15 years she has been a friend that my husband and I see periodically at his social events. Not by any means our closest friends, but ones we have a connection with we have always enjoyed seeing them.

In talking with C at a Christmas party in December of 2018, she was sharing that she was rather desperate to find a new job due to the toxicity of her current workplace and it simply not being the right fit for her. During our conversation, she asked how I was doing and how my medical services business was going. The more we talked about her situation, her skillset and what she was looking for, it became apparent that setting up a more formal meeting seemed to make sense (especially since I was in the process of looking for a marketer). As I learned more about what she was looking for and knowing what my company needed, offering her a position felt like a "win-win."

I brought her on as a marketer for the Kansas City region in March of 2019. In a period of six months, she exceeded my expectations. She worked incredibly hard and was doing a superb job! Given our work, we have a large majority of our team out in the field (assisted livings, skilled nursing facilities, people's homes, etc.) and it can be very hard to connect our field team to the management team. She began sharing some of the organizational issues she was seeing/hearing from our team in the field with the gap between our management team and the field team. I ultimately decided to promote C to Director of Operations in the fall of 2019. Upon stepping into her new role, she began doing everything I tasked her with extremely well.

However, when I took personal time off to finish up a long list of house to-do's from a huge water leak in our home, and then took some additional time off for family visiting over the holidays, my management team came to me with a list of issues/concerns about C when I returned. While I was out, she boldly took it upon herself to step into roles that weren't hers and push change that in some instances wasn't hers to drive. The management team, myself included, was feeling a pretty large shift in culture and it was creating anxiety. It would be like a Captain going below deck to get some shut eye while

trusting his First Mate to keep the ship on course. I came back from taking time off, took the helm and realized she had taken our ship to Tahiti (maybe nice for her and some others, but definitely not on course). The encounter I identify below occurred two weeks ago.

B. Self-Awareness: Overall, C’s performance has been really great, and she’s brought a lot of energy to her role and is doing so many things really well. Unfortunately, in the last two almost three months, I’ve seen a side of her I’ve never seen. It feels as though she is a bit hung-up on her power or perceived power. I am aware that I have a very difficult time with power hungry people, or individuals that can’t get seem to get enough power. For me with C, I believe this is a large part of what is stirring the most negative emotion within me. I fear that if I step away from the office for an extended period, the ship may make a stop on a new island rather than staying on the course I had set. Maybe I’m assuming she loves the feeling of power and she really doesn’t? Is this more of a “me problem” than a “C problem?” Is it me that has a hang-up on needing to be in control? I realize that if I’m working through some negative emotions, she most likely is too. I hope that we can find resolution and an anxiety free zone for both of us. I hope this doesn’t affect our personal relationship and we can find a way for us all to work well together.

Right after the incident happened, my mind raced for several hours after. I was rested walking into the incident; but I feel a quite exhausted, in general, from the demands at my company. I had this beautiful moment about six hours after the incident happened. I was overwhelmed with God’s peace. The physical effects of anxiety came to a screeching halt. The racing mind stopped. I didn’t feel angry and I didn’t feel the weight of it all. It was a gift and it was beautiful. My Mom later told me that she had been praying for me that afternoon. I feel my shoulders drop as I reflect on that afternoon. He’s got me. He’s got this. He is good.

II. MINISTRY ENCOUNTER.

Conversation:

Management Meeting 02/10/2020

Person	Dialogue	Thoughts, Feelings, Non-Verbal Cues
M1:	Good Morning!	
C1, T1 & H1:	Good Morning!	

NOTE:		<i>There was a lot of day-to-day business discussion before I jump in to my verbatim. I didn't include it all, as it isn't material to what I'm hoping to gather with this verbatim.</i>
M2:	<p>I want to discuss a pretty tough issue this morning. As you all know, our patient census has dropped pretty substantially in the past ten days, and it is staying lower than where we need it to be. We have been touching on this the last few of months and while we have had intermittent peaks and valleys, if we don't see some consistent growth in the next six weeks, we are sadly going to be looking at needing to layoff roughly three employees. I am a bit beside myself, as this is obviously not something any of us want to face. Ever. With that said, as you all know, I have been asking all employees (RNs, CNAs, Social Workers, Chaplains and Massage Therapists) to make sure they are taking time to intentionally build relationships within the communities they go to. T and C, I need you both, now more than ever, to carve out time each week to be in the field helping to market us and build relationships with key players.</p>	

C2	<p>Well, I think we really need to step back and take a look at this strategically. I mean, as you all know I have major concerns with our Boulder marketer, and I guess we can talk about that later. But I want to really look at this from a different angle. What else can we be doing? I have been thinking of creating a newsletter highlighting team members and the beautiful work we're doing.</p>	<p><i>While this reads seemingly OK and not difficult per se, the issue for me here is that I have been asking C to prioritize building relationships in the field two days a week for over a month and she has done hardly zero field visits for over a month. While I made the mistake of not giving her specific and measurable goals in her task, there has been an obvious objection or hesitation. I am now coming to her, actually saying "I need" as opposed to "I would like" as I have said in previous meetings and, in this moment, I felt like here we go again.</i></p> <p><i>As C. responded to me her face became red, I believe with passion or frustration, and she immediately began pointing the finger at our marketer in the field and then proposed any other way she could help without doing what I was telling her that I needed her to do. Her posture was similar to that of our 14-year-old when I give her a list of chores for the weekend. But, in all honesty my daughter's reaction and her posture in those moments are more respectful than C's was in this meeting.</i></p> <p><i>I began to feel my blood boil. I had been politely asking for weeks! While my previous attempts hadn't had the urgency as I did in this meeting. I had been asking. In the moment, she spoke as if she knew better and her comments about us needing a "strategic plan" came across in a snarky way directed to our Director of Marketing in the meeting and I took it quite personally as well.</i></p>
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<p>M3:</p>	<p>C, here's the reality. Our business is relationship based. Referrals at our current facilities (and ones we are marketing to where we don't have patients) come down to relationships. It comes down to presence. The more face time we have, the more their team realizes, "Hey, (name of company) is here all the time." We develop a level of dependability and accountability. This isn't rocket science. We are in the helping people business. We aren't selling widgets. We simply need more presence in the field until we get over this hump.</p>	<p><i>I am pretty sure my face became red as I spoke these words. It takes a lot to really upset me and I was upset. Controlled. But upset.</i></p> <p><i>My comment "this isn't rocket science" wasn't fair to her – I simply hit my breaking point.</i></p>
<p>T2:</p>	<p>I feel like we've been seeing the up and down trend for quite a while and it's now hitting a point where I agree that we need to get all hands-on deck. I have meetings scheduled in the field this week on Wednesday and a couple more set up for next week. If we don't see an uptick in our census, we are looking at some tough decisions relatively soon.</p>	<p><i>T our Director of Marketing and Director of Finance was honest. Straight forward. Didn't play into C's comments or mine. Professional. Composed.</i></p>
<p>H2:</p>	<p>So, what I'm hearing is, this has become more urgent and we need to put more time into the marketing side of the business. I don't know how much I can do here internally but let me know if I can help in any way.</p>	<p><i>H is our HR Coordinator. Relatively new and I was not asking her to assist in marketing. Her response was also professional and there was a willingness to help in any way I needed her. Refreshing.</i></p>

<p>C3:</p>	<p>Well, again, I think we are dealing with a much larger issue and I think we need to plan an all-day strategic planning session to really come up with concrete ideas.</p> <p>In my old position, I had great success with scheduled phone calls and I'm more than willing to start to incorporate those throughout my week along with emails. And, I think the newsletter idea could really gain some momentum.</p>	<p><i>I again felt opposition. More frustration. My feeling was, "I brought you on board to alleviate stress and you are creating it!"</i></p>
<p>M4:</p>	<p>C, you have done amazing things in your Director of Operations role and I can't tell you how much I appreciate all of your hard work and effort in bridging the gap between those in management and those in the field. In addition, helping us create better infrastructure as an organization as a whole. We are at a time, however, where we can be the most well-structured hospice out there, but if we don't have patients none of it matters.</p> <p>I appreciate your ideas on emails and phone calls, but given our line of work, we need face-to-face contact.</p> <p>I realize it feels like I'm asking you to take a step backward, but until our census normalizes, I need you in the field two to three days a week.</p>	<p><i>I was calm and collected outwardly. But, also feeling rather done with the situation.</i></p>

C4:	Well, if that's what you want me to do, I'll do it.	<i>C said this with tone as she bundled up her things in the conference room as we closed the meeting.</i>
M4	Thank you guys, I appreciate it.	<i>I said it with sincerity, and I meant it. At that point, I was just ready to exit the meeting and I also had to take a call.</i>

III. REFLECTION ON THE VISIT 2-4 Paragraphs

Now that I look back at it, it still stirs frustration in me. Her posture felt disrespectful and her objection felt as though she was more concerned with herself and her role/title/power than seeing the urgency of the situation.

She wanted (and still wants) to stay in the office in her role of authority. I feel I met her in the middle. I'm not stripping away the Director of Operations role, but she knows she needs to be in the field two-to-three days a week until our patient census normalizes at the number I set.

I would love to explore what I can do better in these types of situations. I know I have so much growing to do and I have found running a company to be incredibly challenging. I would love to have my eyes opened to the "junk" you see in me. I want to grow and see things from an external perspective.

IV. THEOLOGICAL REFLECTION 1-3 Paragraphs.

God has continued to blow doors open with the company. My husband and I both feel strongly that this company is God's and not "mine" our "ours." We both want it to be a place where people, both internally and externally, feel God's love.

While we don't have that many believers working at the company, we have a beautiful group of people that I feel like we are loving well. I am open with the team about my faith as often as I can be. I pray that the working here plays a part of their faith journey.

C lives in Boulder and believes in the Universe (I still don't know what that means when people say that.) But her belief is that whatever goodness and love you put out there comes back to you.

I was aware of God's presence before, I spend time with Him in a nice worship session in my car on the way to work that day (which I do on almost all of my drives into the office). I walked in feeling a sense of heaviness but not anxious. I lost all awareness and connection to Him as I got caught up in my own anxiety and frustration in that meeting.

Jesus was doubted by those closest to him – His disciples. He never wavered in his gentleness, love and self-control. I will never be perfect. However, I desperately want to grow in my role and would love any thoughts or insight from the group.