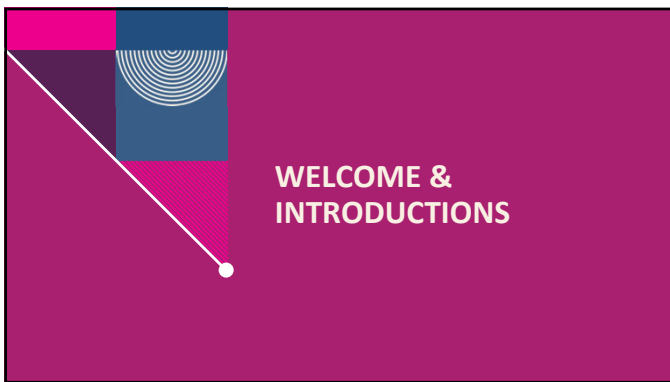




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3

What led me here today

2008 Graduate College!!!!
What do I do now?!

2008-2010 Serve as Assistant Administrator and Administrator of two different nursing homes

2010-2014 Director of small Assisted Living Communities - asked to cover other communities with open roles and train new Directors

2014-2016 Move to North Carolina — over two years cover two different communities struggling with occupancy, state compliance etc.

2016 Move back to Ohio to take on an Operations Specialist role - travel to different communities to support, turnaround and train new Executive Directors

2017 Asked to cover seven communities in New York State in a "turn around region"

2018-2024 Serve as a Regional Director of Operations Covered 7 different states over those years

2024-2026 Serve as Chief Operating Officer at large multi-specialty physician practice

2026 Back to Senior Living!!!!

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Today's Topics:

- The confidence to lead
- Tools for calculated risk-taking
- Strategies to empower others
- A personal action plan for growth

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“I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential.”

— Brené Brown, **Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.**

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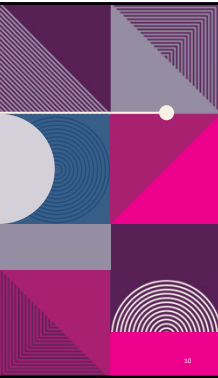
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Case Study # 1

- You are the leader at your community
- Turnover is at a all time high
- Your associate engagement scores are low
- Associates feel that staffing ratios are not adequate
- Associates do not feel they have appropriate care plans to help guide their daily tasks
- Care is missed causing issues between shifts as team members are placing blame on one another



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Are you the doer or the leader?

If you are only doing.....
Who is leading?




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Are you the "doer" or the "leader"



Doer:

- Rescue's others by saving the day
- Wants to fix everything themself
- Smartest in the room - all the answers
- Wants the accolades



Leader:

- Empowers others by coaching
- Asks for input from their team
- ASKS questions
- Wants to coach others and succeed together as a team



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Case Study #2

You are on the leadership team at your community.(If you're not an ED let's pretend)

Family satisfaction is low and complaints are starting to pile up.

The complaints surround billing - bills are incorrect and inconsistent - they do not match what they feel they should be being charged.

Your business office manager is in their first 6 months and came to you with little experience but is eager to learn and has a great positive attitude.

The Health Services Director is fairly experienced although overwhelmed and has not kept up with care plan meetings.

How do you approach your new BOM who is learning and your experienced HSD who is struggling in their role?



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SAYING YES BEFORE YOU'RE READY



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WHY WE WAIT TO FEEL READY



- Common reasons we hesitate:
- Fear of failure
 - Fear of judgment
 - Perfectionism

Confidence is built through action, not before it.



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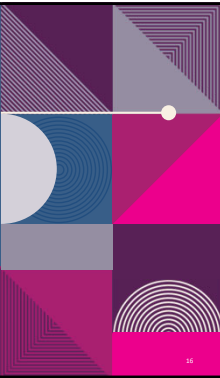
Self reflection with action

Refer to your hand out

Identify one thing you would like to do that you've been waiting to do in relation to your own leadership.

Write that down and then reflect on 3 action items you can do to start to move toward that goal.

Add a timeframe to that action item



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WHAT CONFIDENT LEADERSHIP REALLY LOOKS LIKE

Confidence **does not** mean having ALL the answers

Confident leaders:

- Are present and consistent
- Stay Calm
- Communicate Clearly
- Grow the people around them

Leaders do not just drive results - they grow the people around them (which in turn drives results)




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What can you do to help grow those around you?

Refer to your hand out:

Take 5 minutes to identify one individual you can start to work with to grow their skills.

What action steps are you going to take to do so?




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Intuition built from experience

Intuition is often misunderstood as a "gut feeling." In reality, it is **pattern recognition developed over time**.

Leaders build intuition by:

- Repeatedly facing similar situations
- Observing outcomes of past decisions
- Learning what works, what fails, and why
- Internalizing organizational culture and human dynamics

Intuition is not guesswork; it is **compressed experience** operating at speed.

The more intentional reflection a leader practices, the more reliable their intuition becomes.

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CALCULATED VS. RECKLESS RISK

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Calculated Risk

A **calculated risk** is a thoughtful decision made after considering possible outcomes. It involves preparation, awareness, and purpose.

Key Characteristics:

- Intentional and aligned with a goal
- Potential benefits outweigh potential downsides
- Consequences are understood and manageable
- A plan or backup exists
- Learning is expected, even if the outcome isn't perfect

Examples:

- Applying for a role even if you don't meet every qualification
- Speaking up in a meeting after preparing your point
- Launching a small pilot project before scaling
- Having a difficult but necessary conversation
- Trying a new teaching or leadership strategy with support in place

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Reckless Risk

A **reckless risk** is taken without adequate thought, preparation, or regard for consequences. It often prioritizes impulse over intention.

Key Characteristics:

- Little or no planning
- Consequences ignored or minimized
- High potential for unnecessary harm
- Driven by emotion, pressure, or urgency
- No clear goal or learning outcome

Examples

- Sending an emotional message without cooling off
- Making major decisions based on peer pressure
- Taking responsibility without understanding expectations

Acting without considering who else may be affected

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Personal Action Plan

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THANK YOU

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