

# TeamSTEPPS for HASC 8-5-15

- Introduction to Appreciative Inquiry Way of Thinking
- Importance of Trust for Coaches
- Positive Reinforcement for Changing Behavior
- Introduction to Situational Leadership Model for Coaching
- Wellness For the Leader
- Have some FUN along the way!

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# Why Do We Need Positive, Empowering Coaching In Healthcare?

- Employee engagement is 30%
  - Active disengagement is 18%
  - 60% Physicians consider leaving
  - 51% Nurses believe job affecting health
  - 35% Nurses want to resign current job
- “Backbone of any effective healthcare system is an engaged & productive workforce. Higher productivity, safety, quality, retention, efficiency, better pt. outcomes”

Article: The Quadruple Aim: care, health, cost and meaning in work  
Rishi Sikka, Julianne M Morath, Lucian Leape

## Need to be answered affirmatively by each worker each day:

- **Am I treated with dignity & respect by everyone, everyday, by everyone I encounter**, without regard to race, ethnicity, nationality, gender, religious belief, sexual orientation, title, pay grade or number of degrees?
- **Do I have things I need:** education, training, tools, financial support, encouragement, so I can make a contribution to this organization that gives meaning to my life?
- **Am I recognized and thanked for what I do?**

If each question cannot be answered affirmatively by each worker, full potential to achieve pt. safety, effective outcomes & lower costs is compromised.

- questions posed by Paul O'Neill, former chairman of Alcoa.

# When You Ask Team Members:

- “What enhances your desire to be effective?”  
Most frequent answer: “Recognition!”
- “What is the highest on your list of motivators?”  
Most frequent answer: “Recognition”!

## **Best way to CHANGE behavior:**

**Give SINCERE, POSITIVE REINFORCEMENT & RECOGNITION**

**1. Team members will REPEAT that behavior &**

**2. Will *TRY NEW THINGS & COME CLOSER TO IDEAL BEHAVIOR!***

**3 Rs for Motivating: Recognition, Reward, Reinforcement**

# Appreciative inquiry

- Learning from moments of excellence serves as the foundation of AI Appreciative Inquiry.
- It is based on the premise that organizations grow in the direction of what they repeatedly ask question about & focus their attention on.
- Why make this assumption? Sociological research has shown when people study problems & conflicts, the number & severity of problems they identify actually increase!
- But when they focus on human ideals & achievements, peak experiences, a best practices, these thinkers – not the conflicts – tend to flourish.

# APPRECIATING OURSELVES

- What is working well?
- What are we good at doing?
- What are our successes & accomplishments?
- Catch people doing something right!

# APPRECIATIVE INQUIRY

- Which questions generate forward momentum?
- What's wrong with the people in this group? Why isn't this team doing better?
- What's causing this conflict and who is responsible?
- **OR**
- Think of a time in your history as a team when performance was high & you felt engaged & valued. Tell me a story about that time. What were you and the others doing?
- What external / organizational factors were present that supported these moments?
- 2nd set will uncover people's passions, skills, knowledge, experience, successes & excite them to implement innovations they never before thought possible.

# COMPARISON

## **PROBLEM SOLVING**

- Identify Problem
- Conduct Root Cause Analysis
- Brainstorm Solutions & Analyze
- Develop Action Plans

*Metaphor: Organizations are problems to be solved*

## **APPRECIATIVE INQUIRY**

- Appreciate “what is” (what gives life?)
- Imagine “what might be”
- Determine “what should be”
- Create “what will be”

*Metaphor: Organizations are mysteries to be embraced*

**“PANNING FOR GOLD VS. DIGGING FOR DIRT.”**



## EFFECTIVE COACHES

- Challenge
- Give true responsibility
- Are confident enough in themselves & wise enough to know when to let go
- Truly care

## INEFFECTIVE COACHES

- Lack direction & goals
- Fail to praise or effectively use rewards
- Fail to give feedback
- Criticize performance without giving clear direction

# WHY MANAGERS AVOID COACHING

- I Don't Have Time
- Performance Is "Almost" Acceptable
- I Have Too Many Team Members
- Coaching Feels Awkward, Nobody Coached Me!
- Employee Is Motivated & Doesn't Need Feedback
- I Don't Want To Overwhelm New Team member.
  - Employee Gets Defensive Or I Get Defensive
  - Employee Doesn't Ask For Help
- My Standards Are Obvious; Team Members Should Know What To Do

# The Coaching Continuum

1. Set SMART Goals
2. Develop Coaching Plan
3. Train to Build Professional & Interpersonal Skills
4. Build 2-Way Relationships
5. Motivate
6. Monitor Performance at Benchmarks
7. Provide FAST Feedback

# “FAST” FEEDBACK

## The Breakfast of Champions

- F - Frequent
- A - Accurate
- S - Specific
- T - Timely

Giving feedback only once a year to improve performance is like going on diet on your birthday & expecting to lose weight!

# “FAST” Feedback

## POSITIVE REINFORCEMENT & RECOGNITION

- Praise immediately – “Educable moment”
- Give Specific Feedback, What Team Member Did Well
- Show how Behavior relates to Organizational Goals
- Let Team Member know you appreciate effort & good results
- Remember not to use “yes, but,” not to assign more work, & not “gunnysack.”
- With “Learners”, Praise approximately right behaviors

- TRUST - Building Block on which ALL relationships develop
- Definition: “an assured reliance on some person or thing”

## Elements of Trust

1. **Honesty:** no lies, no exaggeration
2. **Openness:** willingness to share information & ideas
3. **Consistency:** predictable behavior & results
4. **Respect:** dignity & fairness

**The wider the “Radius of Trust”  
in an organization,  
the healthier it is**

- What Behaviors & Personal Characteristics Of Leaders Build / Promote Your Trust In Them?
- What Behaviors & Personal Characteristics Destroy Trust?

# SITUATIONAL LEADERSHIP MODEL

**How to choose an effective leadership style**

**Created by Blanchard and Hersey**



# Leadership Behaviors

- **TASK BEHAVIOR**

telling what/when/where

- Goal Setting
- Organizing
- Establishing timelines
- Directing
- Controlling

- **RELATIONSHIP BEHAVIOR**

2-way communication

- Giving support
- Communicating
- Facilitating interactions
- Active listening
- Providing feedback

# Directing Behavior

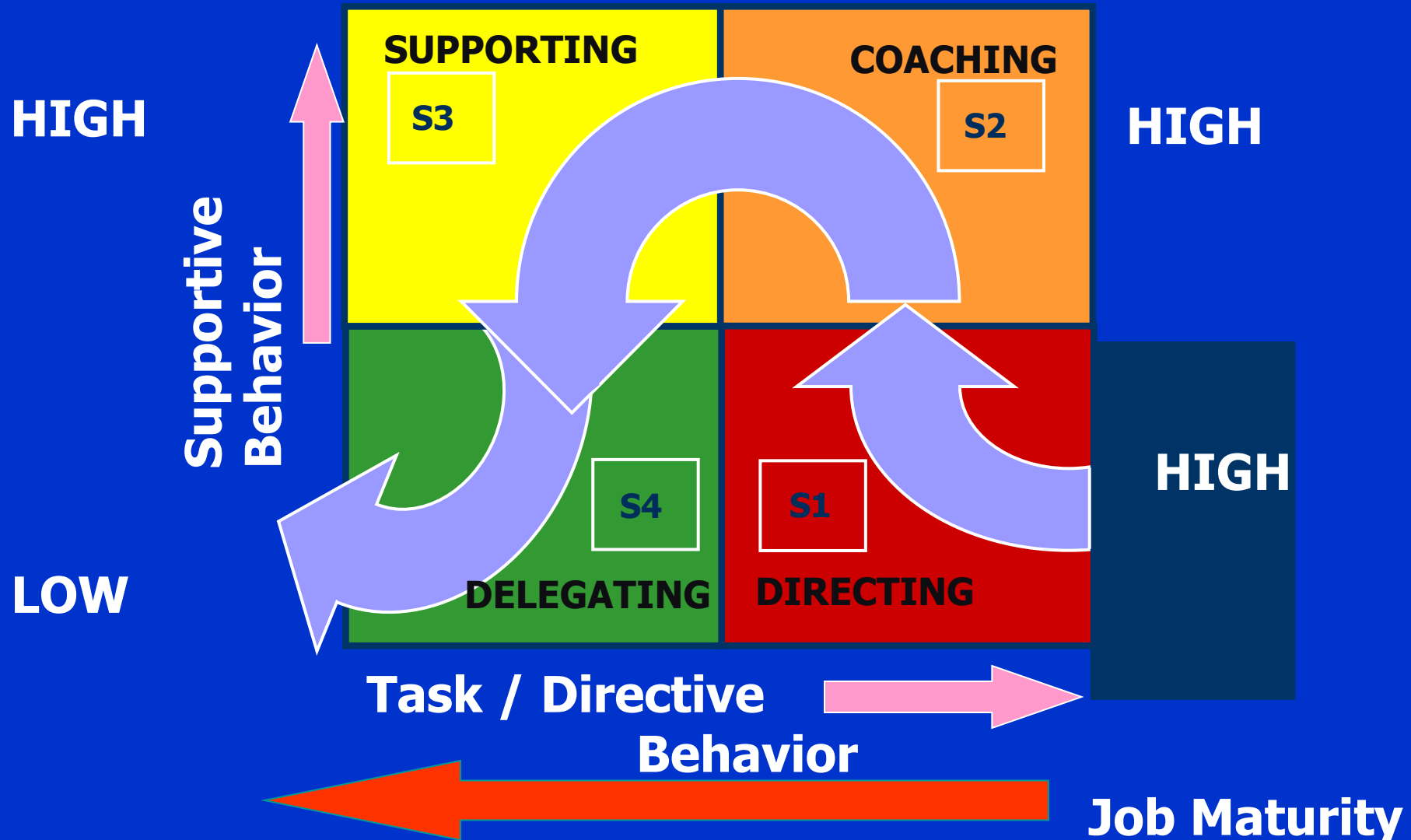
- Manager sets goals & objectives
- Manager makes plans & decisions
- Expects team member to follow directions & bring problems
- Set time lines
- Manager checks on progress



# Directing Behavior

- **USE WHEN:**
  - New Team Member
  - Training
  - Transition
  - Emergency
  - Gain control

# THE SITUATIONAL LEADERSHIP MODEL – LEADERSHIP STYLES



# Coaching Behavior

- Considers employee input prior to making decisions
- Invites 2-way communication
- Spends time trying to understand problems & helps employee solve
- Provides support & encouragement

# Coaching Behavior

- **USE WHEN**

- Demonstrates competence & commitment
- Trust

# Supporting Behavior

- Communicate general expectations about results & methods
- Encourage to solve own problems
- Help solve problems if needed
- 2-way communication



# Supporting Behavior

- **USE WHEN**
  - High developmental level
  - Doesn't need much monitoring
  - Assume more facilitator role



# Delegating Behavior

- Provide own general definition of job & structure
- Team member plans & implements structure of job
- Interact infrequently
- Team member makes own decisions & solves problems

# Delegating Behavior

- **USE WHEN**
  - Track record of experience
  - Self directed
  - Highest developmental level
  - Role of advisor or mentor

# How Can You Apply The Situational Leadership Model In Your Leadership Role?

- Know Leadership styles you're most & least comfortable with
- Diagnose development level of people you lead
- Discuss with your team what type of leadership they need from you.
  - If you think it will help, explain model
  - Listen to feedback about your leadership style
  - Be cautious when people say what they need; people often misdiagnose themselves
- Remember, your leadership is a work in progress. Think about your development level as a leader, and what type of leadership you need.

# TYPES OF FEEDBACK

- Silence
- Criticism
- Advice
- Positive Reinforcement

# Consequences of CRITICISM

People avoid a person whom they expect will criticize them

People will withhold information

People get angry

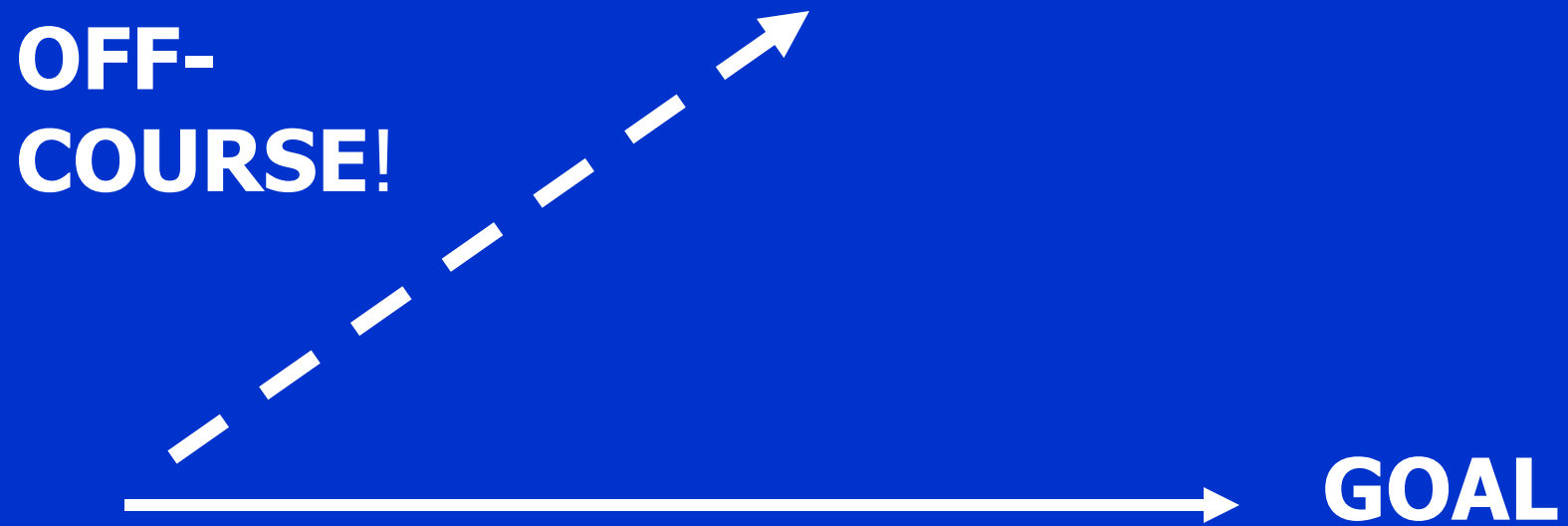
People feel more stress

People make more mistakes

People become more cautious and withhold creative ideas

People avoid bringing bad news

Criticism leads to “carbon monoxide effect” in organizations



What You Permit, You Promote

WHEN EMPLOYEE BEHAVIOR IS NOT  
ALIGNED WITH ORGANIZATIONAL GOALS

## TO CORRECT A MINOR ERROR

Do NOT point out the mistake (Leads to Defensiveness)

*INSTEAD*

Point out the goal & stress the value of accomplishing the goal

If appropriate,

- seek employee's suggestion and
- indicate your willingness to help

# Example – Goal vs. Mistake

“You are 10 minutes late. Patients are waiting.”

## More effective feedback to align with goals:

“It’s important to be here at 8:00 o’clock. You are the only one scheduled at that time and customer service is our #1 goal.”



# Example - Goal vs Mistake

- “Hi, Fred, I just read your memo. You forgot to put in the contract requirements & a lot of your points are unclear. I think it had better be re-done.”

## More effective feedback to align with goals:

“Hi, Fred, I just read your memo. I think it would be better to re-organize it so your points will be clearer. Also, add in the contract requirements, since that might come up in negotiations. Then everything will be taken care of and you will really help justify our position.”

# Example - Goal vs Mistake

## **NEGATIVE MANAGER RESPONSE:**

- “I’ve received several complaints about your operations. Here they are. What are we going to do with them?”
- **BILLING CLERK (*angrily*)** “ Are those same stupid patients griping again?”

**Note: Pointing out mistake produces defensive reaction.**

## **More effective feedback to align with goals:**

- **POSITIVE MANAGER RESPONSE:** “We received some feedback about our services you might be interested in. Let’s go over it & see if it gives us some new ideas that will speed our service or improve our efficiency.”

# Best Leadership Advice Ever:

**P I E**

- Performance
- Image
- Exposure

# Wellness For The Leader

Strategic Plan for Yourself & Help Your Team w/ theirs:  
Purpose, Values, Beliefs, Board of Directors, Action Plan

Mental – Practice Mindfulness

Physical

Emotional – *Celebrate!*

A still mind can assess the situation more accurately than an anxious mind and is therefore less likely to overlook a present danger

# Find Your Life's Purpose

**Dr. Susan Murphy**

To serve as a Catalyst  
in the Optimum Development & Performance  
of People & their Organizations.

**I am driven to help people:**

- Reach their Goals & Fulfill their Potential
- Create Harmonious, Positive, Loving,  
Peaceful Relationships

Thank you, TeamSTEPPS Coaches!