

# Teamwork and Communication Action Series

Wave 4 - Coaching Session 3  
Engaging in Unstructured Communication

December 10, 2020



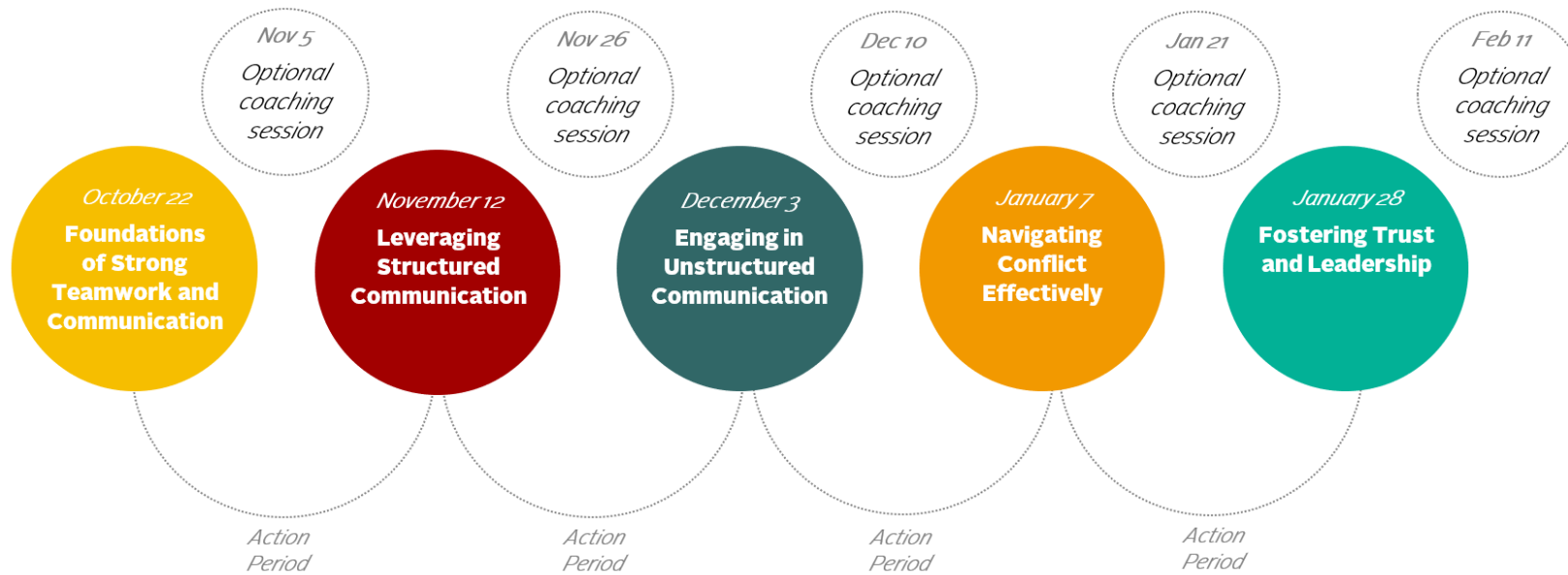
Teamwork &  
Communication Action Series  
BC PATIENT SAFETY & QUALITY COUNCIL

# This Session is Being Recorded

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# Action Series Roadmap

Orientation  
Kick Off  
October  
15/20



Wrap Up  
Celebration  
February  
18/21

# Today's Goals



Answer your questions from Learning Session 3 in more detail



Build your capacity to try out and understand new insight into your teams communication styles and the tools we've provided

# How Do You Like to Receive Feedback?

- 1:1 feed back
- feedback is a skill that requires practice
- constructive non judgemental
- we learn more from negative feedback than positive
- need to be curious
- Depends how feedback is communicated.
- face-to-face, in the moment. Prefer positive feedback vs. negative feedback :-)
- body language!
- honestly, positively, and sooner than later
- power dynamics can inhibit feedback
- create time for feedback
- feedback is important in the moment either good or bad and not 3 months later
- not to be reactive to feedback, self-reflect first and ask yourself if that seems like it resonates with you or not. Having safe spaces to both give and receive feedback
- be kind and focussed on the issue at hand
- feedback can resemble criticism or crosses over to it at times. The language around feedback is meant to facilitate growth
- all of us are vulnerable in one way or other, so feedback is difficult

# How Do You Like to Receive Feedback?

- depends who provides feedback if they know you well, if you have mutual trust, and respect
- would like the feedback in-person rather than email/phone; highlight accomplishment/feedback with examples, don't beat around the bush (be direct) and not ambiguous
- some need to process feedback so some space to be reflective
- face to face is important however we discussed the advantage of having a heads up to feedback to allow the timing and mindset to be ready for same
- feedback is effective communication
- right away individual maybe off for the next 5days
- critical feedback is more well received if it is framed as an opportunity for improvement versus a personal deficiency. The language used when giving feedback is so important to how I receive the message
- we liked to receive feedback that is timely, direct, constructive
- safety is critical
- feedback to the person to whom you are giving it to and not about how it affects you
- it is hard, if in an email as you may miss interpret the meaning

# Why is Feedback Sometimes Hard?

- could be hard depending on the relationship you have with the person. If it's a friend or family member
- be curious, non-reactionary, delivery is important, acknowledge it is difficult, need time to give and receive feedback, situational
- taking on feedback, especially negative, is not easy to hear, but it is important to understand the situation; and should be in-person so can see body language. It may take time to digest, and you are exposing your vulnerability side when you receive feedback.
- Yes, and there was supposed to be a follow up meeting but they never followed up!!
- it is hard to respond constructively when it becomes unsafe. I tend to shutdown.
- take a breath- get & remain present
- criticism is hard to hear; feels like an attack against you personally; when you feel like you are giving your all to work (esp during Covid) and then to receive criticism is very deflating.
- timing is very important

# Best Feedback Practices

- Describe impact not intent
- Connect to strengths
- Give *feedforward* not *feedback*
- “But” to “and”
- Be gracious in invitation and response
- THINK: True, Helpful, Inspiring, Necessary, Kind
- Practice, practice, practice!



# Question

How do you address a group of 3 - 4 individuals who are gossiping / triangulating on the unit. What would you say if you just walked up to the group?

# How Can You Address Triangulation When You See it Happening?

- Transparent/vulnerable conversation
- Ask to be talked to directly
- Label it, redirect
- Voice it
- Establish some principles for team communication
- Describe the immediate affect of triangulation
- Ask for clarification
- Start with yourself
- Offer to be a facilitator
- Ask for a group conversation if needed
- Stop it, set a positive influence

# Feedback in Chat

How do you address a group of 3 - 4 individuals who are gossiping / triangulating on the unit.

What would you say if you just walked up to the group?

- Coaching questions
- Incorporate actions into teamwork agreement
- Curiosity is the antidote to judgement
- What is your intention for saying that!
- Start with myself
- It may be more helpful to discuss the issue with\_\_\_\_\_ directly
- What is the goal of this conversation
- I'd start with, " I find that I am uncomfortable with what is being said here as I feel it hurts our team and I am wondering what each of you need for us to communicate clearly with one another"
- "Name it to tame it"

# Experience Cube

Shared Positive Intent



Gervase Bushe, Clear Leadership

# Fierce Conversations

## Four Objectives of Fierce Conversations:

- Interrogate Reality
- Provoke Learning
- Tackle Tough Challenges
- Enrich Relationships

# AND NOT BUT

The And Not But activity helps us to reflect on the simple words we use to communicate, and how these can impact a conversation. "But" is an interesting word in communication. It is a minimizing word that detracts from, and qualifies, the statement before it. By replacing the word "but" with "and," communication can have a more positive and powerful feel. Our choice of words and responses can frame a conversation and help us to communicate more effectively.



10-15 minutes



Minimum of 2



None

Source: Adapted from multiple sources

## DEBRIEF (following the activity)

In both planning sessions you were using the word "yes."

- How did it feel when you were planning your trip using "yes, but?" Now, how did it feel when you were planning your trip using "yes, and?"
- Did you feel the flow of the conversation change when you used "and" instead of "but?" If yes, how did it change?
- How can we change our language and framing around issues to communicate more effectively in health care?
- Where can you embed this change in your day-to-day work or activities? What's one thing you could try in the coming week?

By replacing the word "but" with "and," communication can have a more positive and powerful feel. "But" often acts as a minimizing word that detracts from, and qualifies, the statement before it.

## WHAT TO DO



1. In partners, plan a vacation with one partner using only "yes, but" after each statement.
2. One partner will start the conversation with a statement and then the second partner will follow with a statement starting with "yes, but." For example:  
Partner 1: We are going on a trip to Hawaii and we are going to go to Maui.  
Partner 2: Yes, but I can't go next week as I have a work meeting.  
Partner 1: That's okay – we can switch the time.  
Partner 2: Yes, but I don't like Hawaii.
3. After a few minutes of planning your trip using "yes, but," switch and repeat the exercise above using nothing but "yes, and."
4. One partner will start the conversation with a statement and then the second partner will follow with a statement starting only with "yes, and." For example:  
Partner 1: We are going on a trip to Hawaii and we are going to go to Maui.  
Partner 2: Yes, and we are going to go to the beach every day.  
Partner 1: Yes, and we are going to go snorkelling.
5. After a few minutes of planning your trip using "yes, and," debrief on the language used and how it felt using "and" versus "but."

## WHAT TO DO



# What Other Questions or Challenges Do You Have?

Difficulty using these tools when the person you are communicating with doesn't understand or know about the tools, or doesn't want to use the tools.....

- Practice with your action series team, introduce the tool as part of the conversation, timing is key
- Use the experience cube to self reflect first
- I recognize that we are wrestling and would prefer to dance with you.
- The biggest lesson I learned the other day is that I am not here to win - I am here to dance!
- Ask for partnership to embrace a different way...maybe an experiment in clarity :)
- Communication styles will play into this; as well, some professions need a more structured tool to have these conversations
- I have encountered similar issues to what Candice just brought up - and part of the issue is that sometimes I expect that the other person is more skilled than they actually are....so managing our own expectations is important too
- Have them put your statements to I statements
- Yes sometimes when it is really busy and not in the best place for feedback or listening and I am trying hard to listen- but a thought of something will come into my head and that thought will cause an eye roll. So it is wonderful to clarify.
- I think this is where thought work comes in very handy - cognitive behavioural work! For those of you who are into podcasts, I highly recommend "Un-f\*\*k your Brain"

# What Other Questions or Challenges Do You Have?

How would you approach someone who has seek'd to invalidate your feedback rather than reflect.

- Can you get curious on why this might be happening? You could even walk the cube on that interaction.
- So NOT easy I always say it is simple but not easy...I too struggle with this
- So, maybe asking "Hey I'm noticing this...what's going on?"



# Action Period Homework

- Required – 1. Personal Reflection and Self-Assessment
- Required – 2. Team communication styles
- Optional – 3. Just listen
- Optional – 4. Guided discussion

**DUE: January 4, 2021**

# Next Learning Session



January 7, 2021  
12:30 pm – 1:30 pm

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