

Stay Tuned

We will get started
in just a few moments!



Teamwork and Communication Action Series

Learning Session 3
Engaging in Unstructured Communication

December 3, 2020



Teamwork &
Communication Action Series
BC PATIENT SAFETY & QUALITY COUNCIL

This webinar is being recorded

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Today's Facilitators



April Price
Action Series Facilitator

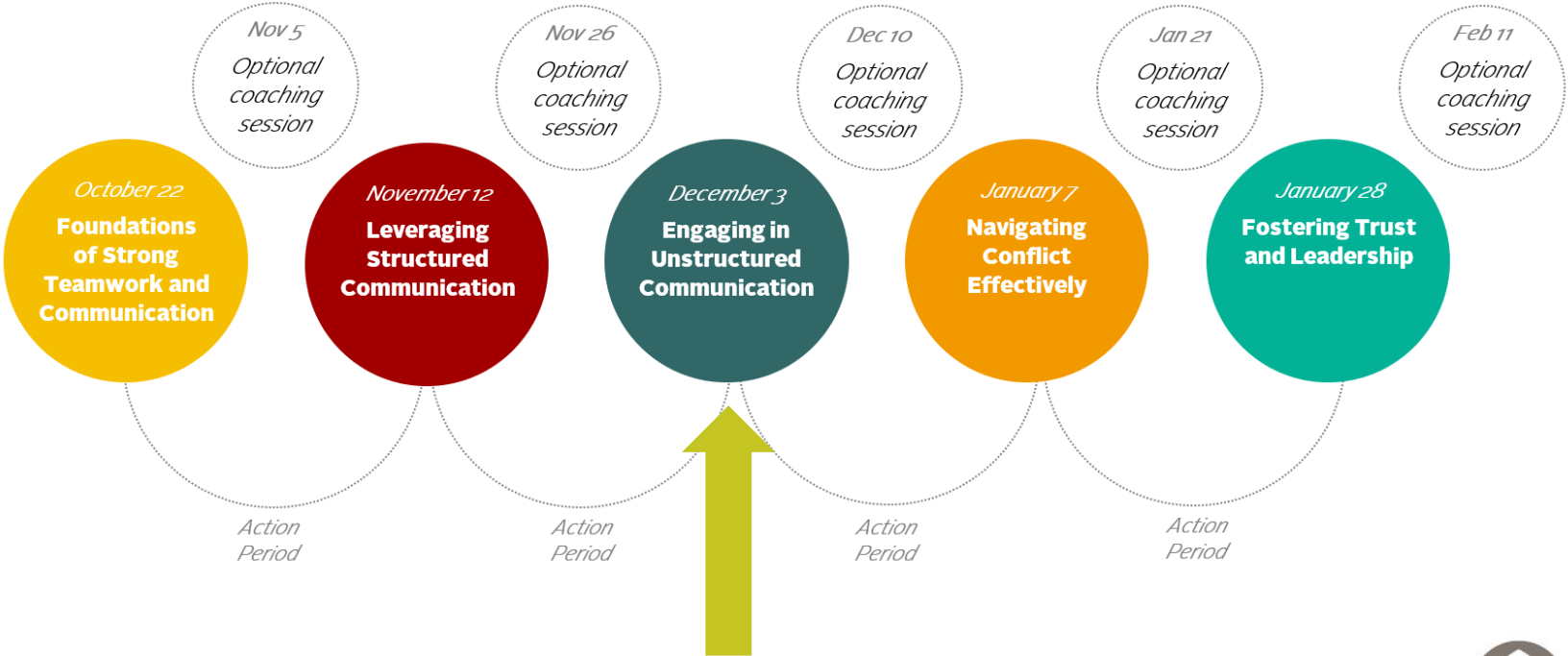


Sarah Carriere
Action Series Facilitator

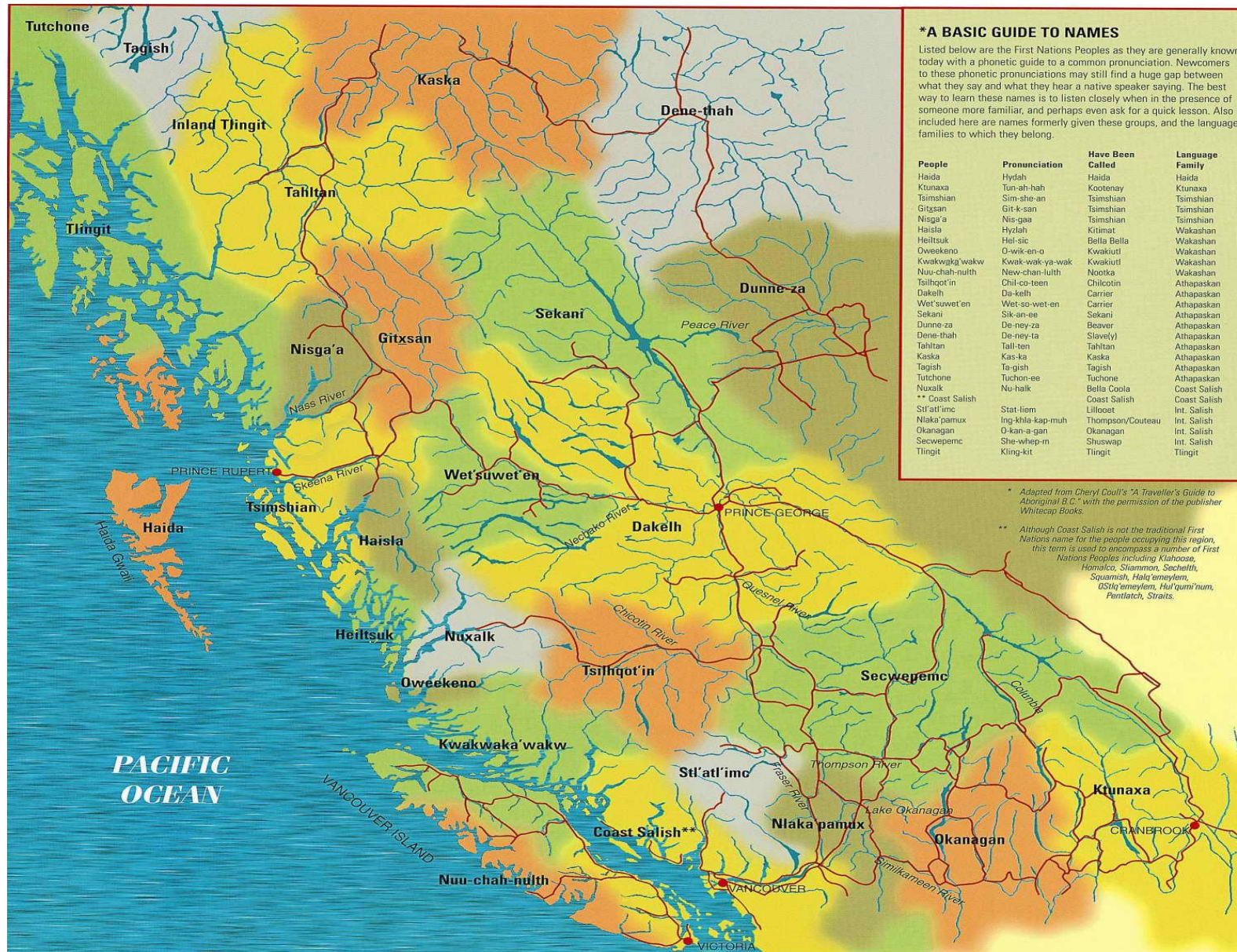
Action Series Roadmap

Wrap Up
Celebration
February
18/21

Orientation
Kick Off
October
15/20



Where are you today?



Learning Outcomes



Recognize elements of unstructured communication that support effective teamwork



Identify their own personal communication style

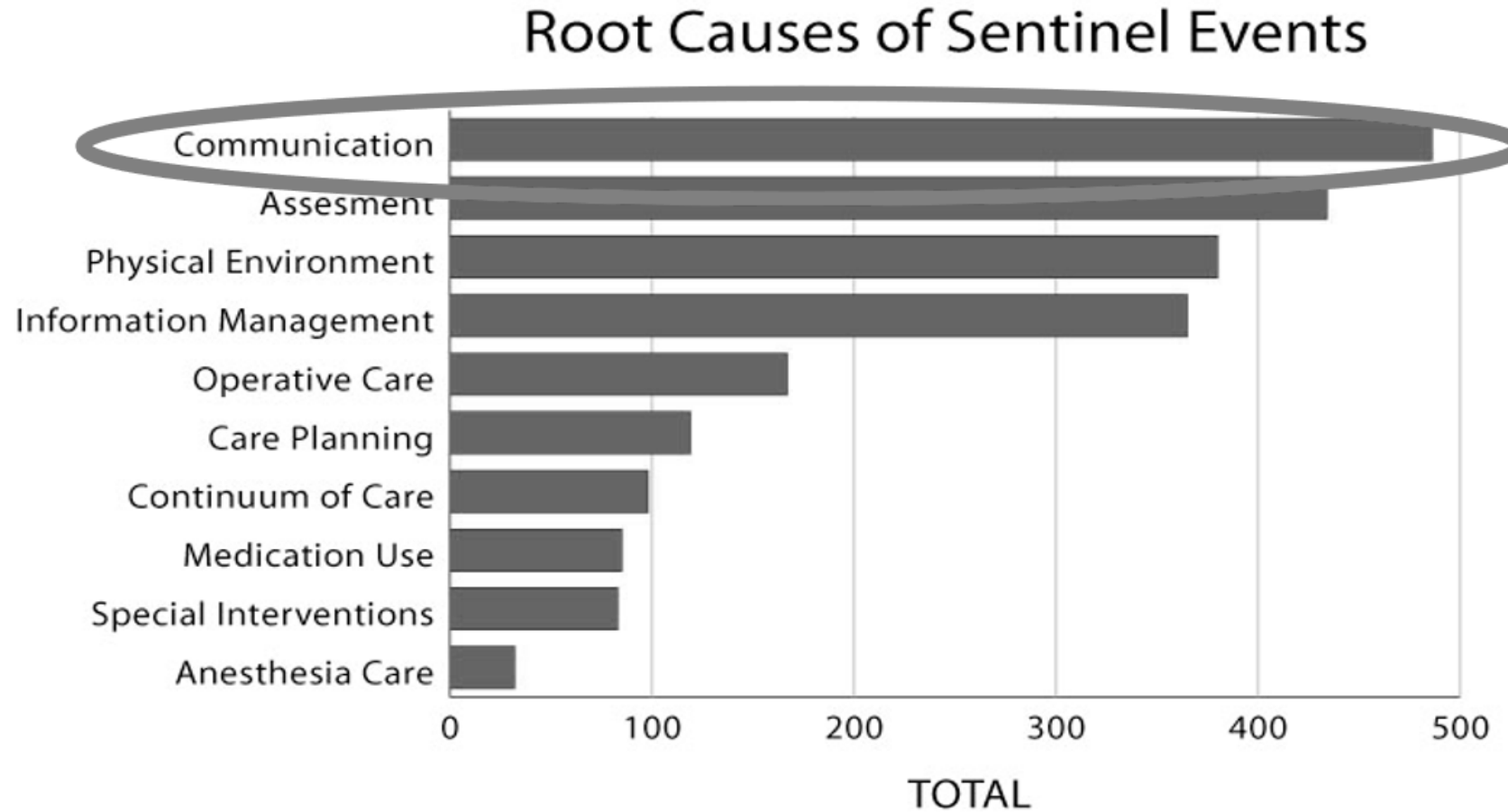


Apply communication techniques discussed in the session

Overview

- Identify common barriers to successful communication
- Explain how triangulation and sense-making can lead to communication breakdowns
- Differentiate between listening and hearing
- Explore strategies to help improve communication on your team

Do we have a problem?



“If teams are the foundation of health care delivery, then communication is the cement which holds teams together.”

- Poole & Real, 2003



“I really would like to come to understand what our vision is? What do we collectively value? Where do we hope to be in 5 or 10 years? And how do we hope to get there? I am hopeful and optimistic that we can create positive change.”

“Improving communication is my main focus. It is something everybody can always improve on.”

“I would like to see a more cohesive team that communicates well across the work environment.”

We need to learn “how to communicate clearly and kindly”; “recognize their (the teams) communication and how it can impact others.”

Barriers in Communication



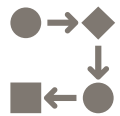
So what do we do about it?



Communication styles



Direct communication



Sense-making



Triangulation



Judger-learner mindsets



Listening

Communication Styles



Poll – Communication Styles!

1. On a scale of 1-10, how well do you know the communication styles of people on your team?



A word cloud of personality traits. The most prominent word is 'Diplomatic'. Other large words include 'Nonconfrontational', 'Empathetic', 'Focused', and 'Extrovert'. Smaller words include 'Detail-oriented', 'curious', 'Logical', 'Risk-taker', 'Risk-adverse', 'Visionary', 'Methodical', 'Deeply', 'Introvert', and 'Competitive'.

Detail-oriented
Empathetic
Nonconfrontational
curious
Risk-taker Risk-adverse Logical
Visionary Methodical Diplomatic
Deeply Introvert Competitive
Focused
Extrovert

Addressing Communication Styles

- **Open communication** with your team about your communication style and preference
- **Recognize** how it influences the way you communicate with others
- Think how you can lean into the communication styles of others to **'bridge the gap'** of your communication styles

Sense-making



“making up a story about other people’s experience to fill in gaps in our knowledge...”



“Acting vs Reacting....Becoming more aware of how our actions contribute to the climate... Practice the Pause – Don’t make assumptions – stop the gossip”

Poll – Sense-making!

Sharing Poll Results

Attendees are now viewing the poll results

1. Have you “sense-made” with a member of your team in the last week? (Multiple choice)



Addressing Sense-making

- Use clear language
- Talk right here, right now
- Be curious!
 - Using questions that start with “how” or “what”

Judger vs. Learner Mindset



Cultivating a Learner Mindset

- Am I in a learner mindset or in a judger mindset?
- What do I want for myself, others and the situation?
- What assumptions am I making – about myself, others and the situation?
- How else can I think about this?
- What else might be going on for the person?

Direct Communication

“It is clear, straightforward, and involves the two-way, free-flowing sharing of thoughts, feelings, and ideas.

There is no pretense or hidden messages in **direct communication**; its purpose is quite simply to get or give information from one person or group of people to another.”

What are ways that we can invite people to communicate directly?

From Denika Kanigan to Everyone: 01:14 PM
be open, respectful, ask

From sdentoom to Everyone: 01:14 PM
Speak kindly and encourage direct communication. Be patient and show how interested you are in knowing the complete story/issue

I ask them to share their thoughts/experiences and allow the space for them to do so. I ask them to share their thoughts/experiences and allow the space for them to do so.

Laura Sapergia

be kind and non-judgmental

mode

en

safe

environment

Ask questions with curiosity

expressing genuine interest

ask

establish

clarifying questions

ended questions

make time for it

Invite it

Give full attention

ask questions

safe

Ask for what you want

"what do you think?"

Would you be open about and intentionally create a safe place, be a safe person

like to be direct

are you

When we don't have direct communication we have...triangulation

Triangulation is talking about feelings, opinions, or personal issues regarding some person or group with a third party instead of with the person or group actually concerned.



“People talk behind your back and make comments. They may not know what or why you did something.”

“I’m often left out of the loop. People seem to gather in their silos and cliques.”

“...I feel that my team members tend to run to the manager over every issue rather than trying to talk it out. Never once has an issue been brought up to a person, but instead you hear about it through meetings.”

“Too much triangulation.”

What is the impact of triangulation on your team?

From Saira Abrar to Everyone: siloes	01:17 PM	From sdentoom to Everyone: polarizes people	01:17 PM
From Teela Gould to Everyone: Pits team member against team member	01:17 PM	From brea3 to Everyone: Can create more miscommunication	01:17 PM
From sdentoom to Everyone: decreases self-confidence	01:17 PM	From Denika Kanigan to Everyone: hurt feelings	01:17 PM
From Laura Sapergia to Everyone: leaves some people feeling left out	01:17 PM	From Andrea she/her to Everyone: I think it creates anxiety within the participants	01:17 PM
From Tomas Reyes - ED S... to Everyone: no trust	01:17 PM	From Tomas Reyes - ED S... to Everyone: Fostering broken communication	01:17 PM
From Jannine Wulff to Everyone: trust issues	01:17 PM	From mloucks to Everyone: loss of trust, splitting	01:17 PM
From sdentoom to Everyone: slows progress	01:17 PM	From Chris Lee to Everyone: disengagement	01:17 PM
From Carmen Harrison to Everyone: Lack Trust, negative talk, nothing resolved nothing gained	01:17 PM	From Diana Penney to Everyone: anxiety	01:17 PM
		From Heather Walker to Everyone: hurts team members	01:17 PM
		From Deanna Danskin to Everyone: wastes time	01:17 PM

8 new messages ↓

From Laurie Richardson to Everyone: Decreased trust
From Deanna Danskin to Everyone: demoralising
From Roni Freeman to Everyone: distrust and misunderstandings
From Michelle Simpson to Everyone: team-splitting
From sdentoom to Everyone: 16 new messages ↓

poor morale

suspicious culture

division, throw shade on her, you're probably throwing it on me

loss of trust

distrust, low morale

creates stress and anxiety

How can you address triangulation when you see it happening?

From [sdentoom](#) to Everyone: 01:18 PM
ask to be talked to directly

From [mloucks](#) to Everyone: 01:18 PM
encourage to go back to person they are concerned with and ask if they'd like to practice the conversation they plan on having (turn it to be coach-like)

From [PCN CDMN Denise ...](#) to Everyone: 01:18 PM
Label it. Redirect

From [Heather Walker](#) to Everyone: 01:18 PM
voice it, whether you are the one being left out or part of it

From [brea3](#) to Everyone: 01:18 PM
encourage them to go back

From [Leah Ryckman](#) to Everyone: 01:18 PM
Redirect

From [Deanna Danskin](#) to Everyone: 01:18 PM
Encourage staff to discuss their issue with their coworker BEFORE going to the manager

16 new messages ↓

From [Lee Cameron](#) to Everyone: 01:18 PM
start with yourself

From [sdentoom](#) to Everyone: 01:19 PM
offer to be a facilitator

From [brea3](#) to Everyone: 01:19 PM
ask for a group conversation if needed

From [Tomas Reyes - ED S...](#) to Everyone: 01:19 PM
facilitate a direct conversation

From [Meggan Wood](#) to Everyone: 01:19 PM
stop it in its tracks, set a positive influence

From [Andrea she/her](#) to Everyone: 01:19 PM
this isn't my story to hear or tell

From [Saira Abrar](#) to Everyone: 01:19 PM
Try to see if the person needs more training/ skills to avoid triangulation

From [Diana Penney](#) to Everyone: 01:19 PM
address immediately

From [Candice Manahan](#) to Everyone: 01:19 PM
have you tried talking to her? do you feel comfortable doing that?

16 new messages ↓

From [Tomas Reyes - ED S...](#) to Everyone: 01:19 PM
establish some principles for team communication

From [sdentoom](#) to Everyone: 01:19 PM
describe the immediate affect of triangulation

From [Carmen Harrison](#) to Everyone: 01:19 PM
be direct, ask what needs to be clarified

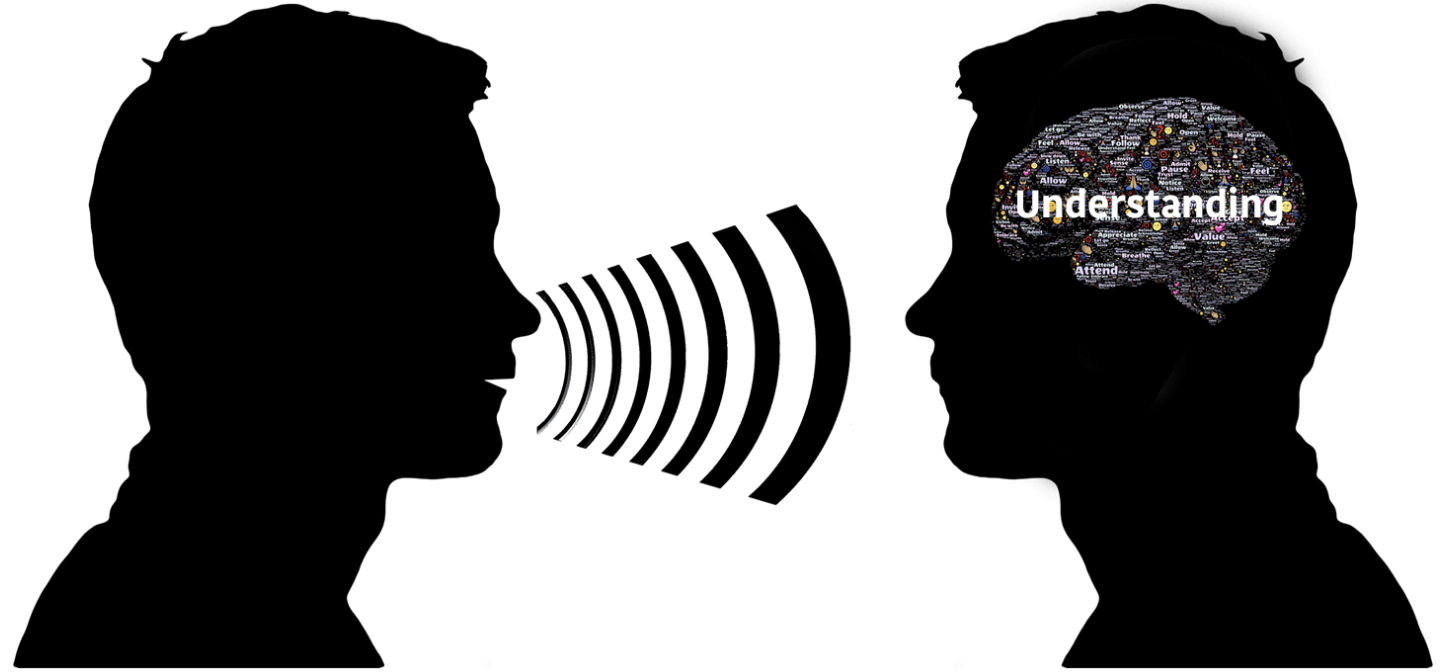
transparent/vulnerable
conversation

Addressing Triangulation on Your Team

- Reflect on the role of triangulation in your team
- When you see triangulation, how can you encourage a direct approach?
 - Coaching conversations
- Revisit your teamwork agreement
 - Ground rules? Avoiding triangulation? Fostering direction communication?
- Create a psychologically safe environment
 - People feel safe to speak up

Listening

Active Listening



“a process that involves the interpretation of messages that others have intentionally transmitted in the effort to understand those messages and respond to them appropriately”

Burleson, 2011, p. 27



“Building a supportive team with
open communication.”

“Most people do not listen to understand; they listen to reply.”

Covey, 1989

Active Listening

- How do you do it?
 - Face the speaker and maintain comfortable eye contact
 - Be aware of body language
 - Listen for meaning behind words
 - Summarize back and confirm speaker feels understood
- Signals interest and attentiveness
- Builds connection between speaker and listener

Learning Outcomes



Recognize elements of unstructured communication that support effective teamwork



Identify their own personal communication style



Apply communication techniques discussed in the session

What You Can Start Today:

- Know the impact of your communication style
- Use clear language
- Talk right here, right now
- Practice a learner mindset
- Use direct communication and avoid triangulation
- Practice active listening
- Use open-ended questions (what/how)
- Revisit your teamwork agreement

Action Period

ACTION PERIOD GUIDE: 3

Engaging in Unstructured Communication

After Learning Session 3, participants will be able to:

- Recognize elements of unstructured communication that support effective teamwork
- Identify their own personal communication style
- Apply communication techniques discussed in the webinar

Overview of learning session content:

- Identify common barriers to successful communication
- Explain how triangulation and sense-making can lead to communication breakdowns
- Differentiate between listening and hearing
- Explore strategies to help improve communication on your team

Action Period outcomes:

Explore unstructured communication:

- Communication styles
- Sense-making
- Judger-Learner Mindset
- Direct communication
- Triangulation
- Listening

Working towards a certificate of completion:

Each week there is **one required group activity**. The group activity needs to be completed and submitted for each Action Period by your team leader in order to receive your certificate of completion. We do encourage your team to do at least one additional optional activity to maximize your learning throughout the Action Series. You are not required to submit optional activities. Questions? Don't hesitate to ask culture@bcpsqc.ca.

All learning sessions are mandatory, and attendance is required for certificate of completion. Please provide confirmation of attendance on your action period homework submission that all team members attended the learning session for this module or viewed the recording.

DUE: January 4, 2021

Action Period

Personal Activity (Pre-Work Required)

Personal Reflection

(estimated time is 10-15 min)

1. Think about the team you currently work on and how you communicate.
 - What elements are working really well?
 - Are there opportunities to improve your team's communication? If so, what could be improved?
 - What impact does sense-making, judger-learner mindset and triangulation have on your team? Are these concepts enhancing team communication or hindering them?
 - What did you learn at this week's webinar that you could start personally applying?
2. Individually, take the attached communication styles quiz.
 - a. Were you surprised with the results of your own communication style?
 - b. How do you think your style affects how you work on your team?

DUE: January 4, 2021

Action Period

Team Activity: (Required)

Activity 1 (Required): Team Communication Styles

(estimated time is 45-60 minutes)

1. Come together with your team and share the results of your communication style assessment. Be sure to assign someone to scribe your team discussion.
 - Allow each person to describe his or her communication style. If you are working in a larger team, ask members who have the same results to group together to discuss their communication style. Invite one member of the group report out to the larger team.
 - Remember, everyone has their own unique communication style and one is not better or worse than another.
2. Once everyone has reported out on their style, consider and discuss these questions:
 - What do you have in common and what is different about your styles?
 - What improvements could you make to your team's communication to take into consideration the variation of styles on your team?
 - How do you think you could leverage communication style differences to strengthen your team?

Using the provided worksheet, submit a summary of your team's communication styles and strategies you're going to employ to support differences to culture@bcpsqc.ca by . For easy reference, consider posting the completed product in a visible area in your workplace.



Team

Communication Styl

3. Revisit your teamwork agreement
 - Based on your discussion about communication styles, does your teamwork agreement need to be updated? Do ground rules need to be set around how you communicate?
 - Consider the modality, formality, and frequency of your team communication when updating the agreement.

DUE: January 4, 2021

Coaching Session 3: Engaging in Unstructured Communication

December 10, 2020 from 12:30pm-1:30pm

Send any questions or tricky situations for discussion to culture@bcpsqc.ca

Next Learning Session



January 7, 2021
12:30 pm – 1:30 pm

culture@bcpsqc.ca

