



Teamwork and Communication Action Series

Engaging in Unstructured Communication

Teaching Webinar 2 – April 11, 2019



BC PATIENT SAFETY
& QUALITY COUNCIL

Working Together. Accelerating Improvement.

Today's Presenters:



Kate Harris



Jennie Aitken



Action Series Roadmap



This webinar is being recorded

Personal information in this initiative is collected under s.26(c) of the Freedom of Information and Protection of Privacy Act. The information is being collected in order to facilitate training and education as part of the Action Series on Teamwork and Communication. This webinar is being recorded and will be shared with other program participants only, via a password-protected link in our follow-up email after each webinar. We ask that you refrain from identifying patients, specific team members or offering any other personal information. If you have further questions, please contact Jennie Aitken at BCPSQC at 250.652.9141 or culture@bcpsqc.ca.



Our shared goals:



Identify common barriers to successful communication



Explain how triangulation and sense-making can lead to communication breakdowns



Differentiate between listening and hearing

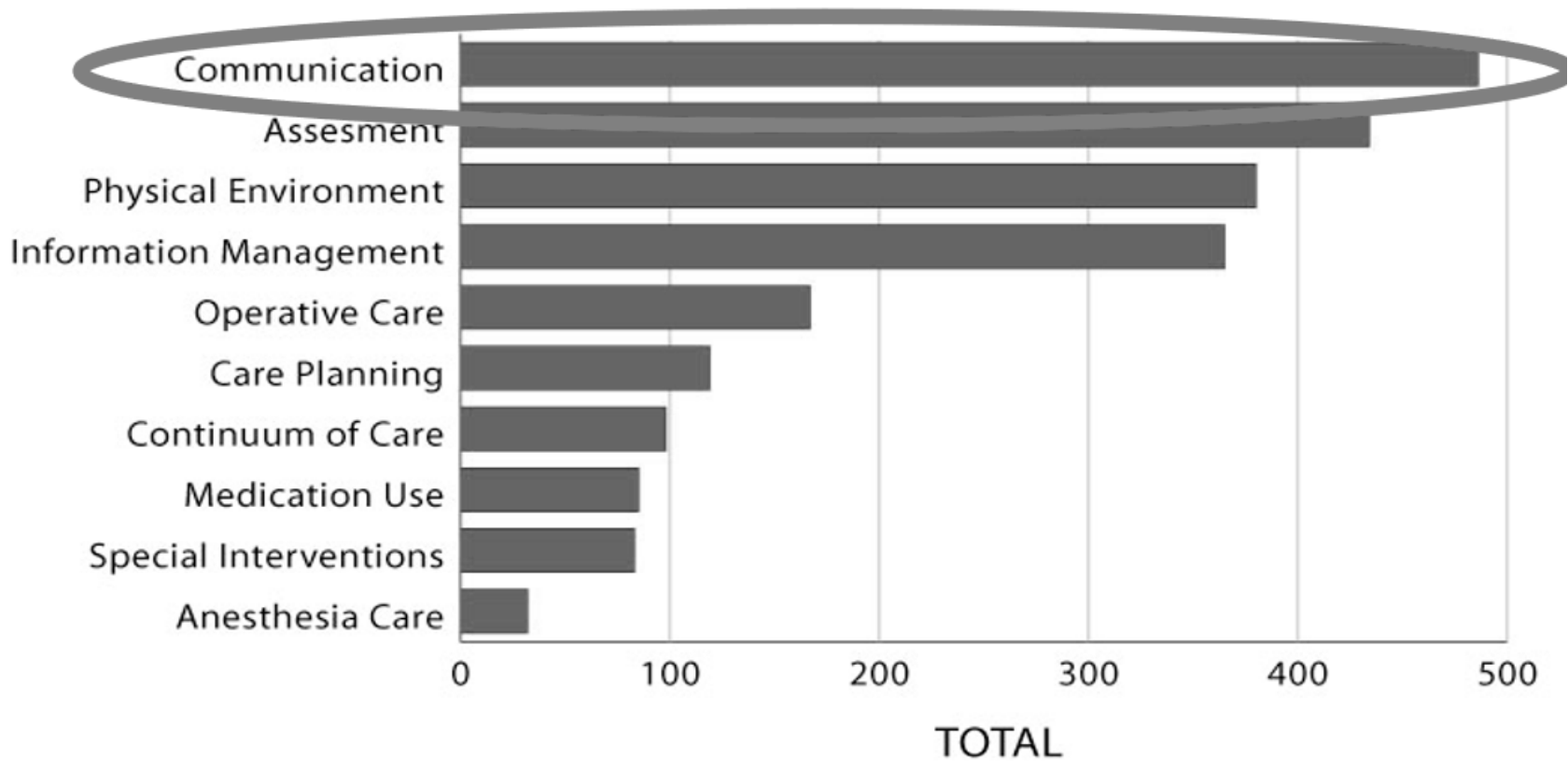


Explore strategies to help improve communication on your team



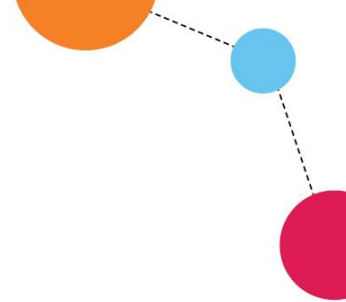
Do we have a problem?

Root Causes of Sentinel Events



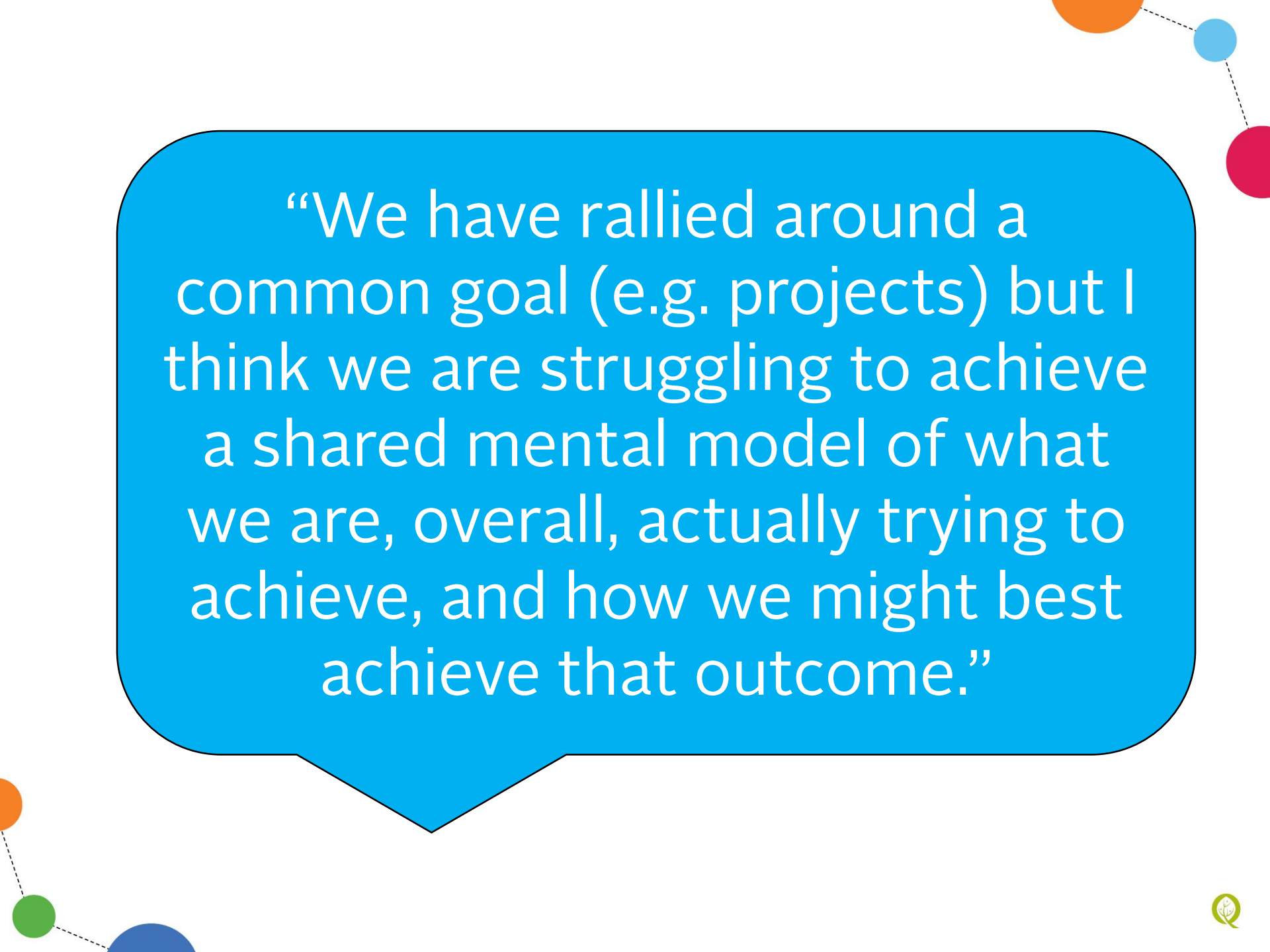
Joint Commission, 2011





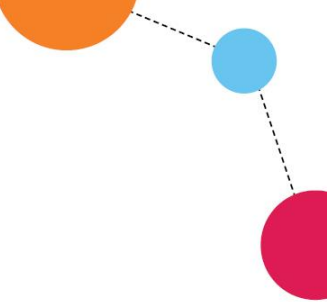
“If teams are the foundation of health care delivery, then communication is the cement which holds teams together.”





“We have rallied around a common goal (e.g. projects) but I think we are struggling to achieve a shared mental model of what we are, overall, actually trying to achieve, and how we might best achieve that outcome.”

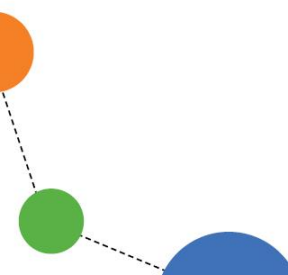




“Generally I see that staff have given up trying to communicate.”

“I think the team is communicating better than previously but unfortunately people are still having side conversations.”

“We need to improve on interpersonal communication, especially during times of stress.”



Barriers in communication



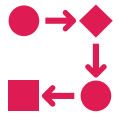
So what do we do about it?



Communication styles



Direct communication



Sense-making



Triangulation



Judger-learner mindsets



Listening



Communication Styles



Poll!

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

(1 = not well at all and 10 = extremely well)

Not well

Extremely well

1 2 3 4 5 6 7 8 9 10





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...”







“Instead of communication to the team member’s counterpart, assumptions are made which turn into grudges, which turns into conflict and total lack of communication and respect.”



Poll!

Have you “sense-made” with a member of your team in the last week?

A: Yes

B: No

C. I am right now!



Addressing sense making

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



Open ended questions

“Yesterday, I saw you speaking loudly with a patient. Were you having a bad day or were you just being rude?”



Open ended questions

“Yesterday, I saw you speaking loudly with a patient. Were you having a bad day or were you just being rude?”

“Yesterday, I saw you speaking loudly with a patient.

My assumption is that was a difficult conversation to have.

What was happening for you in that conversation?”



Judger vs. learner mindset



Adams, 2013

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.”

Joyce, University of Iowa, 2012



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

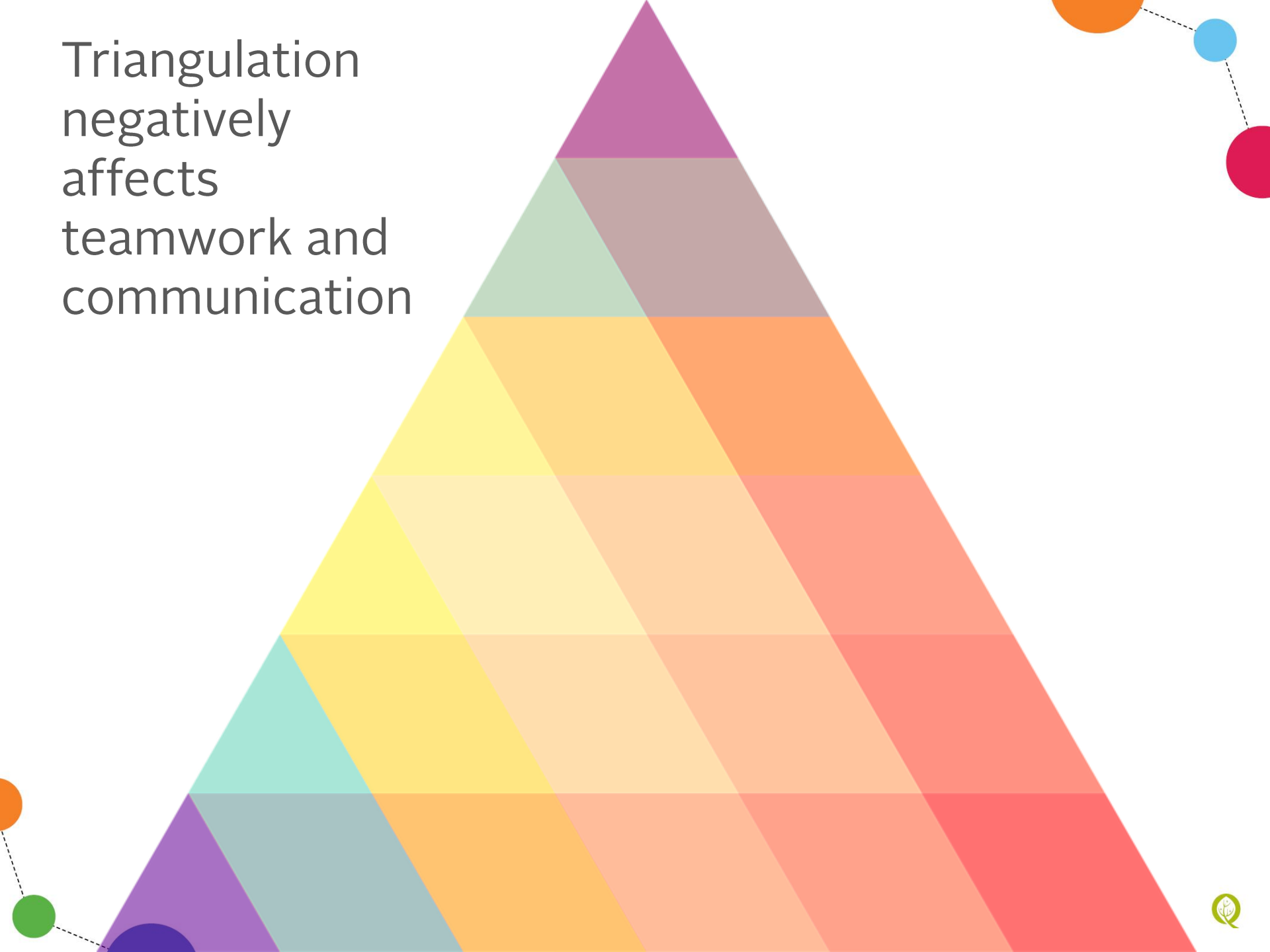


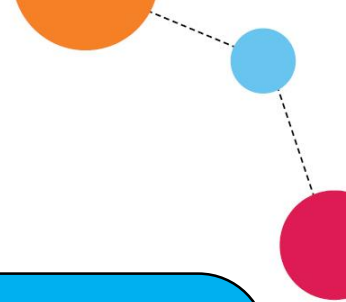
When we don't have direct communication we have...triangulation

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.



Triangulation
negatively
affects
teamwork and
communication





“We have others who gossip and throw others under the bus.”

“One thing is said to me face to face and another behind my back.”

“Staff room can be a gossip centre where co-workers attack others behind their back.”

“There is a lot of people talking behind each others back. Lots of two-faced individuals, people also spread rumours. Makes me feel sad and is a toxic environment to be a part of.”



What is the impact of triangulation on your team?



How can you address triangulation when you see it happening?



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

A bronze sculpture of a man in profile, facing left, with his eyes closed and a focused expression. A hand is placed on his right shoulder. To the right, another bronze sculpture of a man's face is partially visible, looking towards the first man. The background is a red brick wall.

“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).



“The communication style on this team is that everyone wants to express their viewpoint but no one is really listening.”





“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



What if someone just won't listen to you?

“You never listen to me. You always interrupt me. When I do speak, you start looking at your phone. You're so rude and I'm sick of it.”



What if someone just won't listen to you?

You: “Each time I go to speak from my perspective, you begin to speak at the same time or you start looking at your phone. That is frustrating for me. My assumption is that you are not interested in what I have to say. Is that in fact the case?”

Them: Yes! That is the case.

You: “Ok well at least that is clear. Well here is my fear. If you and I are trying to work together and come to a solution that we both support, I am concerned that the solution we come to won't hold with only half the equation out on the table. It may work for you but it may not hold for me.”



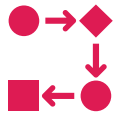
What we covered today



Communication styles



Direct communication



Sense-making



Triangulation



Judger-learner mindsets



Listening



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 challenge!

1. Self-reflection (required)
2. Complete and discuss the communication style assessment (required)
3. Applied learning activities – pick at least one
 - There are 2 to choose from
 - Working through them as a team
 - Feel free to share your experience at an informal webinar or on the next webinar







Next Coaching Webinar

April 29th from 2:00-3:00pm

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

“Great practical solutions!”

“Opportunity to ask questions and hear responses from a coach expert and others in the group.”



Next Teaching Webinar

Thursday, May 2

14:00-15:00

**Leveraging
Structured
Communication
Webinar**



Don't forget the webinar evaluations!

