



Engaging in Unstructured Communication

Teamwork and Communication Action Series

Webinar Two

Thursday February 15, 2017



Welcome!

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Please note: this webinar is being recorded

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What We Are Covering Today

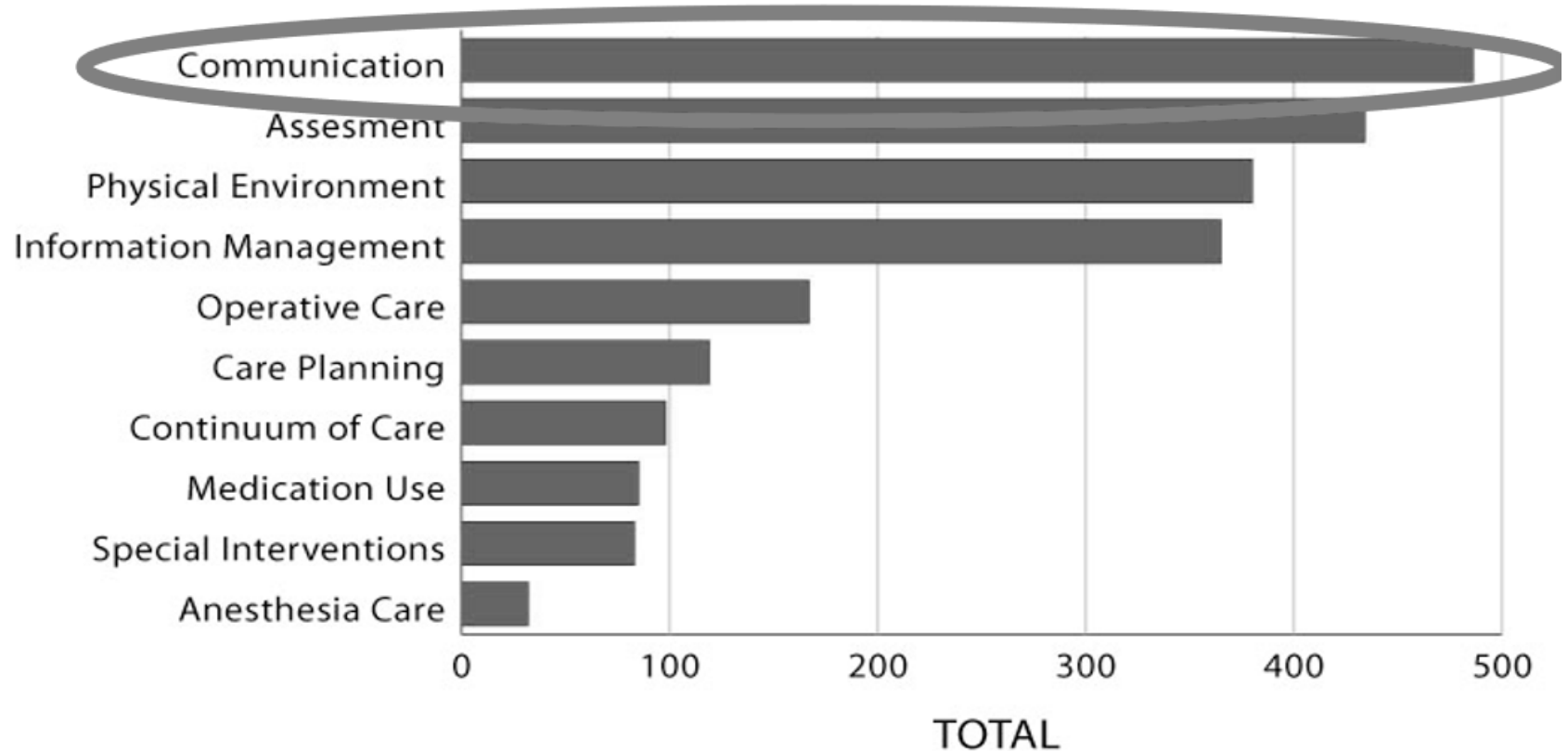


Unstructured Communication

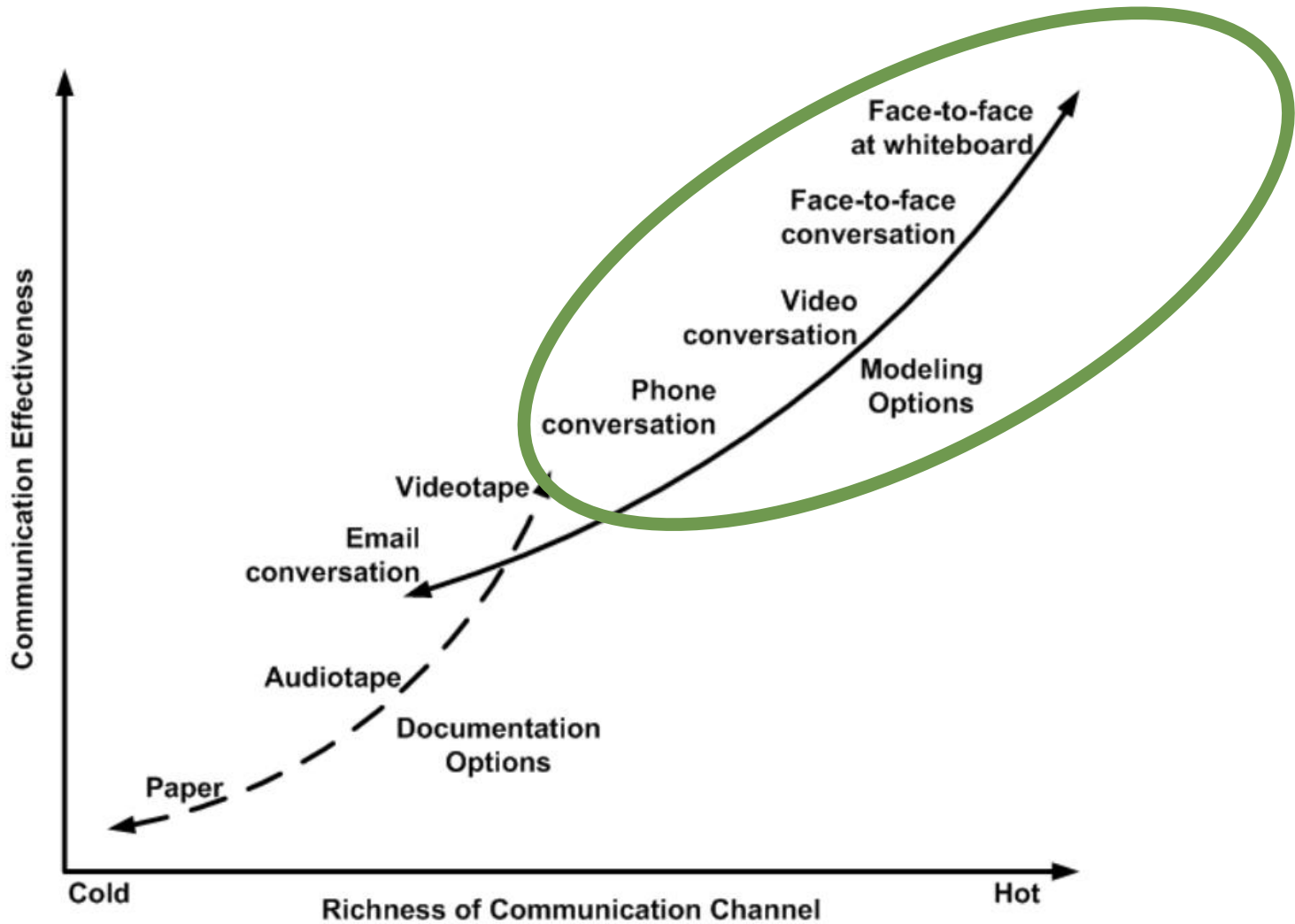
- Communication styles
- Sensemaking
- Judger-Learner Mindset
- Direct Communication
- Triangulation
- Listening

Do We Have a Problem?

Root Causes of Sentinel Events



Where We Need To Focus



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



- Poole & Real, 2003

Creating a common mental model



We could do better with communication- we all come from different professions with different teachings and at times can cause conflict.

Overall communication is satisfactory; there could be improvements made with developing mutual understanding and communicating changes that impact client care.

We are honest and open but I sometimes feel that there are unspoken assumptions and apathy related to lack of follow-through.



Barriers in communication



So What Do We Do About It?

- Understanding different communication styles
- Acknowledging sense-making
- Practicing a learner mindset
- Using direct communication
- Avoiding triangulation
- Listening



Everyone has their own communication style...and that's good!



Poll!

Do you take into account different communication or personality styles when you communicate with others on your team?

A: Yes

B: No

C. Unsure



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



Understanding 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...”

Bushe, 2010

Poll!

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

- A: Yes
- B: No
- C. I am right now!



Sometimes people jump to stories rather than checking it out. This can lead to conflict, hurt feelings and wasted energy in sorting it out.



Addressing Sensemaking

- Use clear language
- Talk right here, right now
- Be curious!



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

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.



I try my best to stay neutral and respect the privacy of each team member when they are gossiping about each other. Sometimes it is hard not to get pulled in though.

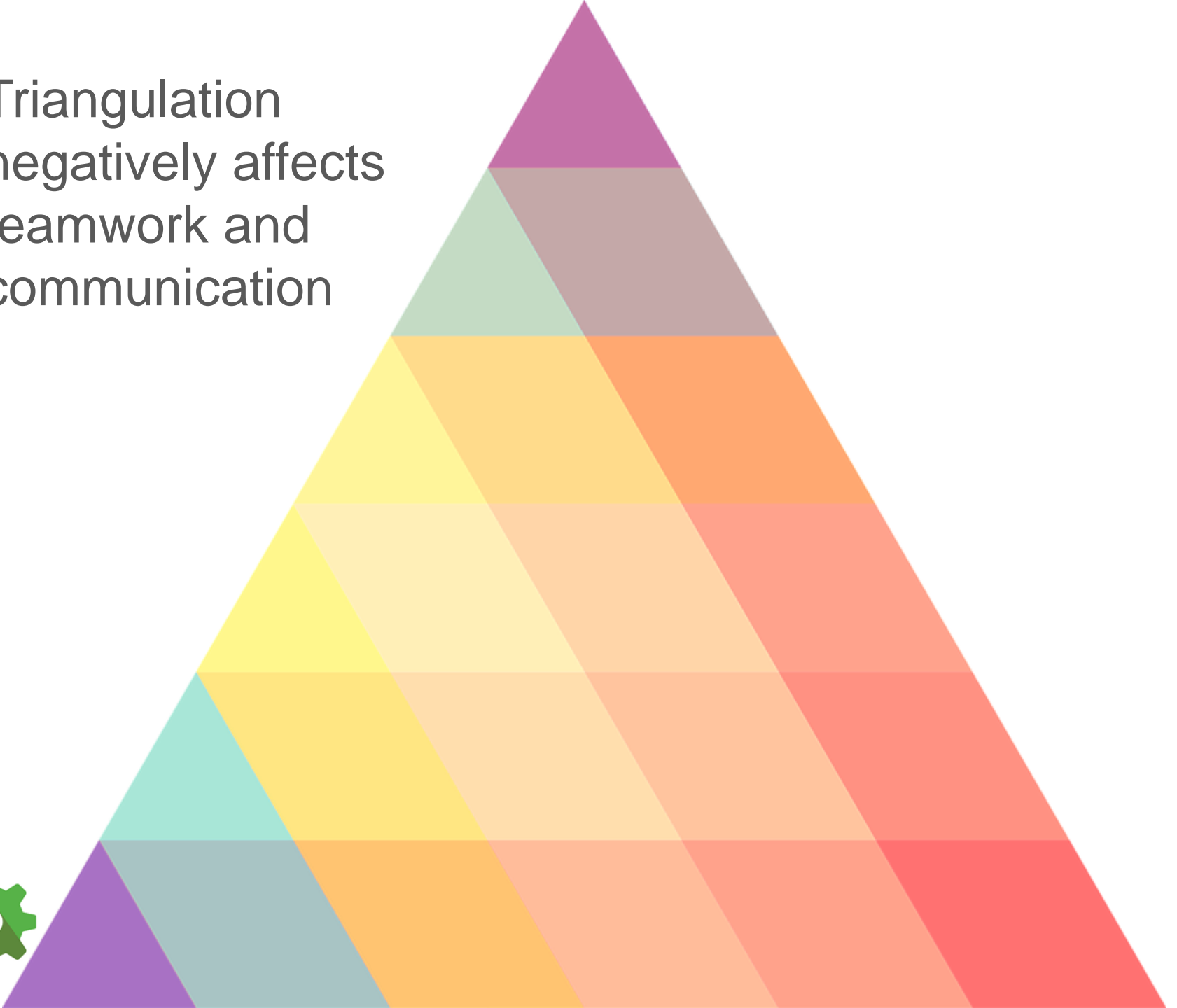
Too many times staff go to others and share issues and this leads to gossip and judging - not support. Staff here often share frustrations about their beef with others rather than going to the to source which doesn't tend to bring forward any solutions.

...when conflict arises, members of the team have the tendency to gossip instead of addressing the conflict through face-to-face dialogue. This only perpetuates the conflict by causing frustration.

There are established patterns of gossip amongst our staff and it sets others up to look bad and/or throw colleagues under bus.



Triangulation
negatively affects
teamwork and
communication



What is the impact of triangulation on your team?



Addressing triangulation in your team

- Reflect on the role of triangulation in your team
- When you see triangulation, how can you encourage a direct approach?
- Revisit your teamwork agreement
 - Ground rules? Avoiding triangulation? Fostering direct 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 man's face and hand are partially visible, appearing to be in conversation. 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, 20

“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



Improving communication within your team

- 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
- Revisit that teamwork agreement



What We Covered Today

A decorative graphic consisting of a dashed green line that starts on the left, forms several overlapping circles and loops, and then extends horizontally to the right edge of the slide.

Unstructured Communication

- Communication styles
- Sensemaking
- Judger-Learner Mindset
- Direct Communication
- Triangulation
- Listening

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





Informal Webinars

Send us your
questions in
advance!

Thursday, March 1st at 2:00pm

“Great
practical
solutions!”

culture@bcpsqc.ca

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



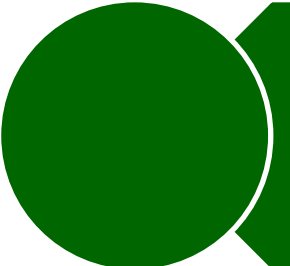
Top Tips for Culture Change



Representation of staff from different disciplines and levels in the organisational hierarchy



Authentic Participation and Engagement of Diverse Perspectives



Distinct Patterns of Managing Conflict, Fatigue and Motivation Over Time



Next Webinar:

14:00 – 15:00

Thursday March 5th, 2018



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Don't forget the Webinar evaluations!

