



Action Series on Teamwork and Communication:

Fostering Trust and Leadership

Teaching Webinar 5 – June 13, 2019



BC PATIENT SAFETY
& QUALITY COUNCIL
Working Together. Accelerating Improvement.

Action Series Roadmap



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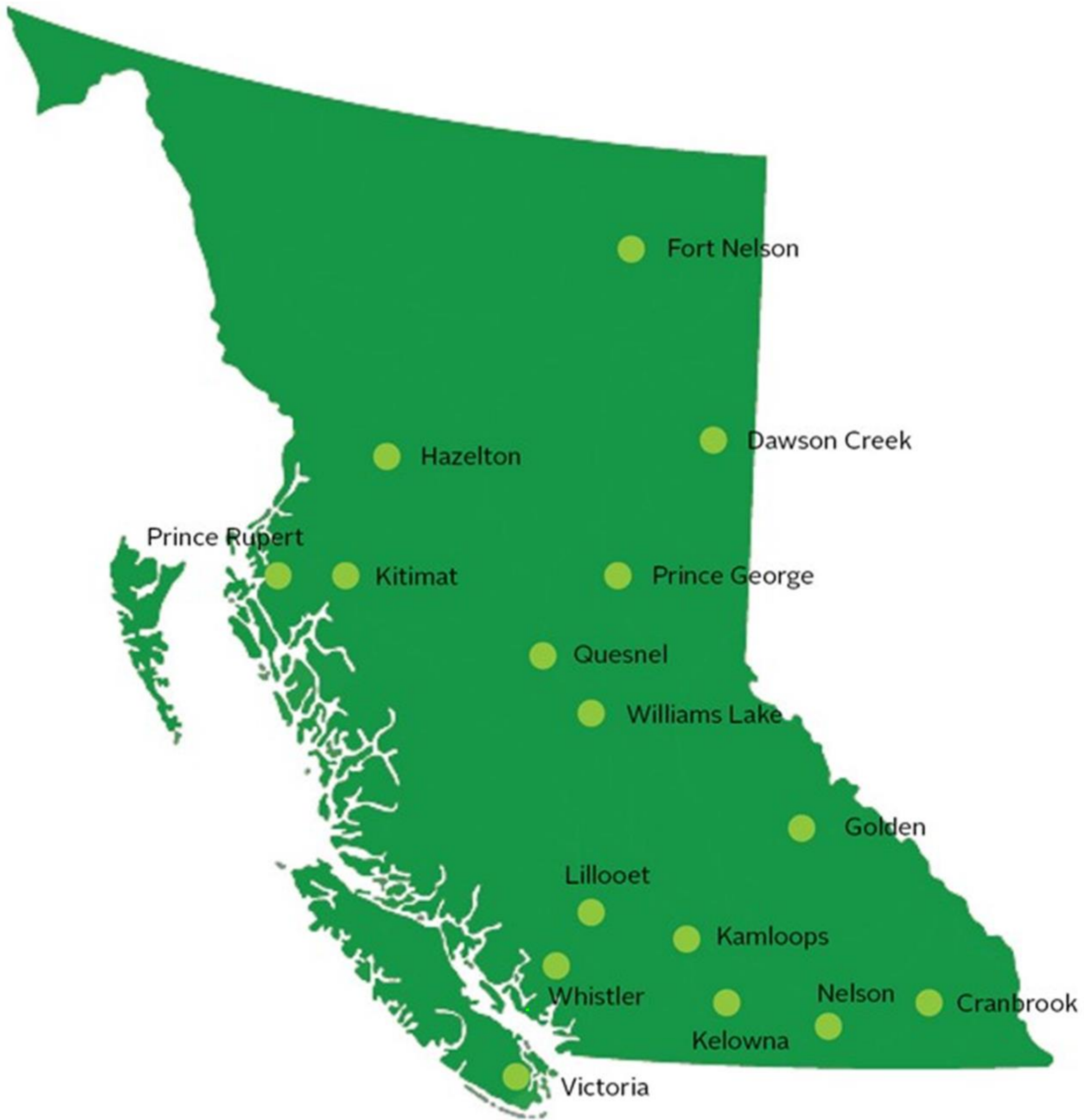
Sabrina Khan



This webinar is being recorded

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What we are covering today:



Foundations for building trust

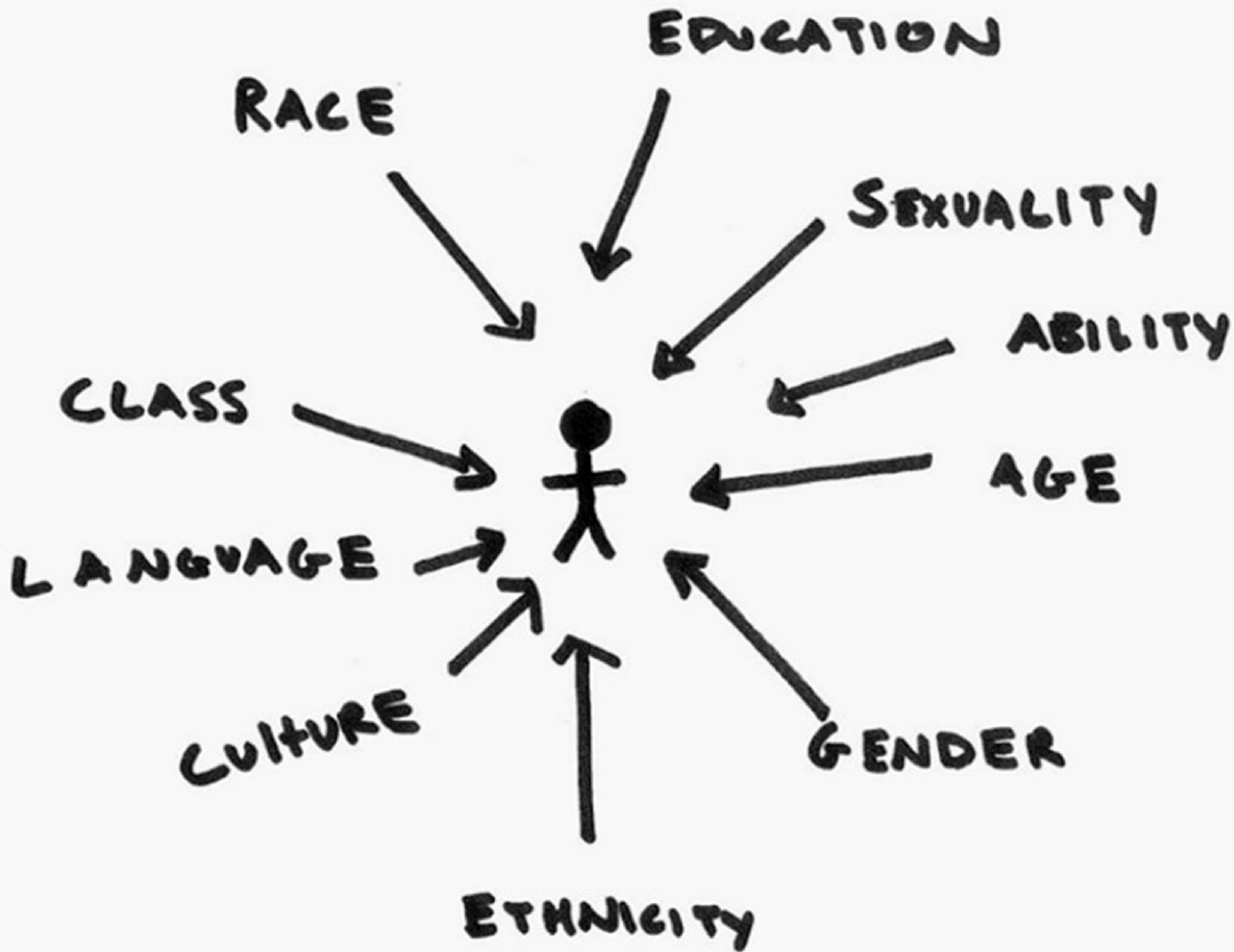


What is authentic leadership?



Joy at work!



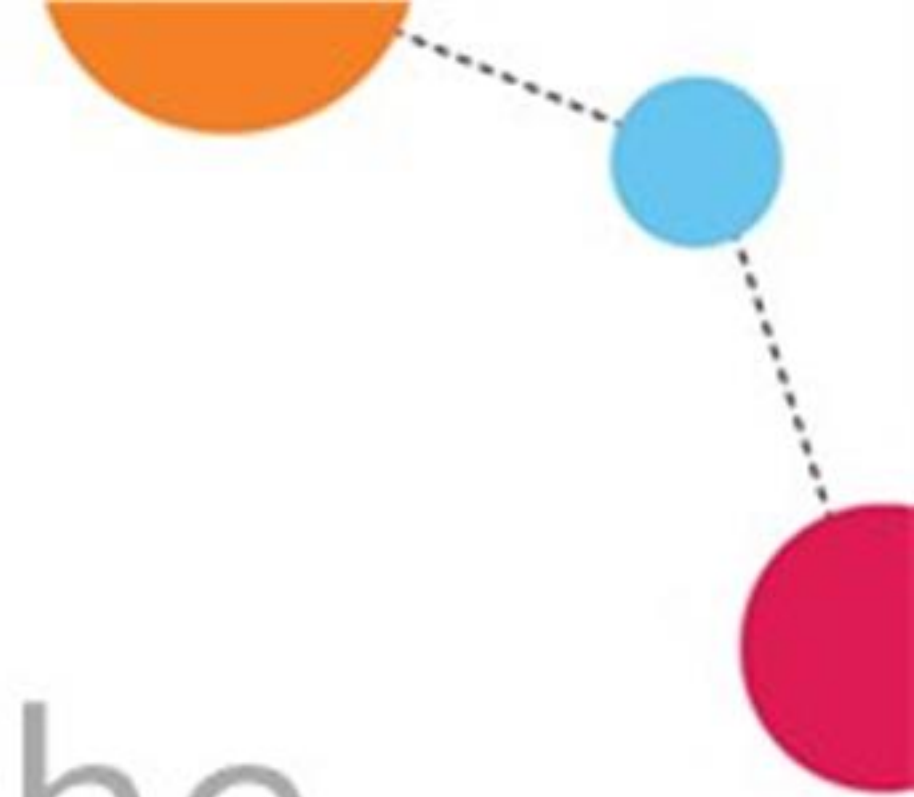


What is trust?

- **Distrust:** “What is important to me is not safe with this person in this situation (or any situation)”
- **Trust:** “Choosing to risk making something you value vulnerable to another person’s actions.”

Feltman, 2008



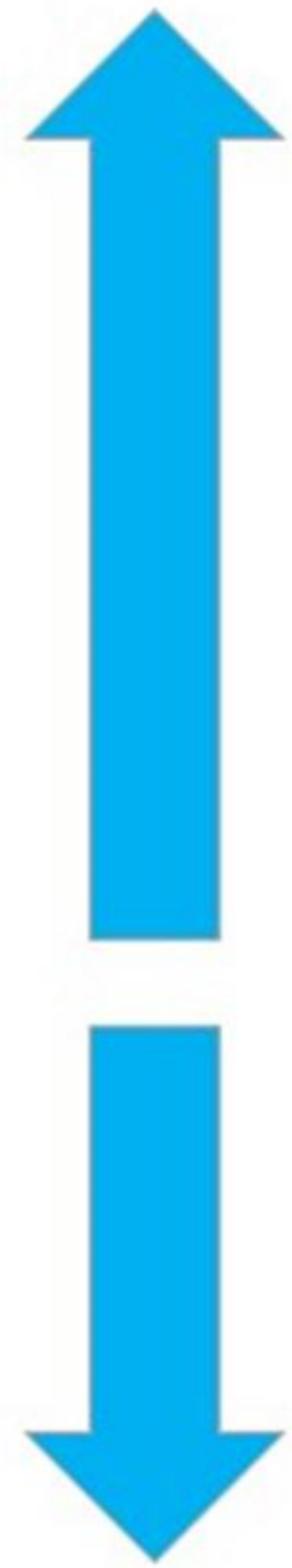


“The disaster of **distrust** in the workplace is that the strategies people use to **protect themselves** inevitably **get in the way** of their ability to effectively **work with others.**”

Charles Feltman,
The Thin Book of Trust: An Essential Primer for Building
Trust at Work



When there is trust...



76% more engagement

50% more productivity

60% more job enjoyment

40% less burnout

13% fewer sick days





What group have you been part of that you had a high level of trust?

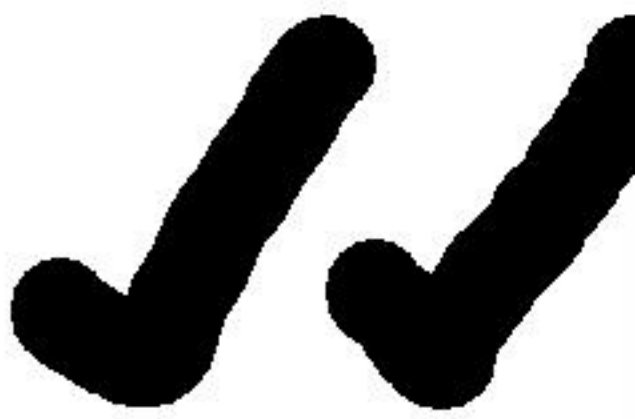
past employment

Longtime friends

FAMILY

Gym friends

OUR HALO GROUP



Varsity swim team

family

office currently

myself

School class



SKI TOURING



volunteer groups

competitive swim team

my team at work now! :)



sisters

MY CURRENT WORK TEAM :)

family

Cycling team long days together



When you are in this group, how does it change how you act/feel?

more comfortable



I feel more confident

I take more risks/try harder

less guarded

open in sharing

more brave to share

Happier

I have more energy

more open

feeling liberated to speak my mind

free to express self

supported

take ownership

easier to have conversations

empowered

More rested

Support others in taking risks/being better

Feel valued

relaxed

confident

feel safe to be vulnerable

more honest

More joy! :)

productivity

engaged

supported

high esteem

More enthusiastic



Formal and informal leadership

- Both formally appointed and emergent
- Not where you sit in your organization
- Not a title
- Each of us has the potential to be a leader
- Critical in this work



White, Currie and Lockett, 2016

The 3 elements of trust

1. Relationships
2. Judgement
3. Consistency

Harvard Business
Review, 2019





Element # 1

Positive Relationships



Positive Relationships

To instill trust, leaders:

- Stay in touch on the issues and concerns of others.
- Balance results with concern.
- Generate group cooperation
- Resolve conflict.
- Give honest feedback in a helpful way.





Element # 2

Good Judgement/Expertise



Good Judgement/Expertise

To instill trust, leaders:

- Use good judgement when making decisions.
- Others trust their ideas and opinions.
- Others seek after their opinions.
- Their knowledge and expertise make an important contribution to achieving results.
- Can anticipate and respond quickly to problems.





Element # 3

Consistency



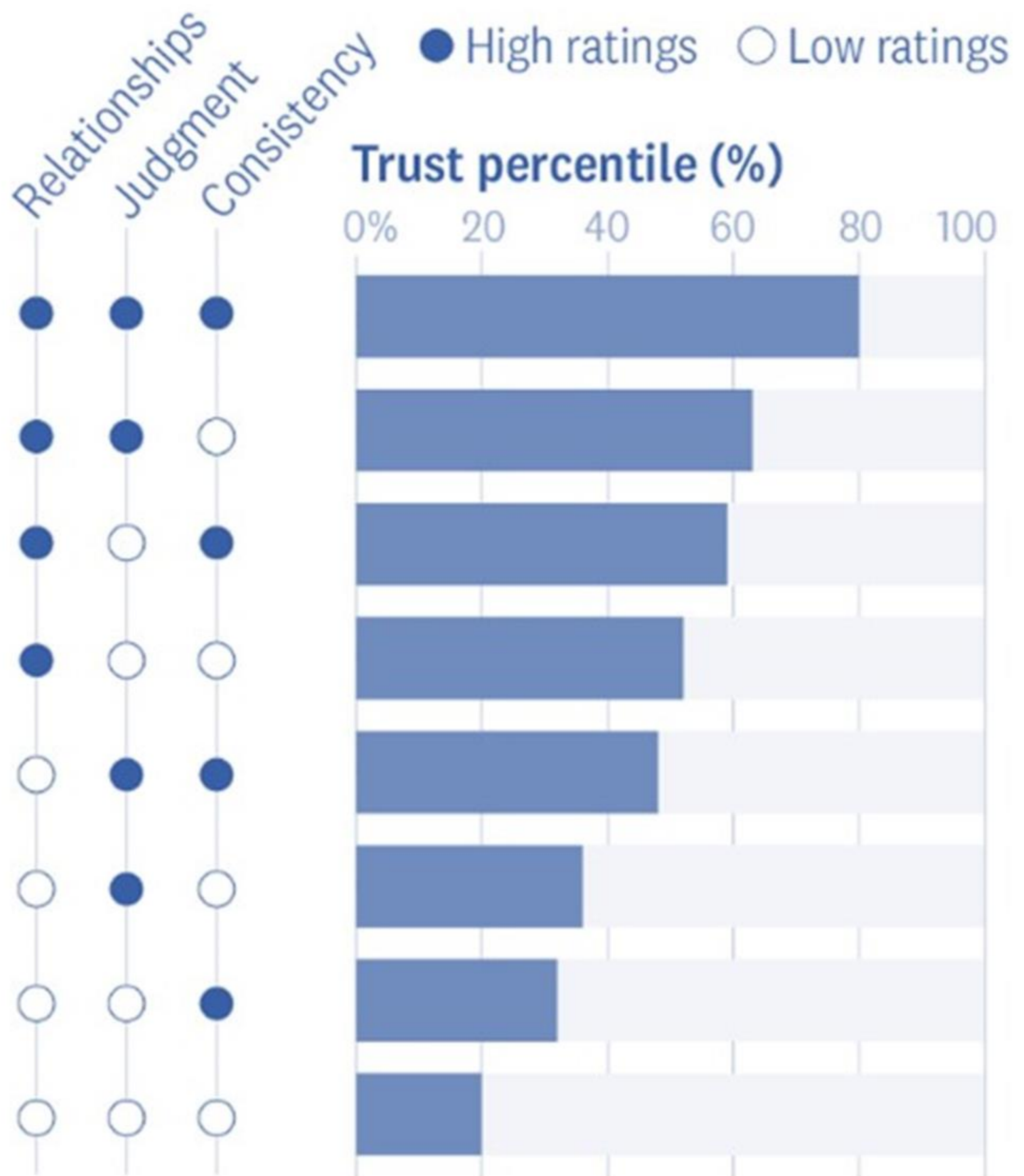
Consistency

To instill trust, leaders:

- Are a role model and set a good example.
- Walk the talk.
- Honor commitments and keep promises.



Relationships
matter more
than judgement
or consistency
in trust



Relationship trust

High trust relationship

- What is like to be around this person? safe confident!
- How long does it take to get things done? so much faster. and better quality
- What is communication like?
- What kind of results are you able to achieve?

Low trust relationship

- How does it compare with high trust relationships? makes me m
- How does it change the way you operate day to day?
- At the end of the day, are you drained or uplifted?
- Does this person build you up or wear you down?

My mind just never stops second-guessing things



I like seeing other people speak up and are taken seriously
open-sharing from both sides

Equility

Psychological

Safety

I think trusting that if I call something out that it won't be just disregarded

sincerity/transparency

feeling accepted to be myself

levity

vulnerability from both parties
-allows me to feel vulnerable also

respectful listening



We do not talk about any internal issues. If we do, they are very high-level. We don't have a good role model of how to navigate conflict within the department; people are afraid that if they say something they will get in trouble, or will be treated poorly or not supported.

People just hide how they really feel and just pretend all is well for our bosses sake

Create a work space where ideas are flowing, analysed, acted on and followed through with the help us solve everything from how to handle work load to best utilize the skills and gifts that everyone in the department has. Create a positive environment as opposed to the imprisonment we are now in, where people have just given up trying to have their ideas and concerns listened to and acted on.

Because our team is so interconnected and small it is easy for a small conflict to be blown out of proportion. I feel this can create an unsettled environment when one person feels that they have conflict and it is not resolved immediately.



Trust-building leadership

- Recognition
- Challenge people help people take risks!
- Autonomy ✓
- Share information broadly YES!
- Build relationships
- Foster personal and professional development ✓
- Show vulnerability ✓



13 behaviours of high trust leaders

TALK
STRAIGHT

CLARIFY
EXPECTATIONS

EXTEND
TRUST

DEMONSTRATE
RESPECT



CREATE
TRANSPARENCY

SHOW
LOYALTY

CONFRONT
REALITY

GET
BETTER

DELIVER

RIGHT
WRONGS

PRACTICE
ACCOUNTABILITY

LISTEN
FIRST

KEEP
COMMITMENTS

RESULTS

Authentic Leadership

Authentic:

- Focuses on positive role modeling of honest, integrity, and high ethical standards
- Seen as hopeful, resilient, optimistic, and transparent









Self-Management BC



Building Connections

I pledge to... contribute to walking a combined total of 171,117 steps by November 17/17 with my colleagues at Self-Management BC.



What is something an informal leader has done to show leadership on your team?

being encouraging

Thought ahead
signed us up for this series

Always been available for a pep talk

brought in outside services to help staff with low moral, grief and deaths
reliable modeled positive attitude

being proactive
coordinating

staying consistent

thinking about others

treat everyone the same

checking in with others
support all the time

supportive listener

invited for coffee break

brought food to meetings
filled gaps, remained calm

took accountability

support

reminding of not to work overtime
be kind and accepting
engaged

humour

eating healthy, and taking

follow through

been the person to 'speak up' first

celebrate even the small victories
Saying hi

re

started our huddles!

mediator

encouraging self-care

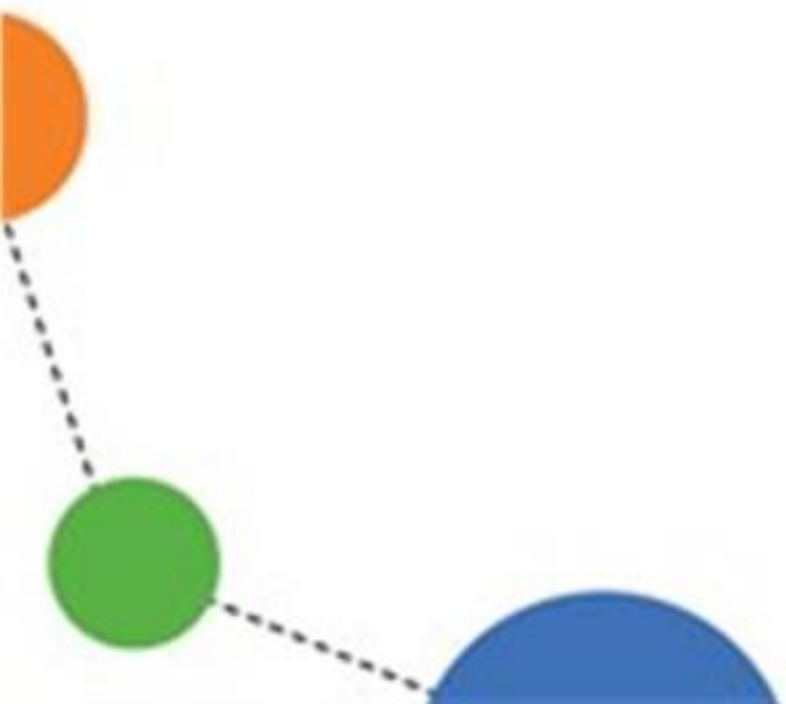


Elements of an Effective Team



Ecosystems of Trust

- How can you build trust in habits and routines?
- Show good judgement?
- Build consistency?
- What opportunities do you have to build relationships?



Try it: what can you do?

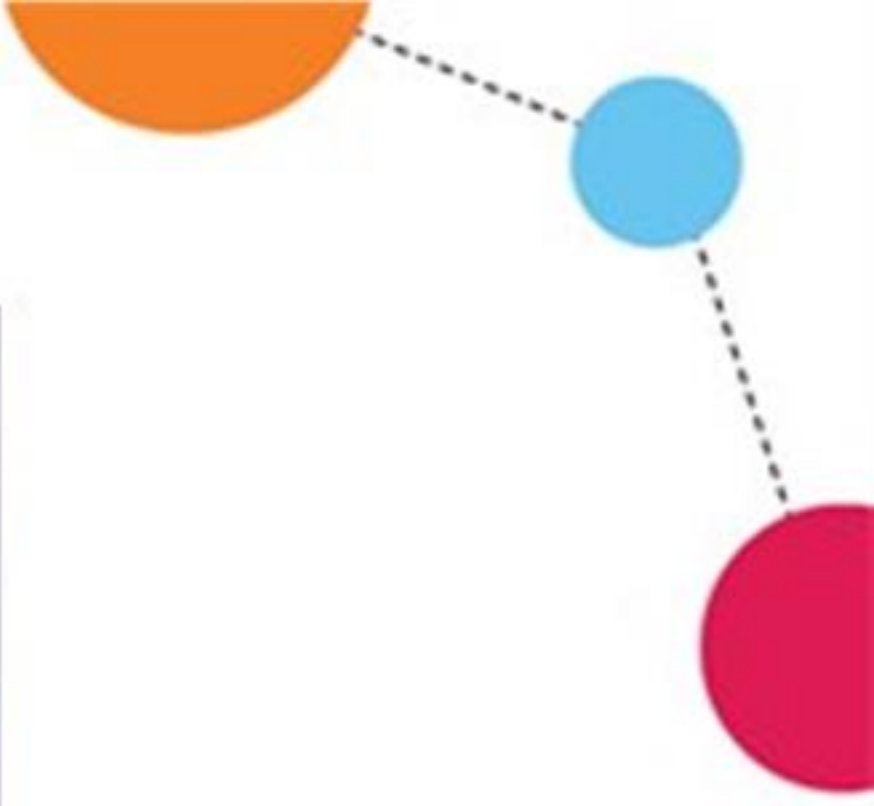
Practice appreciate inquiry with your colleagues and ask:

- What is your favourite contribution to the team?
- What makes for a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?





**Joy in the workplace
builds better teams**



What brings you joy?

coffee before my daughter wakes up
beach vacations!!!!!!

summiting a hill/mountain
beaches!!

kids

wine



fast flowing medium point blue ink pen

laughter

my cat

running

my husband

puppies

A great day on the mountain bike!

golf

dogs

comics

hot chocolate

A win by the Blue Jays lol

yummy food

DOGS

markers that smell like fruit

music

car racing

my daughter

humor
a good concert

spin class

cats

riding my horse

a good Book

travelling with my family
warm days
alone time
boot camp

a long walk
work life balance

STICKY NOTES!

Raptors winning tonight

summer hours
great coffee

A blue sky and lots of twisties on my motorcycle!!!

WINE

Quietness

being on my family bicycle

sunshine

spin class

being in the forest
office's that have AC
interpretive dance

Wine

powder

chips/cake
puppies

skiing

A good laugh

happy hour

friends
hiking in the woods

chocolate

Tequila

my child!

yoga

tea

wine

days off

cheese
donuts

pets

the ocean

Sunshine
nachos that are super hot and sticky!



IHI Framework for Improving Joy in Work



AN IHI RESOURCE

20 University Road, Cambridge, MA 02138 • ihi.org

How to Cite This Paper: Peto J, Bell B, Svenson S, Kabonoff A, Landman J, Foley D. IHI Framework for Improving Joy in Work. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at [IHI.org](#))

In our work in health care, joy is not just humane; it's instrumental... the gifts of hope, confidence and safety that health care should offer patients and families can only come from a workforce that feels hopeful, confident and safe. **Joy in work is an essential resource for the enterprise of healing.**

-Don Berwick





Joy in work can lead to:

Patient experience

Patient outcomes

Patient safety

IHI, 2017





Joy in work can lead to:

Employee productivity

Discretionary efforts
on the part of staff

Employee injuries

Waste

Employee turnover

IHI, 2017





MY EYES!!!



The Four Steps for Improving Joy in Work:

4. Use improvement science to test approaches to improving joy in work in your organization

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context

1. Ask staff, "What matters to you?"



PULLING AS A TEAM (LIKE IN A ROWBOAT)

YES! no blame culture

What matters to you in your work?

✓ Feeling supported by my team to take challenges & do better

✓ chance to provide feedback
helping people
teamwork

meaningful authenticity
reciprocated respect
finishing a task together.

Less gossip

Respect ●

access to great coffee
being heard
opportunities to grow
acknowledgement of effort

people saying thank you

greater purpose
free food
Decision Making
psychological safety
Positivity

feeling valued!!!!
recognition
task completion - making a difference
appreciation

RESPECT

feeling inspired results

appreciation

Productivity sharing stories

positivity

positive attitudes
Innovation

less blame culture
seeing people feel great about the job they are doing
team activities
good relationships ✓

Acknowledgement
making a difference

Being respected for the experience we bring - bring

Productivity

● Taking risks! (in a good safe way)

relationship with my colleagues and boss

✓ kindness
getting the job done, publishing documents

Teamwork

Opportunities!!!

feeling valuable not a number or replacement of coworkers
fun at work
having fun and laughing
trust
accountability
finished something

pizza parties! opportunities to celebrate

● support from the team and from the admin team

#Why we nurse



I love making a difference!
I love making a difference!
I love making a difference!
I love making a difference!

I love making a difference!
I love making a difference!
I love making a difference!
I love making a difference!

I enjoy coming to work
to a job that is so satisfying.
The fact I can make that all
in my life for me
is what I love about it.

I love helping people, working
in a team and seeing
people get better
and go home!

I love someone I love
coming to work. I love
seeing people in my life
that love what they do
and see the joy in it.

Nursing is
in my family.
My mom &
mom are
nurses
and I want to be like them.

I love
nursing because
I feel I can
make a
difference.

I like
to make
a difference
to someone's
life.
I love to help people
and make a difference.

I love making a difference!
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d

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Talk about a lingering conflict - it's stressing me out!

I will refill the paper tray when its low in the printer

15% Solutions

is about changing the flow of the river by moving a few rocks.

appreciate more

I'll introduce "kudos" in our huddles

Express my feelings
A puzzle

stay positive

treat people the way you need to be treated even if you are not
break the cycle.

gratitude boards

be a good listener

buy lunch for coworkers
Asking a colleague to help me "keep perspective."
Bike to work so I'm in a better mood

smile more
good for a lunch with coworkers

get out of the office at lunch
Switch jobs?

Change how I react to things.

YOU ARE GREAT :)

compliment the Friday coffee break

Hi

be honest

Inviting team members to join me for lunch outside in Japan

15% solutions

I'll splurge on a nice coffee (not a cheap one) once a week! :)

bring snacks to work

Take a walk at lunch and laugh

not being one of the big rocks - getting out of the way with a friend!



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1. Ask staff, "What matters to you?"



should annotate
this graph!



YES



NO



MAYBE



What makes a good 15s30m Mission?



Think

TARDIS

IS YOUR IDEA SOMETHING WHICH..



you can start **TODAY**



is only **A LITTLE** extra time



REDUCES frustration



you **DON'T NEED** permission to do



INCREASES joy



is easy to **SHARE**

15 second 30 minute categories

- Replace
- Update
- Simplify
- Quick Check
- Let Me Know
- Remind
- What's Next?
- Recognize
- Dead End



My 15s30m Mission

It's frustrating when.....



I receive spam email from Twitter 2x a day

I can increase Joy by.....



Unsubscribing from Twitter so I can keep my inbox clear





Give a compliment

the bank of compliments



To: From:

Date: Compliment:
.....
.....

the bank of compliments



To: From:

Date: Compliment:
.....
.....



Don't rush through conversations - take time to connect!

What is something you can do at work to help bring you and others joy?

wear funny socks!
bring in flowers

Give more high fives!

smile more
Say hello - wave - say thanks

coffeeeeeee

Fist bump

bake

hug

share fun stories with them

go for a sushi lunch

participate in water c

buy them their fav latte
Give Thanks A Latte's

make them laugh

tell a joke

compliment

bring coffee

Share a funny story
email someone

Not yell at them

hahah

grab a tea!

email someone something nice

high five michel

surprise someone w

bring goodies

take a coworker for photo

give out stickers like Kate



What we covered today:



Foundations for building trust



What is authentic leadership?



Joy at work!



Culture Change Toolbox



What is culture?	4
Key components of culture	6
Questions to consider	12
Step 1: Engaging people	15
Step 2: Setting foundations	17
Step 3: Assessing the current state	29
Step 4: Identifying and analyzing opportunities for improvement	34
Step 5: Choosing tools	36
Step 6: Testing changes	61
Create the change you want to see	64
Appendix	65
References	69



ATTIC

Activities for Transforming Teams & Igniting Change

"You can learn more about a person in an hour of play than in a year of conversation." - Plato



Action Series Summary



- Foundations for strong teamwork



- Unstructured and structured communication



- Navigating conflict effectively

- Trust and leadership





Next Coaching Webinar

June 27th from 2:00-3:00pm

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



Don't forget webinar evaluations!!





THANK YOU!

Thanks to all of you!! ;)

YOU ROCK!

Restock photocopier