MOMENTUM

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One Voice:

The Effect of Inter-Team Communication

on Quality

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Learning Outcomes

After this course, participants will be able to:

1. Identify communication trends with an impact on organizational quality.

2. List the observed traits of a 'communication strategist.'

3. Recognize 7 communication pitfalls and match them to an improvement approach.

4. Apply communication response strategies to an organizational crisis.

Identify Your Teams

1. *Who are they?*
2. *What do they care about?*
3. *What do they value most in a workplace?*

1. Who are they? Methods of Team-Spotting

- Internal vs. External

- Hierarchical modeling

- Departmental modeling

- Pathway modeling

- Budget modeling

- Shift modeling

2. *What do they care about…*

as a team?

*3. **What do they value most...***

in a workplace?

Are we aligned in that thinking?

- How do **they** identify themselves as a team versus others on another team?

- What do **they** care about as a team?

- What do they (as a team) value most versus what do I (as a manager, leader, administrator) *think* they value most?

- How do **I** distinguish them as a team versus others on another team?

- What do **I** think they care about?

- What do **I** think they *should* care about?

- What do **I** think they value most?

- What do **I** think they *should* value most?

Name Your Challenges

1. Motivation
2. Identity
3. Work Culture

Motivation

Extrinsic

- Rewards, accolades and 'likes'

- Avoidance of punishment

- Affiliation or identification wit group

- Incentive progra

Intrinsic

- Purposeful work

- Personal competence

- Freedom of choice/method

- essing towards

Identity

- Who are we?

- What value do we provide to:
    - the Organization?
    - the Community?
    - Society and the Big Picture?

- What are we *known* for?

- What do we *want* to be known for?

Work Culture

- accepting personal responsibility
- accepting team responsibility
  - vs. placing blame
- interdepartmental competitiveness (i.e. 'turf wars')
- scarcity
  - resource hoarding
  - reward hoarding

Find Your Strategists

Characteristics of Strong Performers & Strategists

- Take active responsibility for themselves
- May also take responsibility for the team/others
- Develop and share information as an unlimited resource
- Occasionally take the lead (where appropriate)
- Contribute to solutions

Acknowledge Your Role

1. Management Behaviors
2. Communication Style
3. Comfort with Conflict
4. Mindful Leadership Practices

Management Behaviors

More Effective (at target)

- Participative Leadership
- Adaptive Leadership
  - Distributed
- Double-loop Detective

Less Effective (at target)

- Single-loop Satisfaction
- Management by Walking Around (MBWA)
- False positive approach

Communication Behaviors

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More Effective (at target)

- Openness of communication
  - without judgment or punishment
  - downplays hierarchical differences
- Quality of communication
  - shared 'frame of reference'
- Specific Practices
  - Explicit
    - Stand up Meetings
    - Checklists
  - Implicit

Less Effective (at target)

- Email
  - excels at dissemination
  - not communication
- Self-Censorship & Withdrawal
  - in the name of positive morale
  - what you don't say
- Open Door Policy
  - widely ineffective
  - cultural undercurrents prevent team members from stepping forward
  - initiation may be socially or professionally damaging

Comfort with Conflict (& Withholding Information)

- Withholding vs. Lying
  - managers occasionally have legitimate need to withhold information from the team
  - responses must be fair and forthright and consistent
    - "I'm not free to comment on that."
    - "I can't answer that fully right now."

Mindful Leadership

- Willingness to examine our own contributions to a team's function…

- and dysfunction

- Establish our own practices and checkpoints

- Secure leadership mentors outside of the system

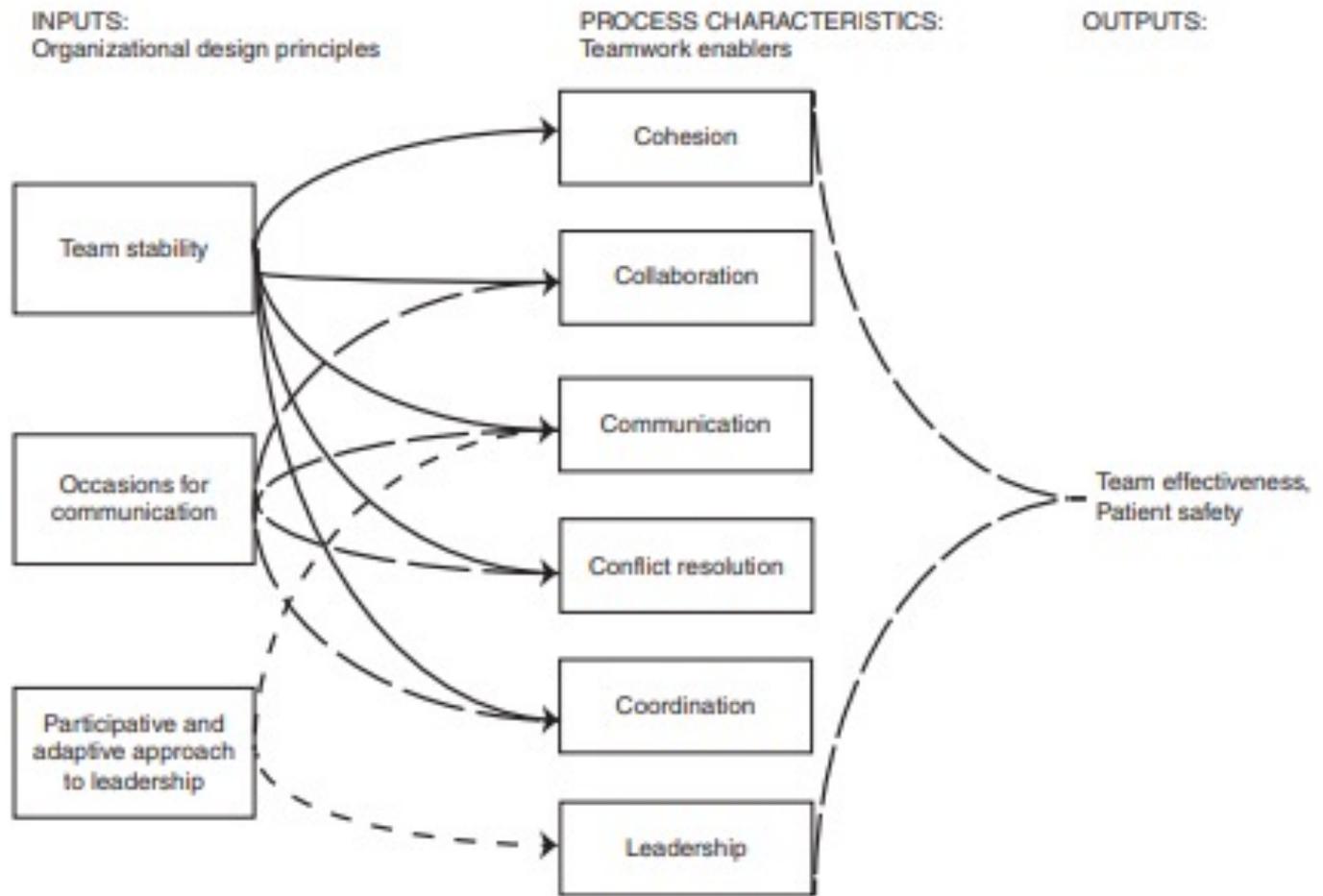# *Teamwork via Organizational Design vs. Training*

INPUTS:
Organizational design principles

PROCESS CHARACTERISTICS:
Teamwork enablers

OUTPUTS:

Team stability

Occasions for communication

Participative and adaptive approach to leadership

Cohesion

Collaboration

Communication

Conflict resolution

Coordination

Leadership

Team effectiveness, Patient safety

Figure 1.
The relationship between the organizational design principles and the six teamwork enablers

Rydenfalt, C. & Odenrick, P., Larsson, P. A. (2017). Organizing for teamwork in healthcare: An alternative to team training? *Journal of Health Organization and Management, 31*, 347-362. https://doi.org/10.1108/JHOM-12-2016-0233

Role of Team Stability

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- amount of change experienced by a team

- facilitates trust-building
  - effective communication
  - collaboration
  - conflict resolution

- reduces the number of hand-offs
  - improves communication
  - and reduces the need

Proximity and Occasion

- Explicit
  - scheduled
  - routine
  - consistent

- Implicit
  - proximity
  - opportunity
  - consistent

Interaction & Relationship between Factors
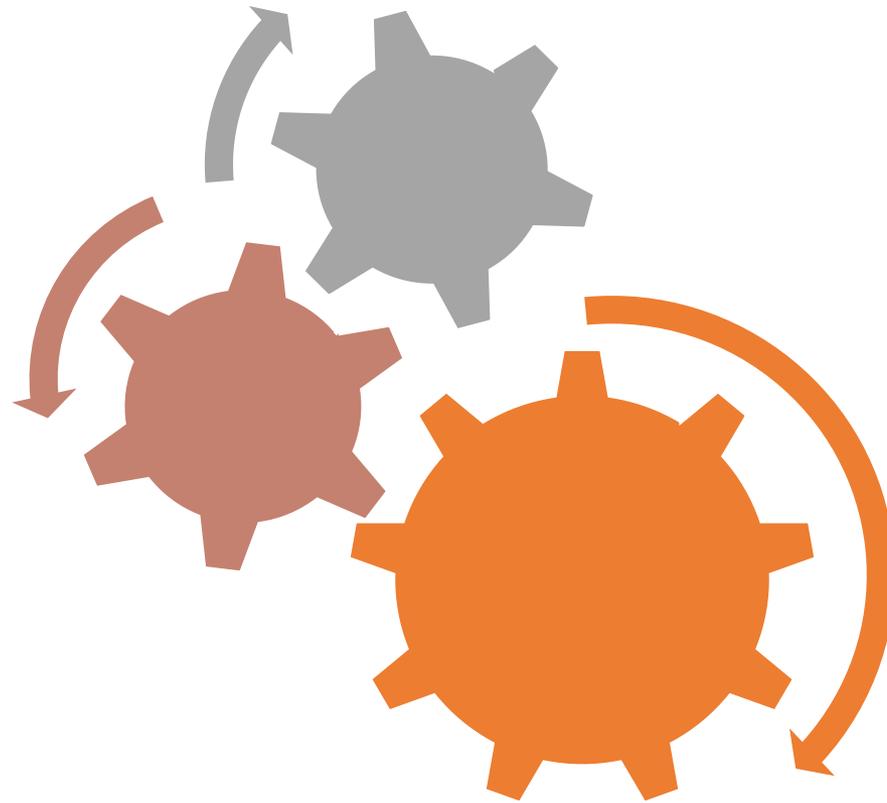
Team Bonding
vs.
Team Building

Team Bonding

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- Morale-boosting activities
  - Build relatedness
  - Support familiarity
    - Who is who?
    - How do they fit in?
    - What can they do for me?
    - Do I trust them?

- Time-limited

- Cross-team events, mixers, games, shared food

- No specific goals except to 'mix and mingle'

Team Building

- Working teams with combined targets
- Shared goals and shared success
  - Solving problems together
  - Utilize shared resources
  - Requires acknowledgement of each other's strengths
  - Requires acknowledgement of each other's limitations
  - Engages 'solo actors'
- May be ongoing, or expand over time
- Goal-directed (i.e., safety drill teams, HIPAA teams, staff wellness teams)
- Goals are influenced by the common objective

Practice Collaborative Success

Culture of Shared Acknowledgement

- Let me know who else I should acknowledge/reward.
- Please tell me which other team supported this achievement.
- Tell me who else contributed to this work/effort?

Lightning Round Executive Review

Identify...

communication trends with an impact on organizational quality.

1. Motivation

2. Identity

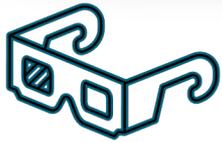3. Managerial Characteristics

4. Workplace Culture

List...

the observed traits of a communication strategist.

1. Take active responsibility for themselves

2. May also take responsibility for the team/others

3. Develop and share information as an unlimited resource

4. Occasionally take the lead (where appropriate)

5. Contribute to solutions

Recognize...

7 communication pitfalls and match them to an improvement approach.

1. Satisfaction with single-loop answers
   ➢ Question not only the facts, but the underlying reasons and motivations behind those facts.

2. Defensive reasoning
   ➢ Perform routine self-examination and adopt mindful leadership practices.

3. Benevolent censorship / Underestimating the team
   ➢ Entrust our teams with the difficult work, and show them how it's done with our behaviors.

4. False cheerfulness
   ➢ Examine ways we prioritize extrinsic traits (cheerfulness) over intrinsic ones (pride-in-performance, or a problem well-solved).

Recognize...

continued

5. Ignoring the effects of your power
    ➢ Leaders often hear about bad news last. Make it your mission to seek out issues upstream.

6. Lying
    ➢ Provide the most truth you are allowed deliver. Sometimes that means that means declaring that you're "not free to comment" or "can't answer that fully right now."

7. Focus on the finish line.
    ➢ Instead of a single-outcome target (the finish line) refocus your teams on the goal of process steps. "Practice makes progress."

Apply...

communication response strategies to an organizational crisis.

Response Strategy

1. Timing

2. Instructing information

3. Adjusting information

4. Competence & Integrity

Communication Method

- Transparent release of information to minimize internal and external damage

- Provides specific direction to ensure safety and immediate response.

- Revises rules and instructions based on unfolding facts and scenarios

- Ownership of responsibility, securing confidence and trust.

Closing Thoughts

and COVID-19 applications

Communication insights
during the COVID-19 pandemic

- communication processes necessarily changed

- failures in communication resulted in ↑ medical risk

- communication and guided listening form the *'light technology'* affecting practice and care quality

- pandemic revealed barriers to communication in:
  - personal factors (namely, fear and level of confidence)
  - clinical environments (work overload, rapid changes in teams)
  - lack of training

Resources: Team 'Time-Outs'

Modified from:

Rosengarten, L. (2019). Teamwork in nursing: Essential elements for practice. *Nursing Management-UK, 26,* 36-43.

1. Opportunities & Barriers

- Using the attributes, antecedents, and consequences of teamwork, write down the opportunities and barriers to teamwork as observed in your area(s).

Time Out #1 example

Opportunities	Barriers
• similar interests and goals	• different interest and goals
• adaptable workforce	• resistance to change
• leadership	• leadership
• varied skill mix	• skill mix
• communication	• available time
• desire to be a good team member	• lack of desire to be a good team member

2. *Working as a Team*

- Consider your most recent workday. Who did you work with in a team? Write down all the members of the multidisciplinary team you can think of. Now think of a day when you worked with a different set of team members. What are the similarities and differences between these two different teams?

3. What type of leader are you?

- Think about your leadership style. What style of leader are you? Use a leadership self-assessment tool (found in source article) and examine your self-ratings. Why did you score things the way you did? What are the common characteristics of things you rated the highest? the lowest?

4. Assess your communication skills

- Consider the following areas:
  - active listening
  - asking questions
  - sharing and disseminating information
  - checking information for accuracy
  - keeping relevant people informed of progress
  - keeping up-to-date records of communication
  - managing barriers to effective communication
  - communicating roles and responsibilities to all team members

- In which do you think you could improve? Use a communication self-assessment tool (found in source article) and examine your strengths and areas for improvement.

5. Time as a barrier

- Think about your team(s). Did you give equal priority to team tasks as individual tasks? How can you improve your ability to balance these priorities?

6. *Working together*

- Look at your team(s). Are they willing to work together as a group. If not, what do you think are the reasons or causes for this?

7. *Negative Behaviors*

- Can you challenge negative behaviors? Think of a time when a member of your team(s) was behaving in a way that was detrimental to teamwork. How did you deal with this? Can you think of other ways to handle this or something similar in the future?

8. *Formulate a plan*

- Using your self-assessments and reflections from this course, formulate a plan to change your own practice or the habits of your team(s).

- Revisit your plan quarterly to reflect on how these changes have affected your own and your team's performance.

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