



AHA Team Training

Advancing Care Conference Sneak Peek: Managing Health Care Conflict Using Emotional Intelligence to Build Safety Culture

February 9, 2022



AHA CENTER FOR HEALTH

INNOVATION

Upcoming Team Training Events

Courses & Workshops

[TeamSTEPPS Master Training Course](#) – March 6-7, Chicago, IL

[Managing Conflict in Health Care Workshop](#) – April 21-May 12, Virtual workshop series

Online Community Platform

[Join Mighty Network](#) to access exclusive content and connect with your peers to share stories, tools, and content.

Advancing Care Conference

Registration is open. Visit advancingcare.aha.org for more details.



Today's Presenter

Sanne Holbrook Henninger
Director of Patient Experience
Duke Private Diagnostic Clinic



Today's Objectives

Learn to use simple tools and emotional intelligence concepts to evaluate and manage conflict.

Review simple steps for how to facilitate conflict conversations with individuals and teams.

How to build a prevention and sustainment plan



Importance of Managing Conflict

- The Joint Commission measures teamwork communication and resilience as related to sentinel events.
- Safety and quality of patient care is dependent on teamwork, communication, and a collaborative work environment.
- Conflict and disruptive behaviors can foster medical errors, contribute to poor patient satisfaction, increase the cost of care and contribute to staff turnover



The Joint Commission
Sentinel Event Alert
Issue 40, July 9, 2008
Behaviors that undermine a culture of
safety



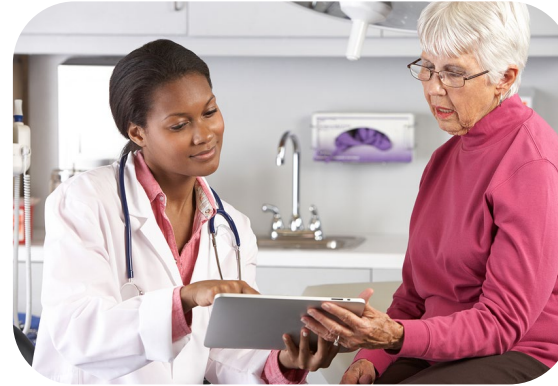
Conflict types and outcomes



Poor communication is the number one cause of sentinel events.



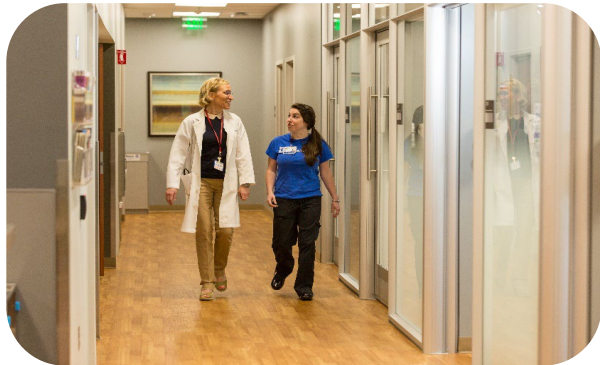
Conflict around tasks and roles were most common encounter and between clinical staff, doctor



Not speaking up a contributor to communication breakdowns

VitalSmarts identify these as most common reasons for conflict

- Broken Rules
- Lack of support
- Mistakes
- Incompetence
- Disrespect
- Poor teamwork
- Role clarity and tasks



Physician and clinical staff relations #1 predictor of clinical staff turnover



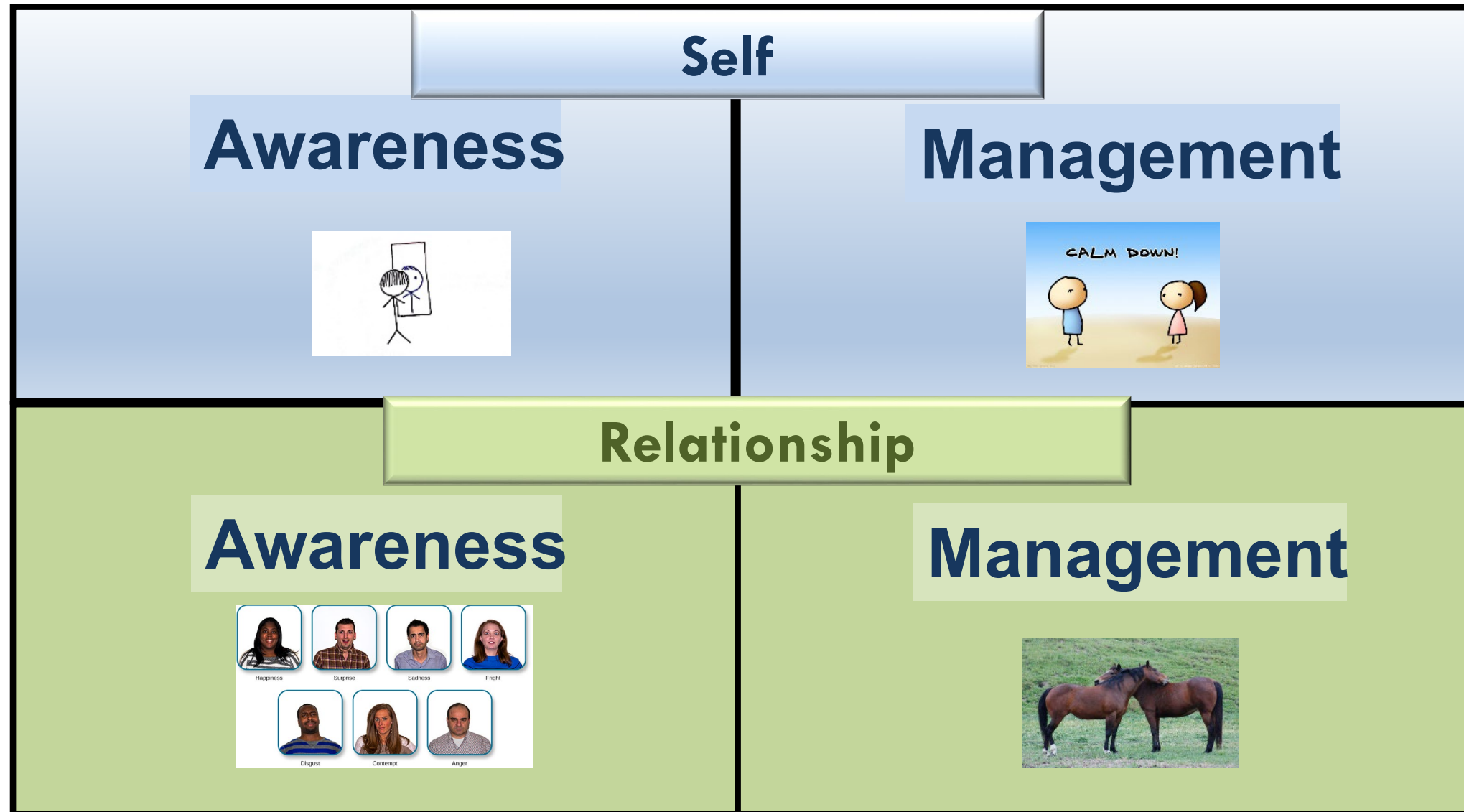
Difficulties speaking up #1 predictor of clinical outcomes



10% of interactions are negative. Negative interactions 5x stronger effect on mood than positive

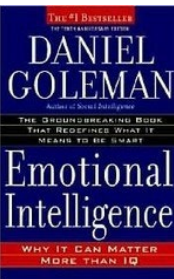
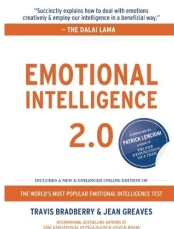


Emotional Intelligence adapted for healthcare conflict



Empathy

Motivation

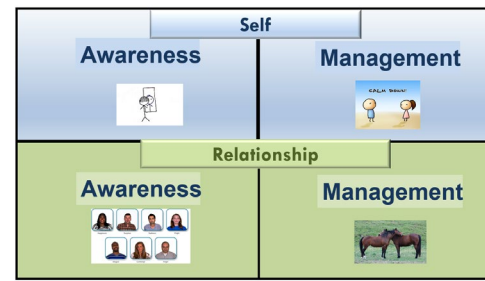


EQ for Healthcare Conflict

1. Emotional Intelligence Overview
2. EQ domains for assessing teams with TeamSTEPPS questions included
3. Coaching staff
4. Facilitating conversations and team interventions



Self-Awareness first



- Emotional awareness and tolerance
- Self perception
- Reality testing
- Independent motivation and self confidence



The Opposite of Self-awareness



If people were nice, then
I would be too.
Nothing is my fault!

**If everyone else is the problem,
you might be the problem.**



Examples of poor self-awareness

- Have difficulty learning from experiences.
- Blame others.
- Commonly make victim-based statements.
- Display reactionary behavior.
- Have difficulty understanding that we choose our response in any given situation.
- Have limited ability to self-correct.
- Have difficulty reflecting on how we co-created the outcome.
- Have difficulty solving problems. **Leslie Riopel, MSc.,**

The root of personality disorders



Do you know how you feel on any given day?

FEELINGS WORD GUIDE

SAD	HAPPY	HURT	HELPED	INSECURE	CONFIDENT	TIRED	ENERGIZED
<i>Depressed</i>	<i>Hopeful</i>	<i>Abused</i>	<i>Cherished</i>	<i>Weak</i>	<i>Strong</i>	<i>Indifferent</i>	<i>Determined</i>
<i>Lonely</i>	<i>Supported</i>	<i>Forgotten</i>	<i>Befriended</i>	<i>Hopeless</i>	<i>Brave</i>	<i>Bored</i>	<i>Inspired</i>
<i>Disgusted</i>	<i>Charmed</i>	<i>Ignored</i>	<i>Appreciated</i>	<i>Doubtful</i>	<i>Certain</i>	<i>Drained</i>	<i>Creative</i>
<i>Angry</i>	<i>Grateful</i>	<i>Judged</i>	<i>Understood</i>	<i>Scared</i>	<i>Assured</i>	<i>Sick</i>	<i>Healthy</i>
<i>Frustrated</i>	<i>Calm</i>	<i>Offended</i>	<i>Commended</i>	<i>Anxious</i>	<i>Prepared</i>	<i>Exhausted</i>	<i>Renewed</i>
<i>Annoyed</i>	<i>Amused</i>	<i>Victimized</i>	<i>Empowered</i>	<i>Defeated</i>	<i>Successful</i>	<i>Dull</i>	<i>Vibrant</i>
<i>Discouraged</i>	<i>Optimistic</i>	<i>Rejected</i>	<i>Accepted</i>	<i>Worthless</i>	<i>Valuable</i>	<i>Weary</i>	<i>Alert</i>
<i>Upset</i>	<i>Content</i>	<i>Cursed</i>	<i>Blessed</i>	<i>Guilty</i>	<i>Forgiven</i>	<i>Paralyzed</i>	<i>Enlivened</i>
<i>Despairing</i>	<i>Joyful</i>	<i>Destroyed</i>	<i>Healed</i>	<i>Ugly</i>	<i>Beautiful</i>	<i>Powerless</i>	<i>Strengthened</i>
<i>Uninterested</i>	<i>Enthusiastic</i>	<i>Hated</i>	<i>Loved</i>	<i>Pressured</i>	<i>At ease</i>	<i>Dejected</i>	<i>Motivated</i>
<i>Disappointed</i>	<i>Thrilled</i>	<i>Despised</i>	<i>Esteemed</i>	<i>Forced</i>	<i>Encouraged</i>	<i>Listless</i>	<i>Focused</i>
<i>Hateful</i>	<i>Loving</i>	<i>Mistreated</i>	<i>Taken care of</i>	<i>Stressed</i>	<i>Peaceful</i>	<i>Burned out</i>	<i>Rejuvenated</i>
<i>Bitter</i>	<i>Kind</i>	<i>Crushed</i>	<i>Reassured</i>	<i>Nervous</i>	<i>Relaxed</i>	<i>Fatigued</i>	<i>Invigorated</i>
<i>Sorrowful</i>	<i>Celebratory</i>	<i>Injured</i>	<i>Made whole</i>	<i>Worried</i>	<i>Secure</i>	<i>Blah</i>	<i>Animated</i>
<i>Mournful</i>	<i>Overjoyed</i>	<i>Tortured</i>	<i>Saved</i>	<i>Embarrassed</i>	<i>Comforted</i>	<i>Stale</i>	<i>Refreshed</i>

Reality Testing Defense Mechanisms



Mechanism	Description	Example
Repression	Repression is an unconscious mechanism employed by the ego to keep disturbing or threatening thoughts from becoming conscious.	During the Oedipus complex aggressive thoughts about the same sex parents are repressed
Denial	Denial involves blocking external events from awareness. If some situation is just too much to handle, the person just refuses to experience it.	For example, smokers may refuse to admit to themselves that smoking is bad for their health.
Projection	This involves individuals attributing their own unacceptable thoughts, feeling and motives to another person.	You might hate someone, but your superego tells you that such hatred is unacceptable. You can 'solve' the problem by believing that they hate you.
Displacement	Satisfying an impulse (e.g. aggression) with a substitute object.	Someone who is frustrated by his or her boss at work may go home and kick the dog,
Regression	This is a movement back in psychological time when one is faced with stress.	A child may begin to suck their thumb again or wet the bed when they need to spend some time in the hospital.
Sublimation	Satisfying an impulse (e.g. aggression) with a substitute object. In a socially acceptable way.	Sport is an example of putting our emotions (e.g. aggression) into something constructive.



[Verywellmind article](#)

Illustration of Projective Identification

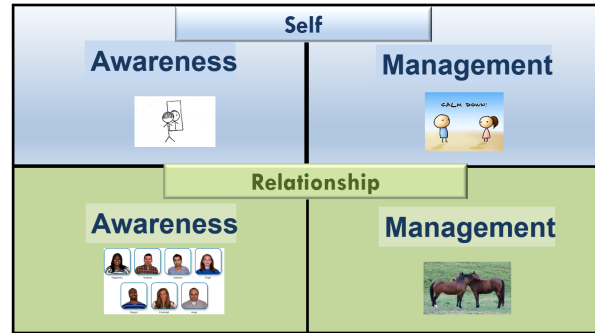


Google photos

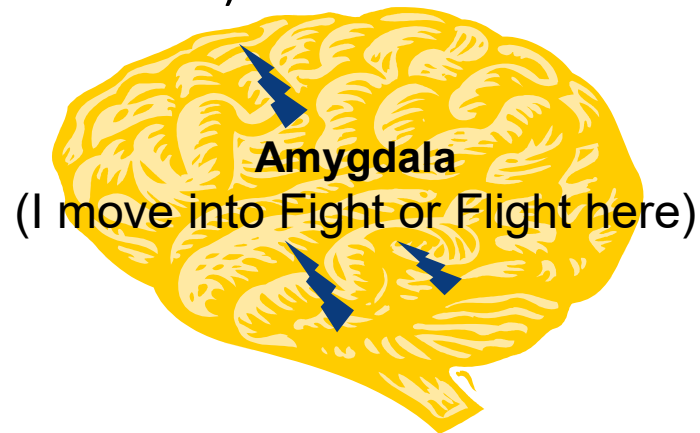
Example of Self-Awareness



Self-Management competes with Survival

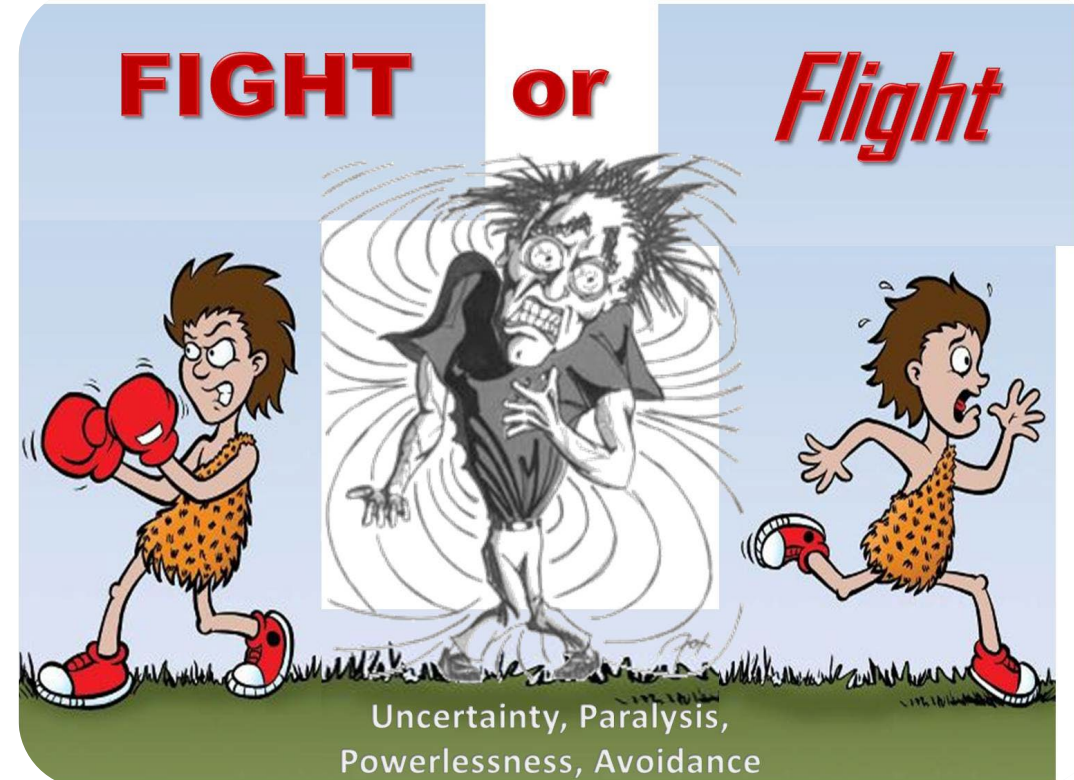


I think rationally
(way over here)



Limbic System
(I feel danger here)

Spinal Cord
(enters brain here)



Assertiveness



Passive is defined as any action taken to withhold information from the pool of meaning.

Aggression is defined as any action taken to coerce or force others toward your point of view.

Passive Aggression is defined as actions taken to withhold information but to coerce or force others toward your point of view. It ranges from playing verbal games to avoiding a person entirely.

Assertiveness is defined as actions taken that allow you to express your honest wants, ideas and feelings in direct and appropriate ways that benefit everyone involved.



Self-Management Improvement



- Stress coping and tolerance
- Response options
- Clear communication
- Problem solving
- Fight/Flight and Self management and assertiveness



Relationship awareness



Relationship

Awareness



Happiness



Surprise



Sadness



Fright



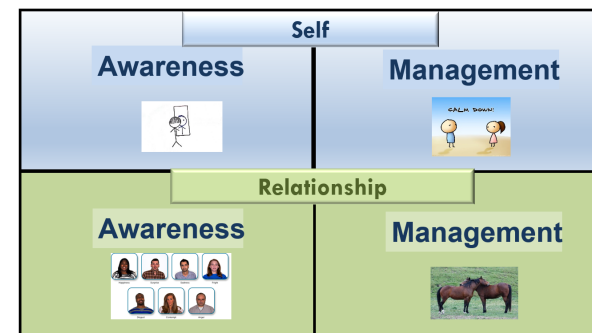
Disgust



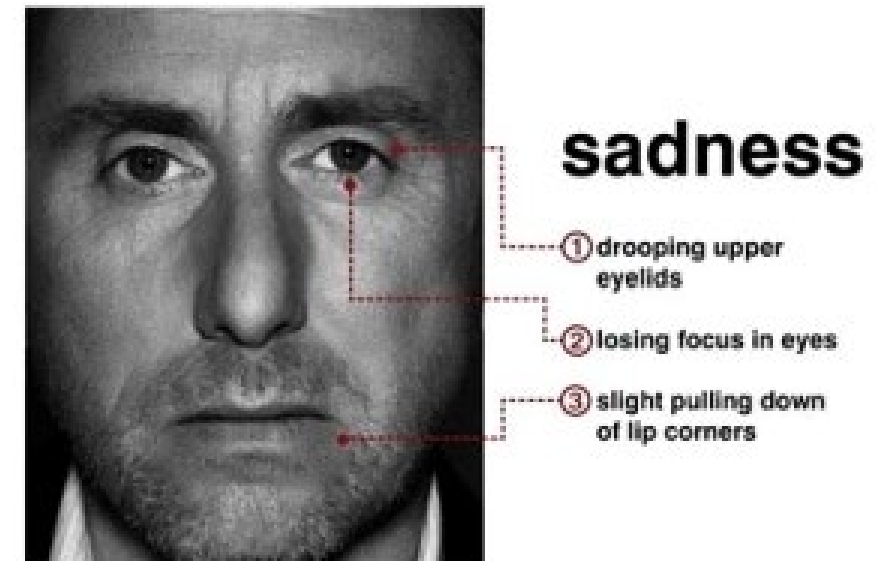
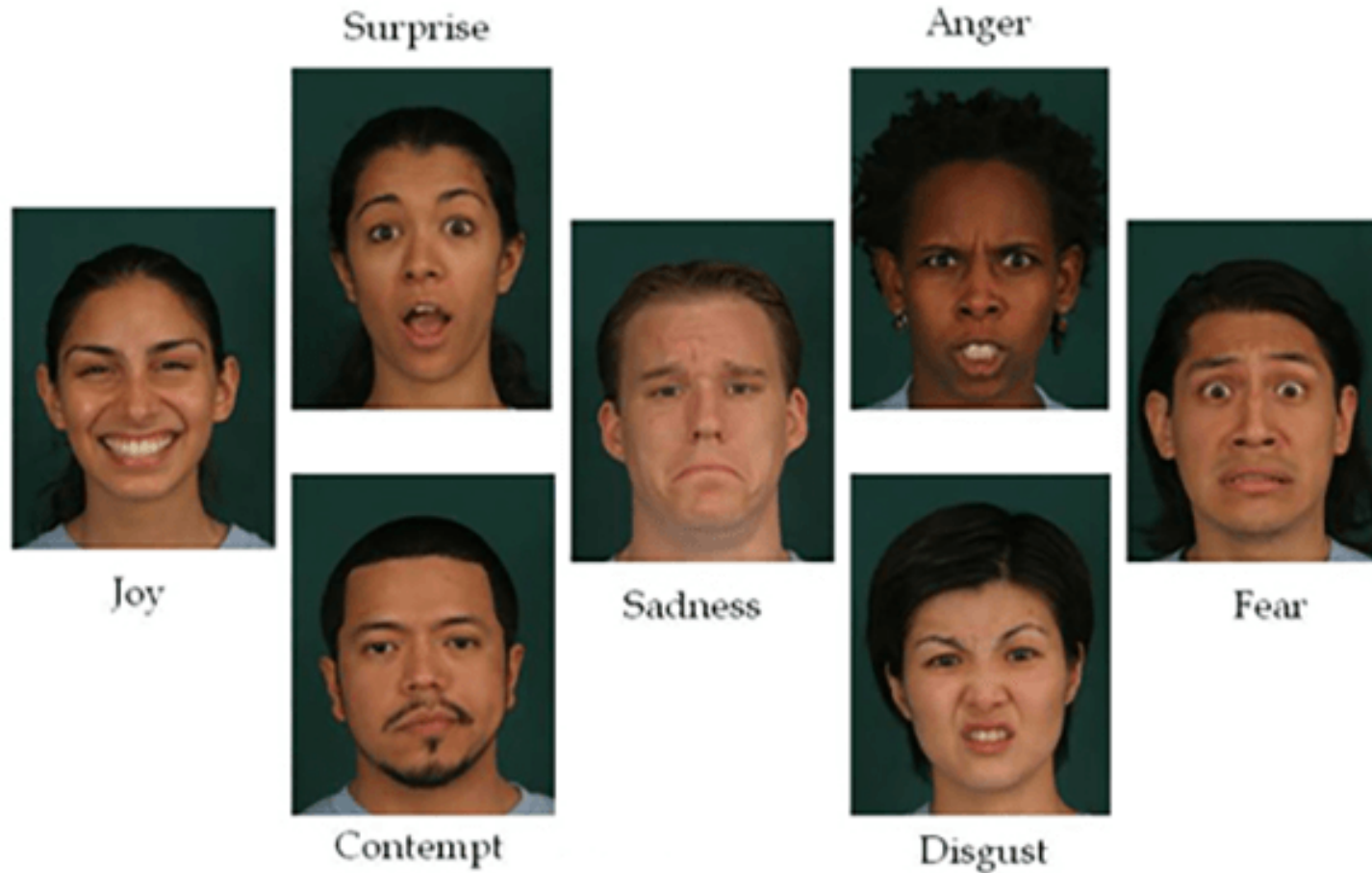
Contempt



Anger



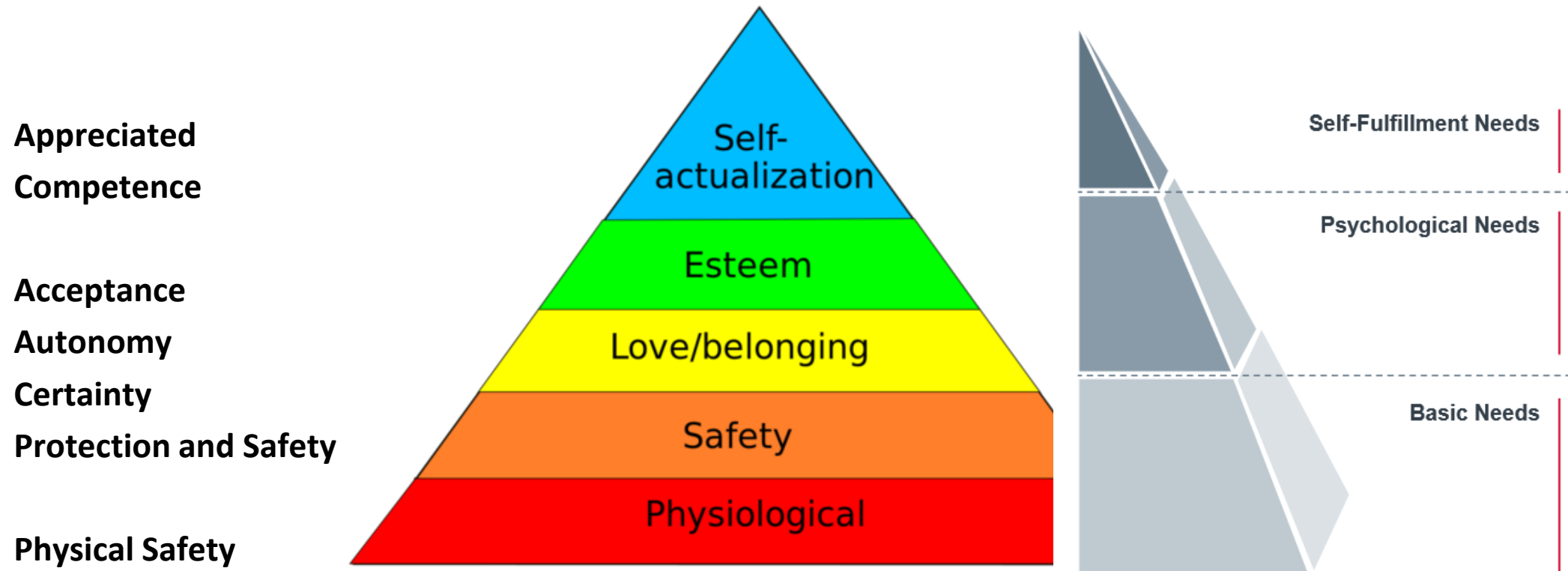
Identifying feelings



Looks for Threats to Psychological Safety



When these are diminished, the thinking part of our **Brain starts to shut down and react poorly**. We move to fight or flight responses in passive or aggressive behaviors.





Improving Relationship Awareness

- Watch people
- Observe and watch for moods in the room
- Learn social cues
- Listen by asking questions
- Guess and confirm
- Ask what is REALLY going on?



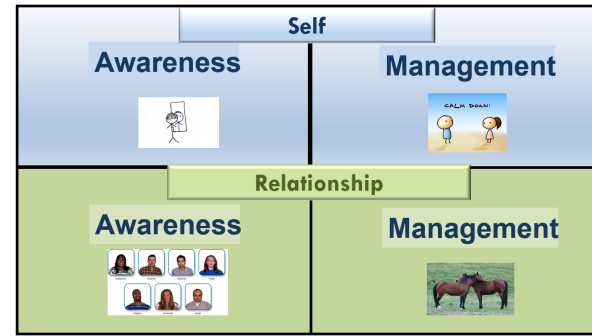
Awareness of others example



They figured
each other
out
before they
understood
themselves



Relationship Management



Friends and family



Staff and Colleagues

EQ Relationship Management Improvement



The ability to accurately use awareness of your own emotions and emotions of others to manage interactions successfully.

- Adjustment of your responses based on assessment
- Verbal skills, phrases for all conversations
- Tools for difficult conversations
- Early detection of relationship problems
- Preparing for long-term relationship issues



Use Words that Work



A: Ask questions and show genuine interest.

M: Mirror feelings especially when they are not consistent or shared. “You say you are fine now but have expressed so many concerns.”

P: Paraphrase to clarify and to show understanding.

P: Prime the conversation with a guess as to what the person may be thinking. “Do you think we are meeting because you are in some sort of trouble?”



Private Diagnostic Clinic, PLLC

4 MILLION COPIES SOLD

UPDATED SECOND EDITION

crucial conversations

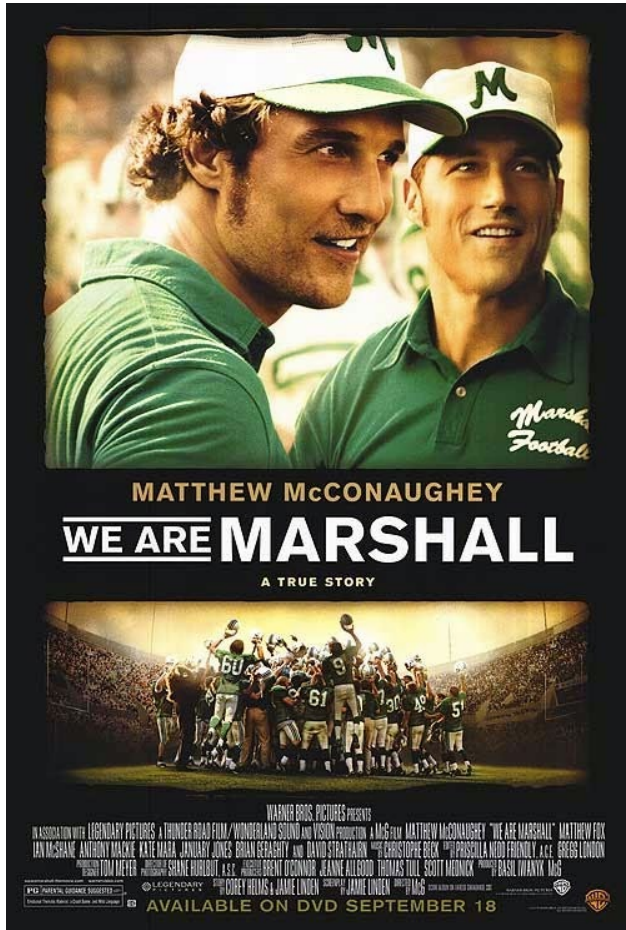


**TOOLS FOR TALKING WHEN
STAKES ARE HIGH**

FOREWORD BY STEPHEN R. COVEY

NEW YORK TIMES BESTSELLING AUTHORS
PATTERSON · GRENNY · McMILLAN · SWITZLER

We are Marshall...with Emotional Intelligence



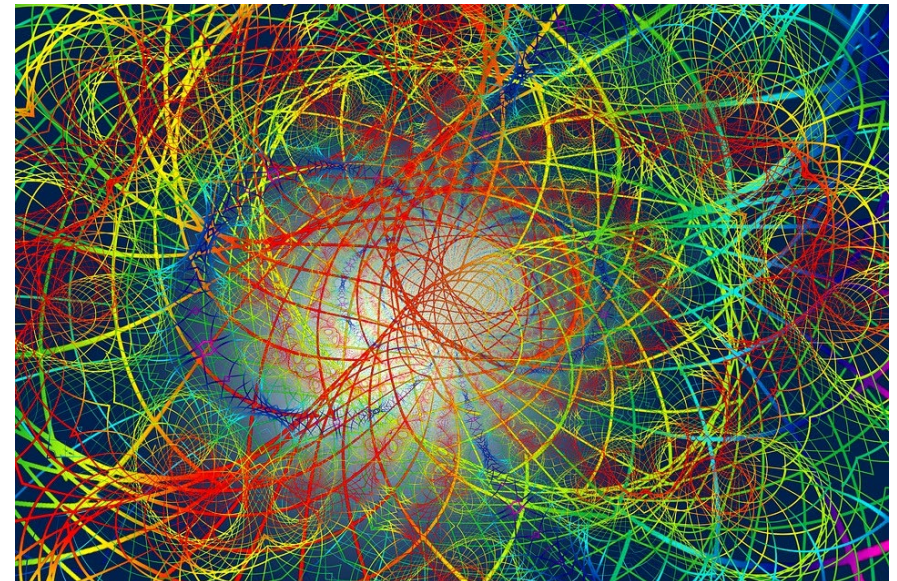
Managing Teams Disrupted with Conflict



- Staff or provider chronically or acutely rude
- A group of employees is unfriendly and not inclusive of one or more employees
- A staff member(s) chronically complains
- A significant emotional event occurs at the clinic
- Excessive and chronic change or stress
- A relationship event happened with inappropriate behaviors evident to the whole clinic
- Long-standing toxic culture for complex reasons

Disruption

Out of chaos,
clarity emerges





Step 1: Investigate this conflict

- Interview all team members
- Interview those involved with more specific questions
- Use TeamSTEPPS questions to understand other underlying concerns





How do we get the answers?

- **Utilize current survey methods for your entity**
- **Leaders should discuss perceptions** and observations related to key team questions. Use Questions template to prompt leadership thinking
- Narrow down focus to high impact areas for improvement
- **Round on employees** with related targeted questions related to those identified high impact areas
- Observe
- **Use team meeting techniques**
 - Place people in pairs to discuss targeted questions
 - Ask members to anonymously write answers on pieces of paper that you collect and read out loud
- **Create mini-surveys**
 - Use readiness or culture questions for mini-surveys
 - Use TeamSTEPPS communication assessment
 - Refer to Change Readiness assessments



Safety Culture Action Plan Template – Categories and Question Examples

Metric	QUESTIONS	Metric	Description
Role Clarity	Are there other communication breakdowns that need addressing? Are team members clear on their role in the team's success?	Change Management	What strategies, education, resources, discussions are needed to help staff manage change?
Communication clarity	Are communication tools used or needed? SBAR, checklists. See TeamSTEPPS Questions	Effective meetings	Do we have the right kind of meetings?
Emotional Intelligence	Self-awareness/other awareness	Conflict Management	Do team members know how to manage conflict?
Psychological Safety	Are there significant relationship issues between co-workers influencing team morale?	United Leaders	Do we as a leadership team show a united front?
Team Behavior Values	Does the team use respectful language, easily participate in conversations and manage conflict effectively?	Team Coping	Does the team generally display good coping skills?
Team Support and Cohesion	Does the team foster an atmosphere of open communication with comfort in speaking up?	Engagement	Are staff engaged in discussions for improvement?
Accountability and Trust	Do staff feel as though others are equally held accountable?	Resilience and Wellbeing	What is the level of stress? What strategies, resources, discussion are needed to help staff manage change?

TeamSTEPS® Worksheet

Questions and Domain	Analysis	TeamSTEPS TOOLS	Our Plans: Tools/Solutions
Activity: Are we missing a process? Do we need a Standard of Work? Do we have patterns where communication falls through the cracks?		Handoff/Transfers of Information. Checklists	
Pathway: Do we know who to contact, help, offer assistance or ask for assistance? Are we helpful to one another and do we know how to be?		Situation Awareness: Task Assistance/Helpfulness. Clarifying roles, processes and philosophy around being helpful.	
Pathway: Do we know who to contact, help, offer assistance or ask for assistance? Do we clarify communication needs of one another?		Role Clarity and communication between professions. Regular “Bridge Gaps” activity to clarify communication needs of one another. New style of impromptu “huddles”. SBAR. Team Meetings.	
Connection and Pathway: Do we feel prepared for unexpected or difficult events, our day ahead?		Team Communication Preparations. Briefs.	
Connection: Do we ask/answer questions accurately? Do we ask ourselves, “Who needs to know what?”		Clarity of Communication. SBAR Situation, Background, Assessment and Recommendation.	
Connection: Do we debrief events to establish comfortable relationships or learn?		Speaking Up. Team Communication creating an environment where it is comfortable to talk. Debriefs with agenda items, Any good catches? Needs for clarification? Learning moments?”	
Connection: Do we have Team Values that we live by?		Team Values (non-negotiables). Showing good behaviors: Respect, inclusion, negativity. Regular review of non-negotiables “Team Values”. Non-negotiables	
Connection: Do we have personal skills and processes with our leaders for managing disagreements?		Team Communication/Conflict Skills Development and processes for working with leaders. Maintain assertiveness, be timely, clear and respectful. Education on managing disagreements.	
Improvement: Do we have the tools and processes to manage change? Do we have the right meetings?		Team Communication Meetings. Revisit meeting structures, checklists, huddles and Debriefs for performance improvement.	
Improvement: How well do we manage stress and our stress responses to one another?		Change and Stress. Review activity of what can we control/not control?	

Emotional Intelligence Team Assessment

	Assessment	Insights	Interventions
Awareness	Are they aware of their behaviors? How self-aware are these employees? What are their problem-solving styles and how does this contribute to conflict? What are their triggers?		
Self			
Management	How well do each manage emotions? Do these staff members manage their stress or does it effect their responses to others?		
Awareness	Do the employees understand the needs of the other? Do they understand the needs of the others? Do they understand their own needs clearly? Use TeamSTEPPS tool		
Relationship			
Management	Are the employees able to put their needs and expressions into appropriate words? What interpersonal skills need development or coaching? What practical next steps can be taken between professions? What communication plans can be put into place? What education can we provide?		

Evaluate your employees with EQ



Self Awareness

Are they aware of their behaviors?

Self-Management

How well do each manage emotions?

Self

Relationship Awareness

Do the employees understand the needs of the other?

Relationship Management

Are the employees able to put their needs and expressions into appropriate words?

Relationship



Step 2: Coach Employees

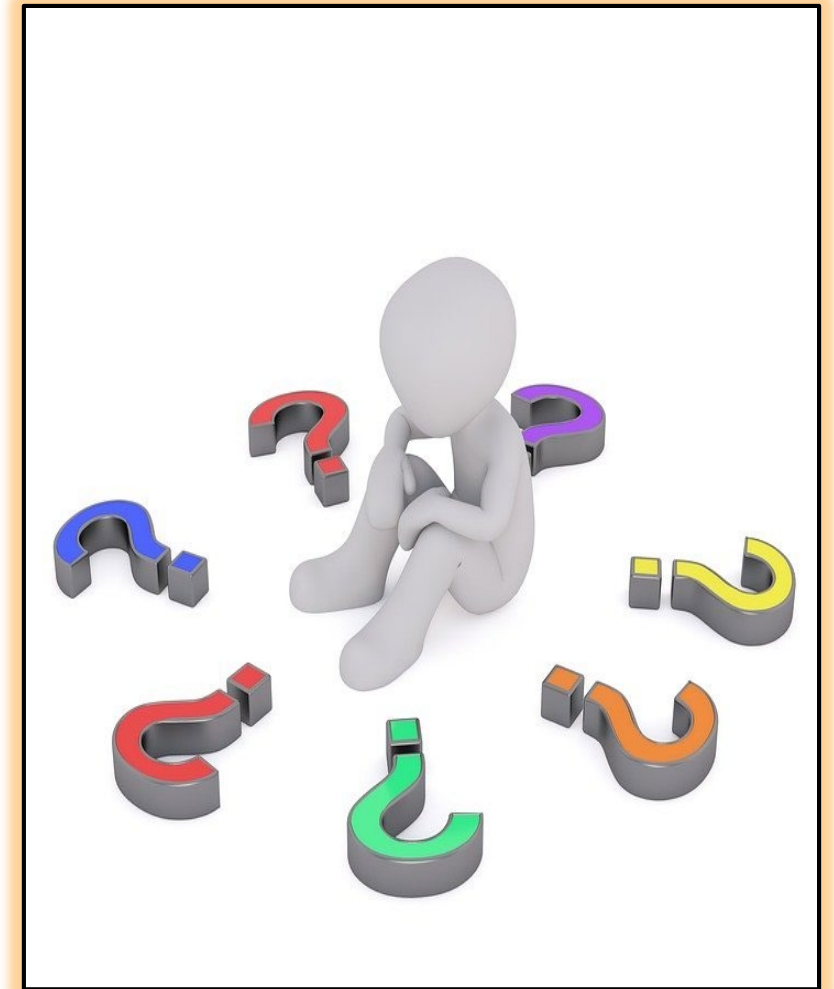
- Clarify your role
- Use the EQ concepts you learned today for coaching ideas related to your assessment of the employee (next slide summarizes them)
- Prepare them for a facilitated conversation. Agree on key points and goals. Set expectations for behavior. Help them to accurately predict outcomes.



Coach Self-awareness for conflict



- Be clear on what you want to address. Be specific, clear and fair.
- Identify ways that you have contributed to the problems.
- Dismantle the bundle of problems into its component parts and choose the one you want to confront.
- What are the true facts vs. feelings or assumptions? You may have feelings but be sure they are based in fact. Recognize buttons being pushed and triggers.
- What is your purpose? Watch for hidden purposes. Make it realistic and fair.
- Do you want to express feelings, get an apology, simply express yourself or do you want something to change? Make sure it is a healthy and realistic goal.
- Are you aware of what can and can't change?
- Don't limit your options– use “and” thinking





Coach Self-Management for Conflict

- Develop a response plan
- Predict and pre-plan difficult scenarios
- Use self-talk
- Create personal mental spaces
- Make mission statements or personal promises (“I will not yell”)
- Create “debriefing” moments
- Learn to “rate” your response and compare it to your rating of the event
- Practice daily stress management with routines, organized perspective, social connection, and time-outs



Prepare Employees for Conversations with EQ



Self Awareness

What part do I play?
How do (did) I come across?
What needs do I have?
What are their triggers?

Triggers
Feelings identification
Self-perceptions
Defense mechanisms
Faulty thinking

Self-Management

How well do I manage my emotions and stay focused on the relationship?
What can I do in the future to ensure I manage my stress/emotions in advance of a difficult interaction?
What am I working on now?

Identification of coping skills for triggers
Maintaining psychological safety for ourselves
Pre-plan responses under stress
Clarity and problem solving

Self

Relationship Awareness

Where are they coming from?
What real needs do they have that my not have been expressed?
What needs do they have of me?

Reading others feelings
Expressions
Cues
Build psychological safety
Assertiveness
Growth areas
Prompting communication

Relationship Management

Have I kept the relationship as the primary goal over anything else?
How can I better express myself and strengthen this relationship?
What patterns can I predict and prepare for now?

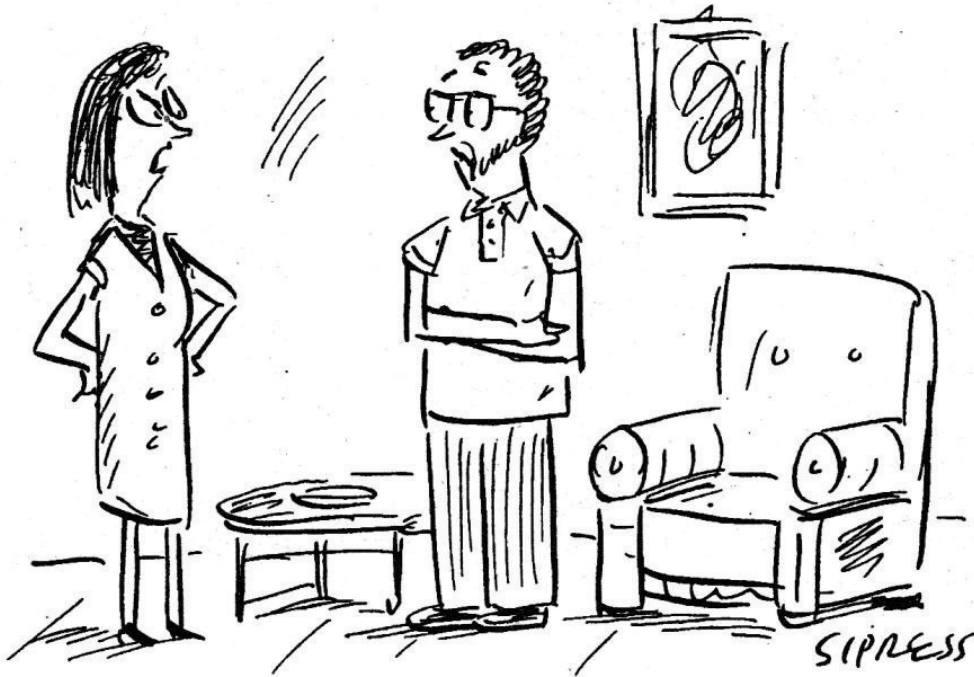
Factors
Levels
Social Skills
Clarity
Non-verbal behaviors
TeamSTEPPS
Team Values
Managing Change
Conversation skills

Relationship

Coach Relationship Awareness for Conflict



When the conversation gets unsafe, top the content of the conversation and focus on regaining safety



“Why do you always get defensive whenever I attack you?”



Put fires out before building new houses.



Develop a Conversation Plan



Connect Care Close communication

Goal	Words
<p>Connect</p> <p><i>You matter</i></p> <ul style="list-style-type: none"> • Establish comfort • Ask questions • Paraphrase • Show appreciation 	
<p>Care</p> <p><i>I hear you.</i></p> <ul style="list-style-type: none"> • Show empathy • Paraphrase • Validate • Offer affirmations 	
<p>Close</p> <p><i>Let's make a plan.</i></p> <ul style="list-style-type: none"> • Offer to do something on their behalf • Create some next steps 	<ul style="list-style-type: none"> • Reveal a mutual goal • Clarify • Watch for psychological safety • Pause • Nod, non-verbals • Use furthering style • Encourage communication • Agree with what you can • Stay assertive (not aggressive or passive) • Pause to show appreciation • Show empathy • Own something • Schedule the next time to meet (before leaving one another) • Create plans for when something goes wrong together

Coach Relationship Management

Words for Conflict



Mirror feelings:

Especially when they are not consistent or shared. “You say you are fine now but have expressed so many concerns.”

Prime an insight you have:

Prime the conversation with a guess as to what the person may be thinking. “Do you think we are meeting because you are in some sort of trouble?”

Ask:

Make is safe for others to express differing or even opposing views by inviting opposing views and sounding like you mean it.

Acknowledge and state the loss of safety:

Acknowledge feelings or expressed discomfort.

Paraphrase/Clarify:

Repeat, paraphrase or clarify for understanding. This allows you to make sure you fully understand someone’s view. “Can I ask you a few questions again to make sure I fully understand your point of view?”

Mutual Purpose:

Make a statement about what you have in common.

Address Concerns Directly:

Using the right words, address concerns with warmth and confidence and without delay.

Show Respect:

Avoid rolling eyes, poor tone of voice, poor introduction, lack of eye contact. Use mannerisms and words that show you care.

Contrasting Statement:

Explain what you don’t intend; this addresses others’ conclusions that you don’t respect them or that you have a malicious purpose.

Step 3: Facilitate Conflict Conversations

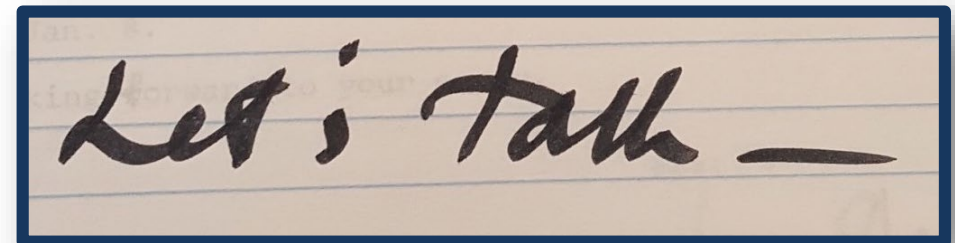


1. Establish a goal.
2. Have each employee share the self awareness and self management sections.
3. Each shares their perspective from the relationship awareness sections.
4. Help to clarify perspectives. Search for tangible, tactical changes related to roles, operations.
5. End with very specific changes and next steps. Be sure to schedule a follow-up meeting before departing.



More Detail

1. Establish psychological safety.
2. Create a comfortable opening to the conversation.
3. Offer a summary of the purpose/need for the discussion
4. Invite the person to speak. Ask questions and clarify. Paraphrase. Repeat back.
5. If the conversation gets unsafe, focus on process and relationship to re-steady the comfort (see previous tips). Focus on them and their concerns.
6. Share your story. Be humble and kind but very clear.
7. Ask them to share what they heard so you can clarify.
8. Find one goal in common. Request one need.
9. Write the needs/goals on paper together and collaborate on clarity of the problem and needs.
10. Identify who needs to be involved or aware of the decision.
11. Determine if more research is done.
12. Each accepts a personal assignment for positively contributing to the solution.
13. Find a time to meet again soon.



Employees Self-Evaluate the Conflict with EQ



Self Awareness

What part do I play?
How do (did) I come across?
What needs do I have?
What are their triggers?

Self-Management

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Self

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What needs do they have of me?

Relationship Management

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Relationship

Post Employee Facilitated conversation Worksheet

(the other side of the self-evaluation sheet)



Self Awareness

What did I learn about myself today?

Self-Management

In what way can I better manage my emotions?

Self

Relationship Awareness

What did I learn about the other persons needs that I hadn't realized?

Relationship Management

What do I need to do differently to get my needs met?
What can I do to show this person respect?
What action items did we decide on today?

Relationship

STEP 4. Interventions	Assessment	Insights	Interventions
Awareness Self	<p>Are they aware of their behaviors? How self-aware are these employees? What are their problem-solving styles and how does this contribute to conflict? What are their triggers?</p>	<p>Poor, triggered by change, stress and new team members. Turnover caused increased stress and confusion. Others not aware of their impact on others.</p>	<p>Leadership coaching Stress management strategies EQ Training for all Self-awareness huddles</p>
Management	<p>How well do each manage emotions? Do these staff members manage their stress or does it effect their responses to others?</p>	<p>Stressors of change leads to Poor self management. Goals: Resilient team with coping strategies as individuals and as a team. Offer resources, encourage team support, ask for ideas on efficiency.</p>	<p>Can and Can't control activity for change SBAR</p>
Awareness Relationship	<p>Do the employees understand the needs of the other? Do they understand the needs of the others? Do they understand their own needs clearly? Use TeamSTEPPS tool</p>	<p>Communication barriers leads to poor Relationship Management. Communication breakdowns due to new processes. Streamlined communication with relevant tools and the right meetings</p>	<p>Cross Understanding for Team Empathy Helpfulness clarity Three questions for 3 professions</p>
Management	<p>Are the employees able to put their needs and expressions into appropriate words? What interpersonal skills need development or coaching? What practical next steps can be taken between professions? What communication plans can be put into place? What education can we provide?</p>	<p>Conflict occurs without the conversations skills. Stress contributing to poor behaviors, interpersonal skills are lacking and there is not conflict management protocol. Goals: Conflict often prevented, strong interpersonal skills, conflict protocol and values.</p>	<p>Team Values Psychological Safety Rounding Communication Review Task Assistance Briefs/Debriefs</p>

Interventions Close-up



Interventions

Leadership coaching
Stress management strategies
EQ Training for all
Self-awareness huddles

Can and Can't control activity for change
SBAR

Cross Understanding for Team Empathy
Helpfulness clarity
Three questions for 3 professions

Team Values
Psychological Safety Rounding
Communication Review
Task Assistance
Briefs/Debriefs



With Teams: Clarify Your Role in Conflict Management



- 1. You will listen, but will coach them to gain new perspective and a plan.** *This way, they have a resource but can't just "vent" with no thoughts on new perspectives or plans to resolve.*
- 2. If the plan does not work, you will always involve the other employee.** *This way, no one will ever feel as though they could be "talked about".*
- 3. Involvement means you will talk to the other person and you will decide what the next steps are.** *This way, you can decide whether to meet with them together or to coach them to manage on their own. Keep monitoring.*



Team Value for Conflict Management



Prompt the development of values related to conflict.

Examples:

- We will make every effort to speak with each other directly.
- If that is not possible, we can speak with a leader. If we were not comfortable going to one another first, we will explain that if a meeting with our leader needs to take place.
- Our leader will give us perspective and encourage us to speak to one another directly.
- If that is unsuccessful, we may return to our leader who will then invite the other employee to join us.
- If we get “called in” we will remember that this was to protect us from being talked about without a voice.



Bridging Communication Tool Role Clarity



My Profession _____	Other Profession _____	Other Profession _____
What do they need from us? (how can we contribute better to the team)		
What do we need from them?		
What do we appreciate in them?		



Cross “understanding”

Team Empathy for Stress

Cross Understanding Activities

1. Ask one employee per profession to learn about the “life in the day of” the other professions
2. Employees can do employee rounding with these two questions and report back:
 - a) What is the most difficult stressor for you during the day?
 - b) What part of your job might surprise other professions?
3. This is about understanding and not about problem-solving. Keep the questions focused on empathetic learning.



Case Study

Empathetic Learning that Occurred

- Office staff realized why clinical staff did not always answer the phone quickly
- Clinical staff learned about the provider collective and personal stressors
- Providers began to understand the stress they cause clinical staff

Task Assistance or “Helpfulness”



Two Different Philosophies:

*“I shouldn’t have to ask for help, staff should notice and help me.”
(It’s hard to ask for help but important for patient safety. Also, be sure you are not asking for help because you were disorganized)*

“I shouldn’t have to offer help, staff should ask.” (Yes, but if you have a spare moment, find some way to be helpful.)

The Truth (in this order):

#1. If you need help, ask for it.

#2. If you can, offer help.



Case Study

Our Team Values for Helping Each Other

- If you need help, it is your responsibility to ask for help and not wait to be noticed.
- If you see someone in need of help, offer assistance “I have 5 minutes.”
- If you cannot help and are asked, be gracious about it and include a “yes”. “Yes, I can’t help now but I could in a few minutes.”
- Collaborate on “help”: “I have an idea, if you can do this... I can do this..” (particularly between providers and clinical staff).
- If you are assigned to assist someone, work to your fullest so that you do not have to be asked.

ROUNDING for Psychological Safety

Help other to manage ANXIETY at 5 levels

Psychological safety is a shared belief that the team is **safe** for interpersonal risk taking. It can be **defined** as "being able to show and employ one's self without fear of negative consequences of self-image, status or career" (Kahn 1990, p. 708).

For each employee, review the list of needs as your guide for evaluating your Employees needs.

**Appreciated
Competence**

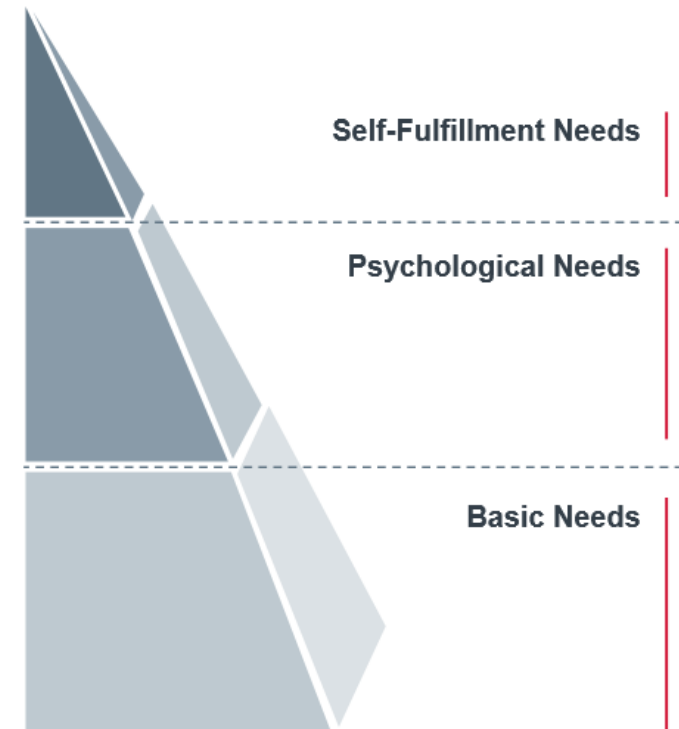
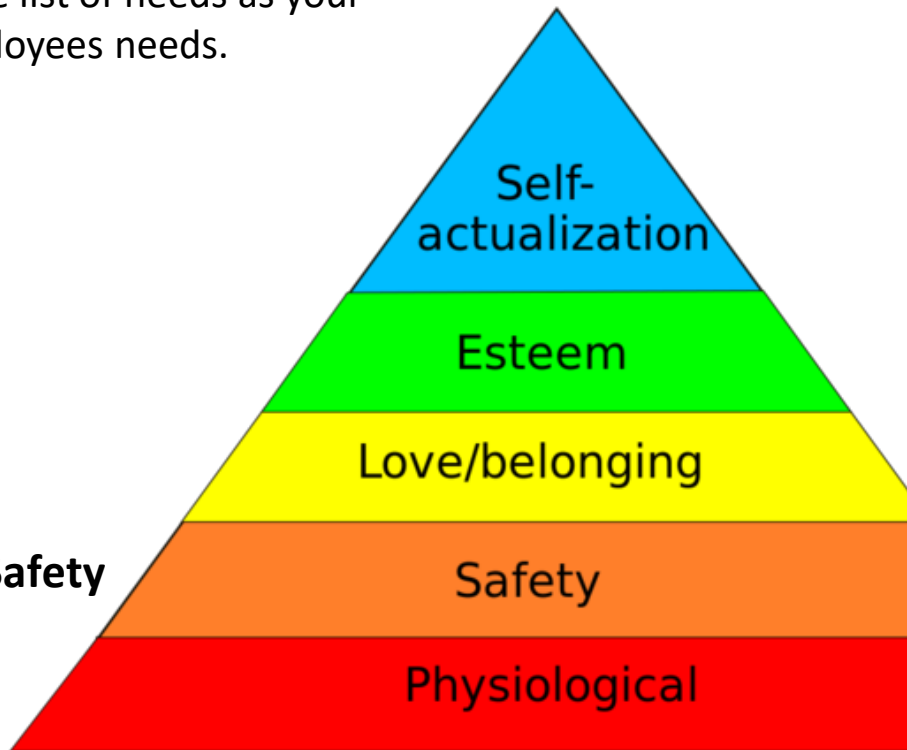
Acceptance

Autonomy

Certainty

Protection and Safety

Physical Safety



Encourage Personal Reflection Moments



At Huddle during “Check-in” encourage your team to share personal learning moments for:

Poor response under stress: “I was not in a good mood yesterday and never thanked Diane for her help. Thank you Diane”

Our Team Values: “We just decided to focus on positivity and I was really negative yesterday. I am sorry everyone.”

Take assistance: “I was not helpful yesterday to anyone because I felt so overwhelmed but I probably should have shared that.”

My Communication: “We are supposed to communicate clearly and I really confused a lot of people yesterday. I will definitely use SBAR to communicate from now on.”





Team Value Our Language for Helping

Ask for help as a team member:

“Is this a good moment? I have a small task that would help me. I hope I can assist you later today.”

Say no with care. “I really apologize, I can’t right now but will be able to in about 15 minutes.”

“I have a quick question if you have time.”

Check-in with others before making a request.

“Is this a good moment?”

“Is this a good time for me to ask you a question?”

Approach it from a learning perspective:

“Can you help me learn about ...?”

“I saw and wondered...”

“I have a question if you have time...”

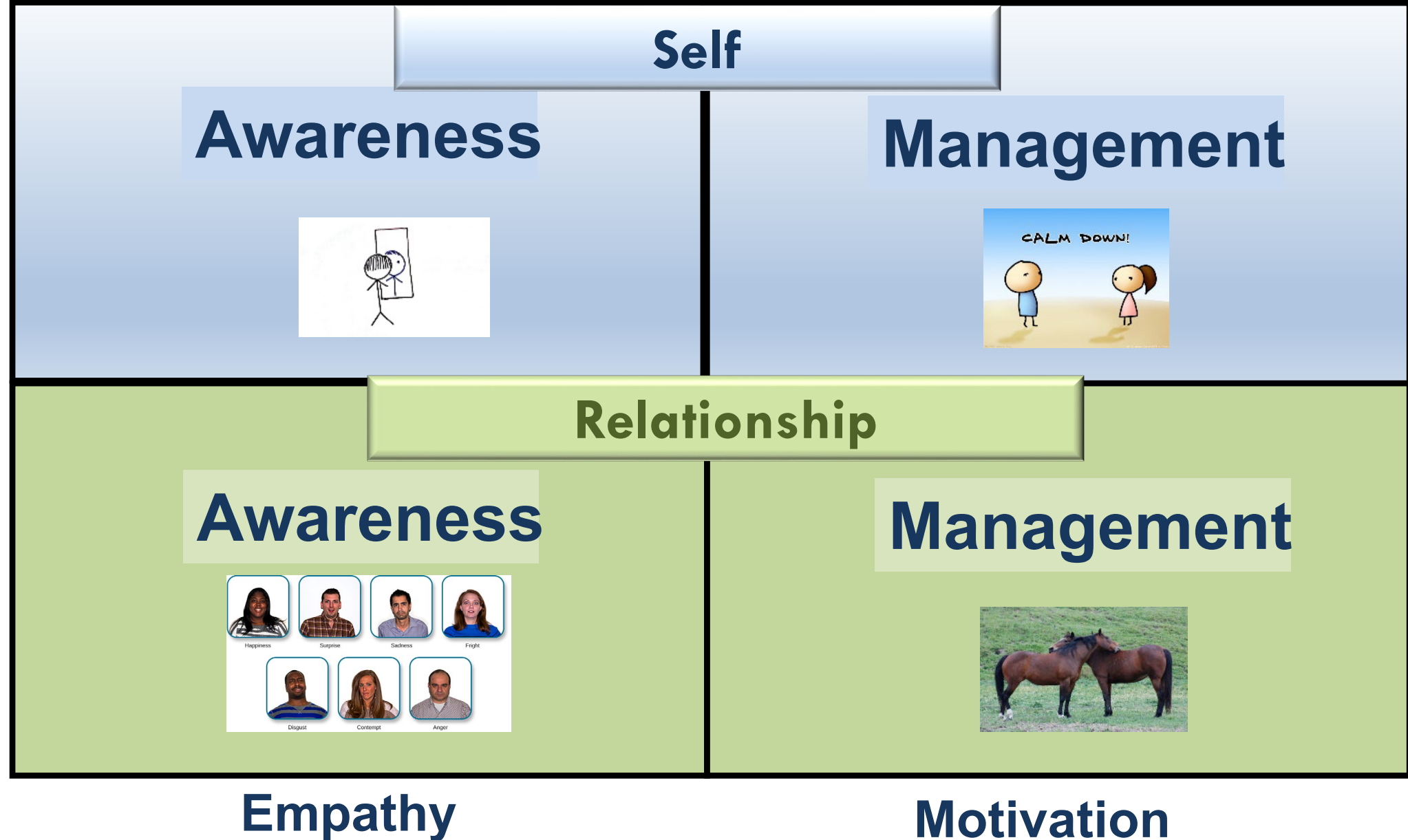


Case Study:

- Reviewed at clinical staff meetings
- Joshua used this list in his monthly rounding with employees to ask about team progress



The Domains of Emotional Intelligence



Key Takeaways

- Understand how to use Emotional Intelligence for your own use and for evaluating staff strengths, weaknesses and coaching opportunities
- Use Emotional Intelligence as an organizing tool to evaluate and design interventions for your teams.
- Prevent conflict in the first place. See previous recordings of how to Build Strength in Teams for strategies.



Questions? Stay in Touch!

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