



Team building

Team building, conflict resolution and creating a positive culture

Aarti Sarwal, MD , FAAN, FNCS, FCCM, RPNI

Professor, Neurology

Medical Director & Section Head, Neurocritical Care



Disclosures

- No financial relationships with any of the products or services mentioned in the discussion.
- All commercial products and services mentioned have track record of being validated tools in the area of topics discussed hence pertinent to the discussion.

Objectives

- Recognize common barriers and organizational challenges in healthcare and work-place culture
- Define the framework to a positive culture in healthcare and mitigating strategies
- Identify specific examples of positive and negative work-place culture
- Identify effective team building, compliance and productivity
- Review the concept of interpersonal and team conflicts and mitigating strategies



What do you think are some of the organizational challenges in health care culture?

Health care challenges #1

We don't teach and preach adaptive leadership training for our in training health care professionals



Leadership Saves Lives

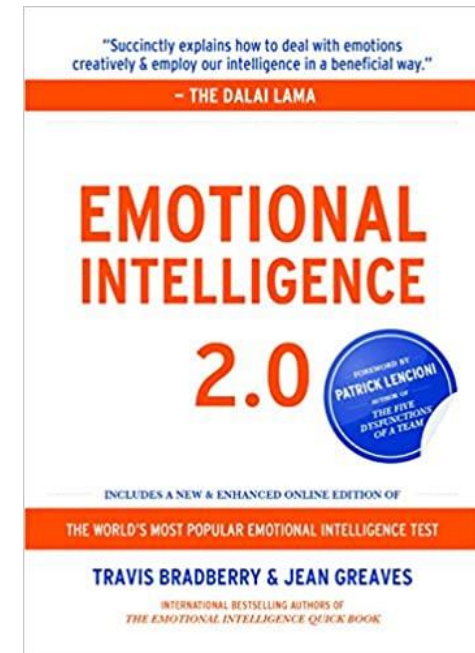


Quality Improvement
for Institutions

- Intervention study focused on leadership actions to promote positive changes in organizational culture in 10 hospitals in the US
- **Changes in culture over a two year**
 - **perceptions of the learning environment**
 - **senior management support**
 - **psychological safety.**
- Hospitals with marked positive shifts in culture also experienced significant decreases in risk-standardized mortality rates (acute myocardial infarction).

CORE LEADERSHIP

STRATEGY	ACTION	RESULTS
Vision Acumen Planning Courage to Lead	Decision Making Communication Mobilizing Others	Risk Taking Results Focus Agility



ADAPTIVE LEADERSHIP

EMOTIONAL INTELLIGENCE	ORGANIZATIONAL JUSTICE	CHARACTER	DEVELOPMENT
Self-Awareness Self-Management Social Awareness Relationship Management	Decision Fairness Information Sharing Outcome Concern	Integrity Credibility Values Differences	Lifelong Learning Developing Others

<https://www.forbes.com/sites/travisbradberry/2012/11/09/leadership-2-0-are-you-an-adaptive-leader/?sh=32190af932c8>

Health care challenges #2

We don't teach and preach self-compassion and kindness



<https://www.beckershospitalreview.com/hospital-management-administration/why-practicing-medicine-with-kindness-matters.html>

Three elements of self-compassion

Do we allow room for self-compassion?



Mindfulness

Being aware of the physical, emotional, or mental pain of the moment.



Self-kindness

Treating ourselves with kindness, considering our own needs.



Common Humanity

Recognizing that these experiences are a normal part of being human.

How about kindness to yourself

How kindness affects caregivers and health care organizations

A kinder work environment benefits caregivers as well, who are likely to feel:⁶

- + more engaged
- + less exhausted
- + have more satisfied patients

By keeping kindness at the core of their health care practice, caregivers:⁸

- + have increased resilience to stress
- + inspire more meaningful work
- + are more immune to burnout

Organizations with a culture of compassion and kindness have:⁶

- + reduced employee exhaustion and absenteeism
- + increased psychological engagement in work
- + greater employee well-being and commitment
- + higher levels of positive emotion for caregivers

Health care challenges #3

We don't value psychological safety of our system and people to change management



PSYCHOLOGICAL SAFETY - the ability for members of a team to take interpersonal risks (1)- is critical to team performance in dynamic, interdependent, time pressured environments. It supports a team culture that allows for the manifestation of excellent team behaviours.



aim for **SAFE... NOT SOFT.**

There's no team without trust

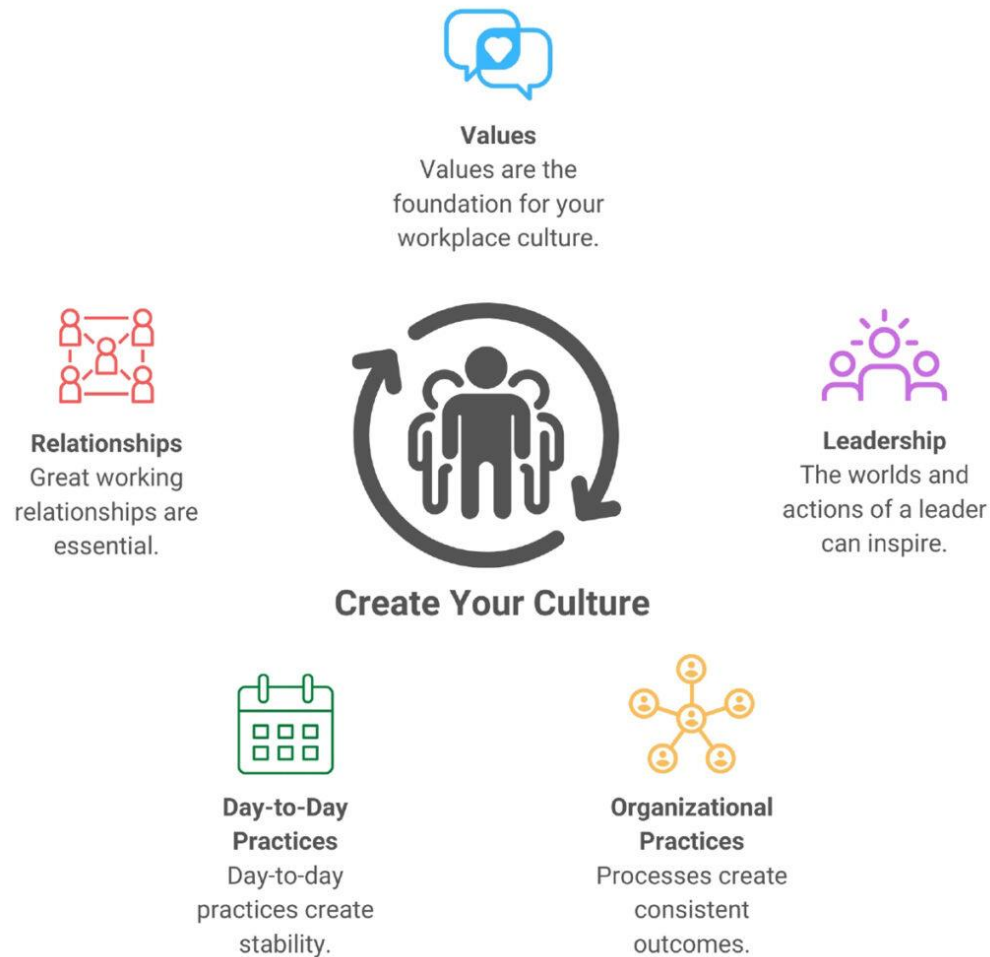


Psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off



Culture in healthcare

Positive culture



Organizational Culture Checklist

- ☐ Create purpose
- ☐ Communicate collaboratively
- ☐ Embrace diversity
- ☐ Inspire loyalty
- ☐ Celebrate teamwork
- ☐ Engage employees

Be sure to add some of your own tasks to create a positive organizational culture!

Values

The core of
influence is

T R U S T

You cannot lead
without it

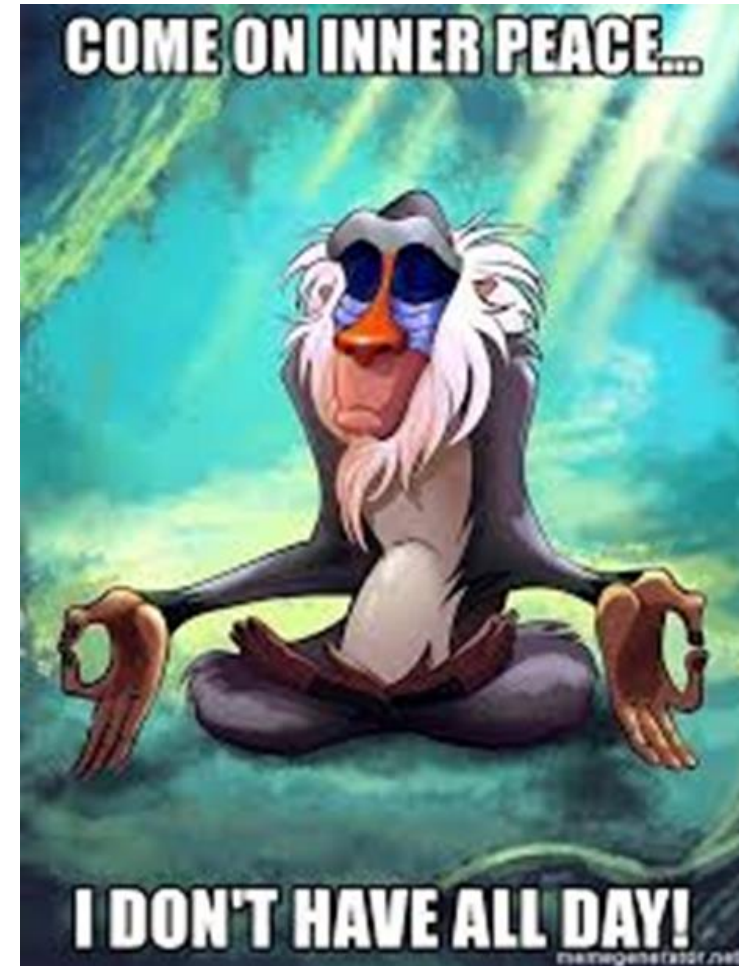
Leadership

- Single most imp factor, which will determine the success/failure of any organization ...
- To be trustworthy, you need
 - Competence
 - Integrity
 - Benevolence



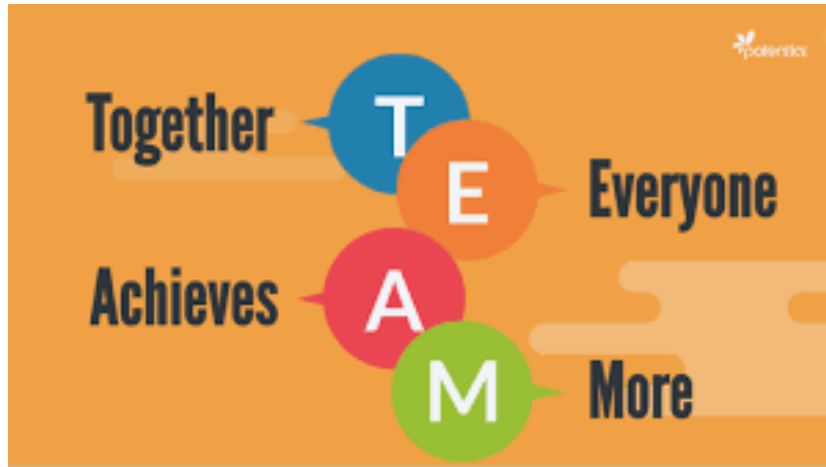
Mayer, Roger C., et al. "An Integrative Model of Organizational Trust." The Academy of Management Review, vol. 20, no. 3, Academy of Management, 1995

Organizational and day to day practices



Relationships





Effective team building

Building a team

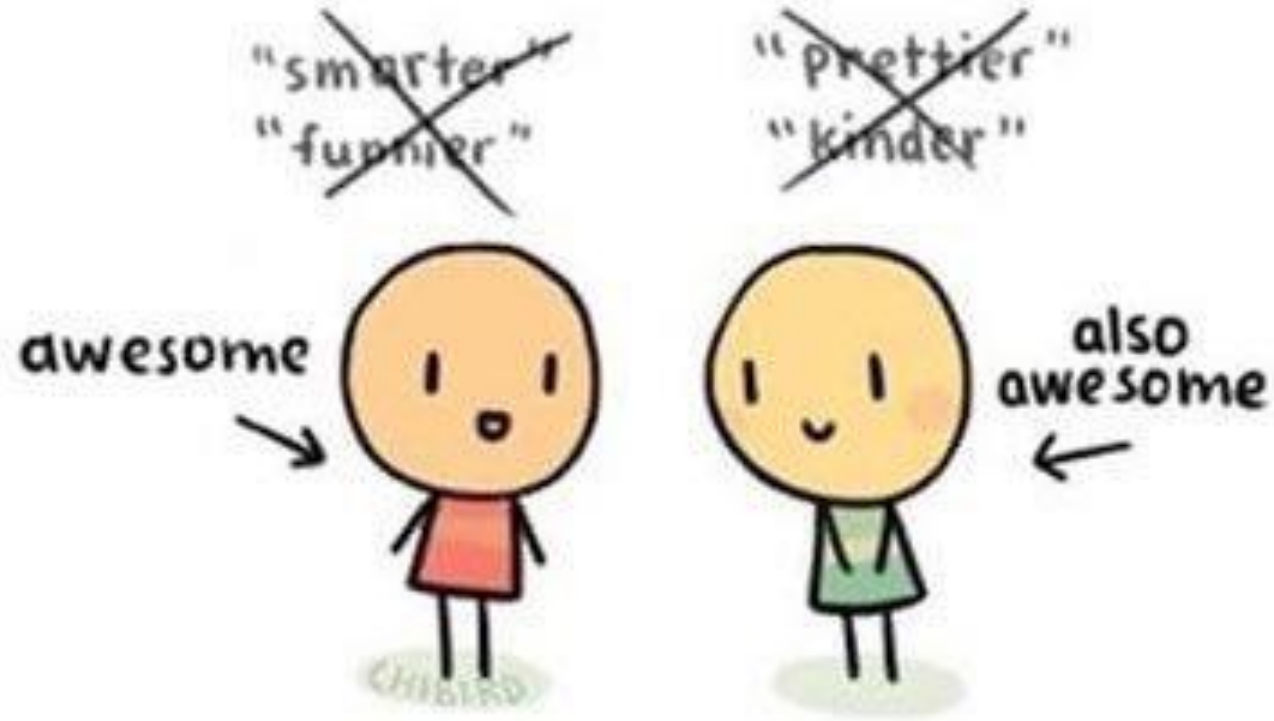
**3 types of people to
surround yourself with:**

- 1. The inspired**
- 2. The excited**
- 3. The grateful**

THINKGROWPROSPER

Team culture

stop comparing yourself to others.

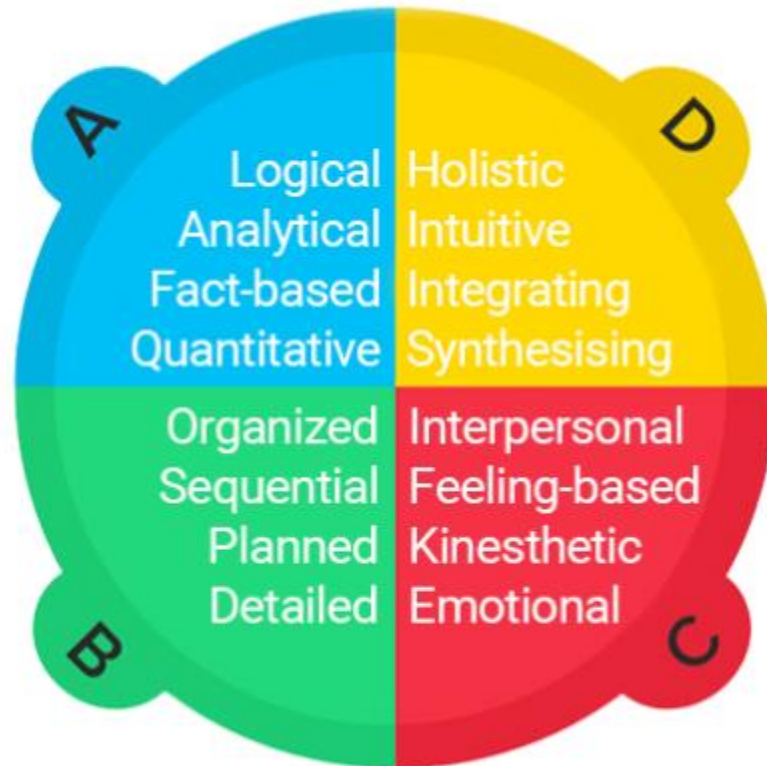


5 tips to effective team building



Herrmann Brain Dominance Instrument® HBDI®

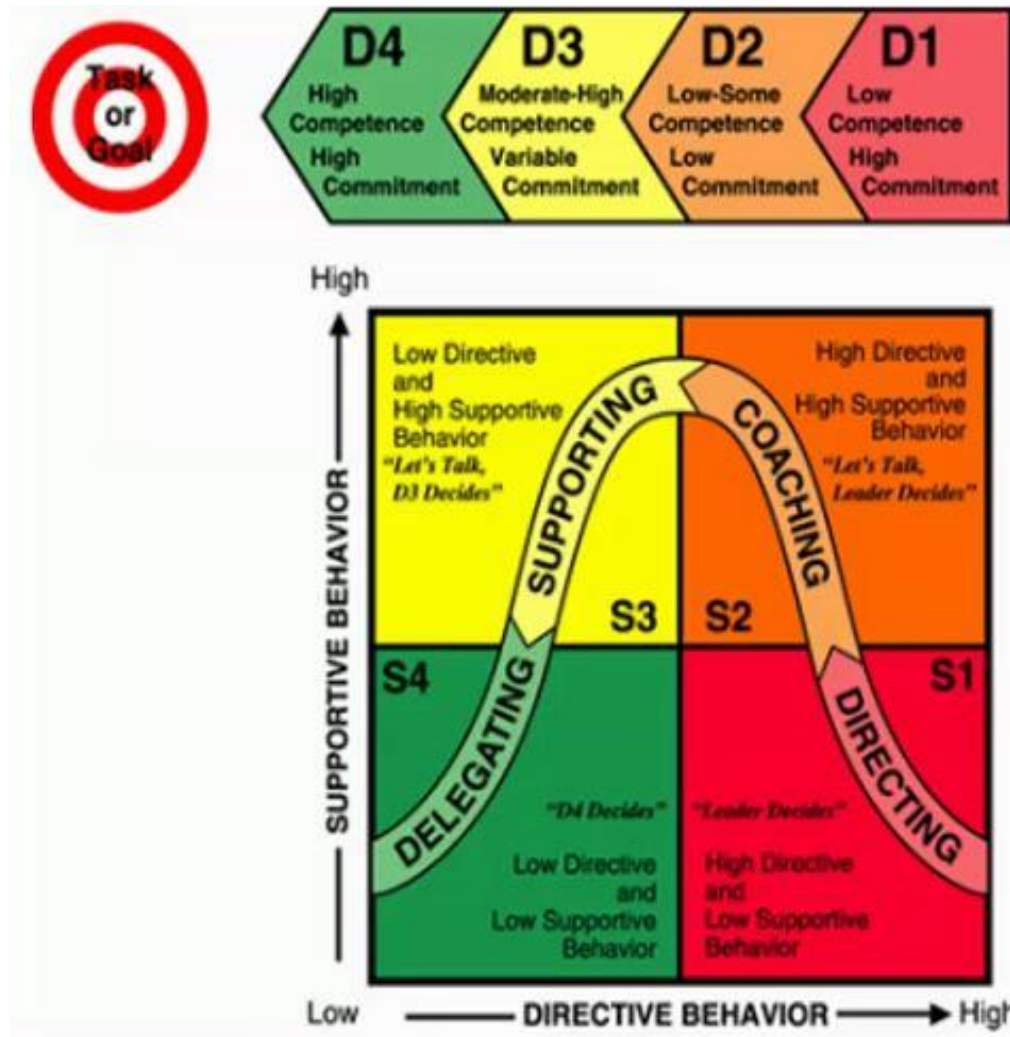
Whole Brain Thinking®



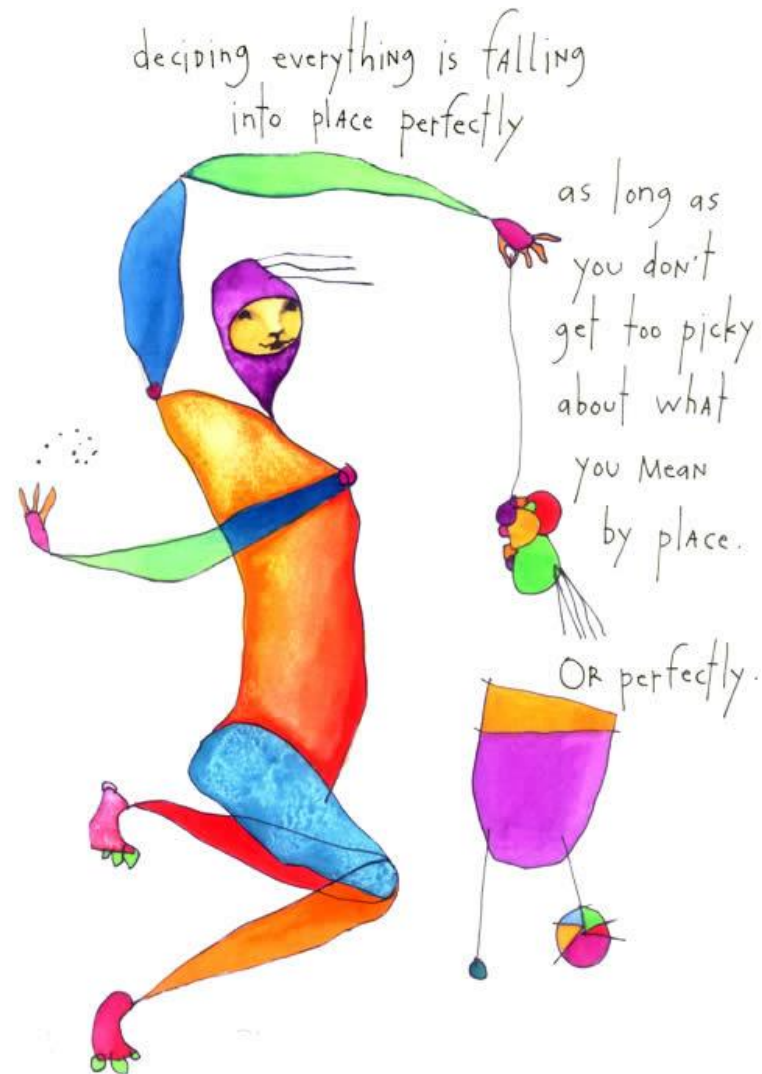
<u>A --- "Analyzers" like...</u> <ul style="list-style-type: none"> • Critical analysis • Facts – no fluff • Technical accuracy • Well-articulated ideas • Goals and objectives • Data – fact based charts • Brief, clear, precise info 	<u>D --- "Strategizers" like...</u> <ul style="list-style-type: none"> • Minimal details • Freedom to explore new ideas • Metaphors and visuals • Connecting to the big picture • New, fun, imaginative approaches • Conceptual framework • Aligns with long term strategy
<u>B --- "Organizers" like...</u> <ul style="list-style-type: none"> • Detail time-action plan • Thorough, timely follow through • Rules and procedures • Step by step approaches • In writing in advance • Contingency plans • No digressing 	<u>C --- "Personalizers" like...</u> <ul style="list-style-type: none"> • Group discussion • Expressive body & voice • Personal touch and informality • Eye-to-eye contact • Sensing how others are reacting • Considering needs of listener • No hidden agendas

The four-color, four quadrant graphic and Whole Brain® are registered trademarks of Herrmann Global, LLC. © 2015 Herrmann Global, LLC

Hersey-Blanchard Situational Leadership Theory

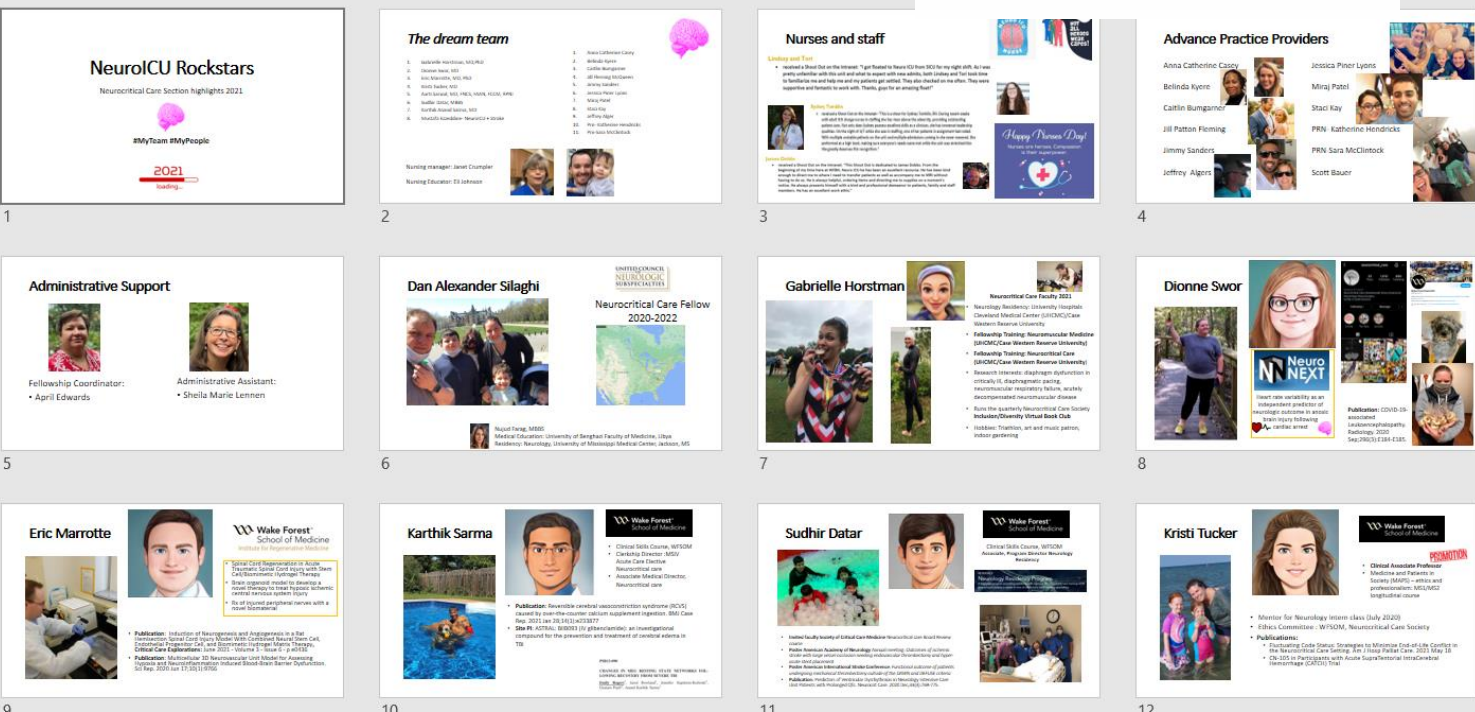


Let it be....what it wants to be



STORYPEOPLE
IMAGINE A WORLD

<https://www.storypeople.com/>



Three elements of self-compassion

Do we allow room for self-compassion?



Mindfulness

Being aware of the physical, emotional, or mental pain of the moment.



Self-kindness

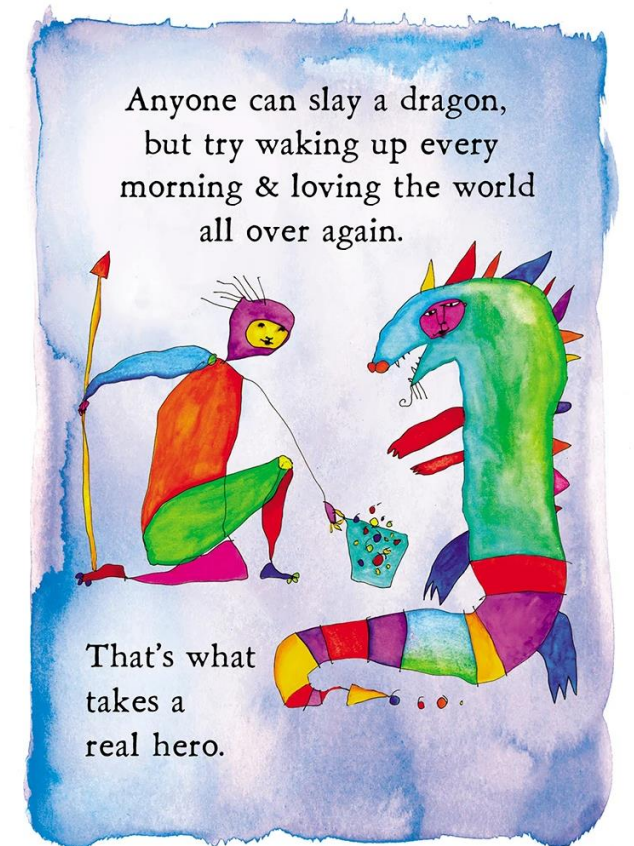
Treating ourselves with kindness, considering our own needs.



Common Humanity

Recognizing that these experiences are a normal part of being human.

Conflict management



'real hero'

brian andreas

STORYPEOPLE
IMAGINE A WORLD

Mismatched expectations

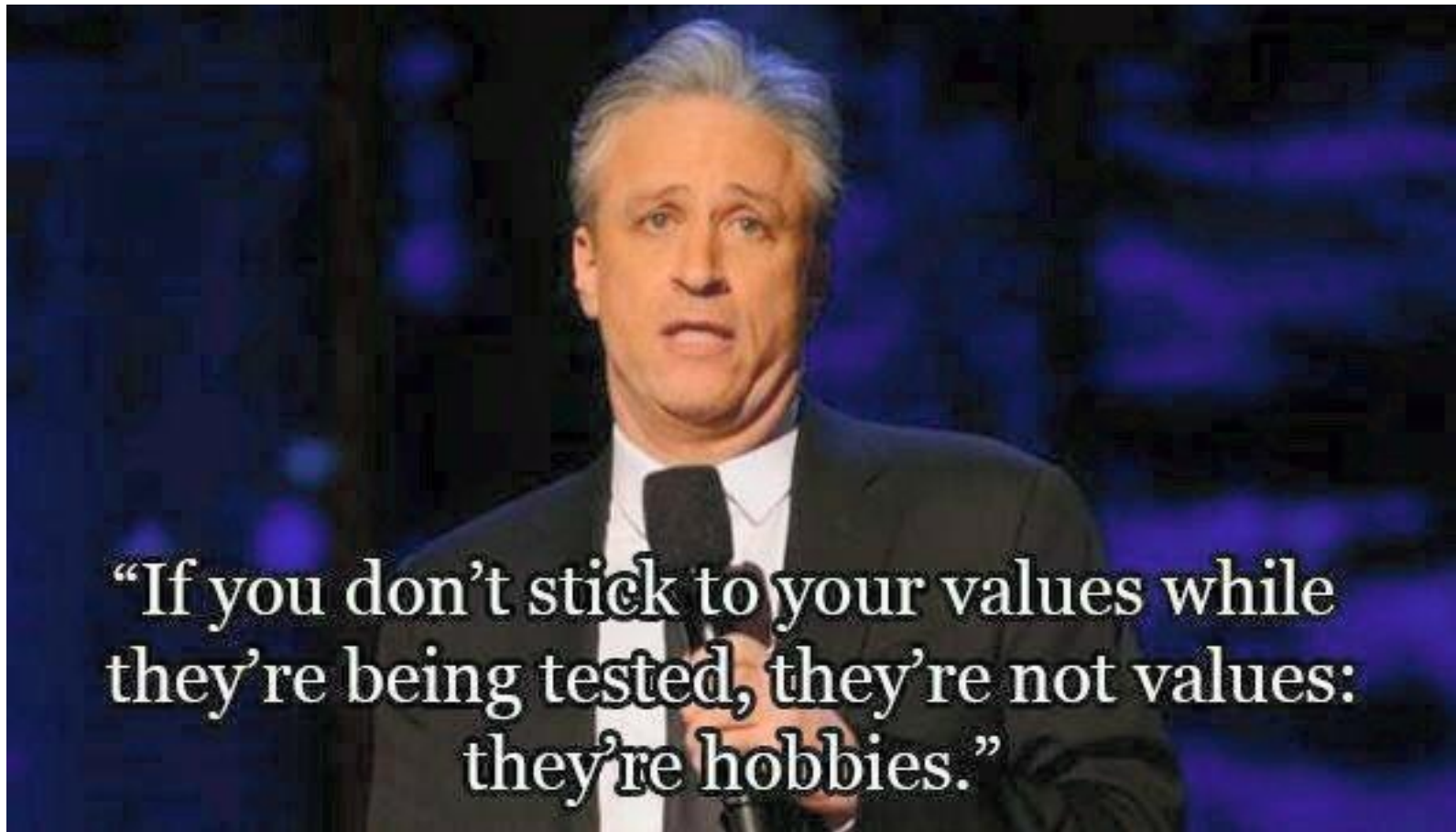
**10%
of the conflicts
are due to difference
in opinion. 90% are
due to wrong tone
of voice.**

Mindful Soul

Mismatched emotions



Mismatched values



The ENLS of conflict management



CHALLENGE AUTOMATIC NEGATIVE THOUGHTS WORKSHEET

1 RECOGNIZE & ISOLATE THOUGHT

Building awareness allows you an opportunity to challenge and refute those negative thoughts



1. Stop and pause for a moment, recognize what you are thinking isn't quite right
2. Pay attention to your body and emotions
3. Isolate and focus on the irrational thought and try to separate it from who you are
4. Think about what you are thinking about by having an external view of your thought

2 WRITE DOWN YOUR THOUGHT

Focus and think about what the thought is really about and write it out. After writing, you will feel a sense of relief that your mind has been emptied.

3 DISTRESS LEVEL

Identify the distress level (0-10):
0 = Calm 10 = Extreme

4 DISTORTION TYPE

Identify the cognitive distortion:
(Refer to list of cognitive distortions)

5 CHALLENGE & REFRAME THOUGHT

Challenge the cognitive distortion by evaluating evidence, focusing on positives, and avoid thinking in extremes (Refer to list of challenges):

1. Challenge & refute negative thoughts
2. Modify language and internal dialogue
3. Replace negative distortions with positive healthy thoughts
4. Write down the more reasonable reframed thought



6 REEVALUATE DISTRESS LEVEL

Reevaluate the distress level (0-10) and compare it to step 3. If the distress level has not decreased, consider repeating the exercise again.

The ENLS of conflict management



Eve Purdy, et al.

	Briefing Phase	RC Domain Target
1	Introductions <ul style="list-style-type: none"> Thank the team for coming Ask for the names and ensure that they are visible throughout the resuscitation (written on gowns, name tags) 	This phase facilitates MUTUAL RESPECT between members of the team. When the leader explicitly demonstrates each team member is valued this can be incorporated as a team belief. The tone for the degree of MUTUAL RESPECT expected throughout the case.
2	What we know <ul style="list-style-type: none"> Share relevant and available case details such as age, case details, and last vitals Synthesize what this information means for the team 	The second phase lays the groundwork of SHARED KNOWLEDGE between all members of the team, as it pertains to the specific case.
3	What we expect (plan A) <ul style="list-style-type: none"> Given those relevant details, outline what we expect to happen in the first 10 minutes Set patient care priorities 	The third phase identifies SHARED GOALS for members of the team. While individuals will be charged with specific tasks, they will have a better understanding of how those tasks fit into the bigger picture of caring for the patient.
4	What might change (plan B/C) <ul style="list-style-type: none"> Given what we know what could go wrong or change? Briefly discuss patient care priorities in those circumstances 	The fourth phase creates SHARED KNOWLEDGE about potential complications - which makes changing direction and associated SHARED GOALS easier, if needed.
5	Roles <ul style="list-style-type: none"> Assign specific roles Ask each member to briefly run through their role to identify any foreseeable problems Identify and pair groups of people who are a functional team 	This phase translates SHARED KNOWLEDGE , as it relates to other team members' roles, not the patient specific details. We know that mutual role understanding is an integral aspect of implicit coordination.
6	Suggestions/Concerns <ul style="list-style-type: none"> Though open to suggestions throughout the briefing, directly solicit thoughts from the team by asking a question such as, "this is a complicated case, what have I missed?" 	This final phase further supports MUTUAL RESPECT by signalling that input is valued. It lays the foundation for COMMUNICATION that is <i>problem-solving based and timely</i> .

The PEARLS Healthcare Debriefing Tool			
	Objective	Task	Sample Phrases
1 Setting the Scene	Create a safe context for learning	State the goal of debriefing; articulate the basic assumption*	"Let's spend X minutes debriefing. Our goal is to improve how we work together and care for our patients." "Everyone here is intelligent and wants to improve."
2 Reactions	Explore feelings	Solicit initial reactions & emotions	"Any initial reactions?" "How are you feeling?"
3 Description	Clarify facts	Develop shared understanding of case	"Can you please share a short summary of the case?" "What was the working diagnosis? Does everyone agree?"
4 Analysis	Explore variety of performance domains	See backside of card for more details	Preview Statement <i>(Use to introduce new topic)</i> "At this point, I'd like to spend some time talking about [insert topic here] because [insert rationale here]"
			Mini Summary <i>(Use to summarize discussion of one topic)</i> "That was great discussion. Are there any additional comments related to [insert performance gap here]?"
Any Outstanding Issues/Concerns?			
5 Application/Summary	Identify take-aways	Learner centered Instructor centered	"What are some take-aways from this discussion for our clinical practice?" "The key learning points for the case were [insert learning points here]"

Eppich, Walter MD, MEd; Cheng, Adam MD, FRCPC, FAAP Promoting Excellence and Reflective Learning in Simulation (PEARLS), Simulation in Healthcare: The Journal of the Society for Simulation in Healthcare: April 2015 - Volume 10 - Issue 2

Fig. 1. A team briefing designed to build relational coordination (RC) in an ad-hoc team.

Need a tool kit...

THE 3 TYPES OF DIFFICULT CONVERSATIONS



The “What Happened?” Conversation

We argue about what happened, who’s right and who’s to blame. We each think we’re right, when we both make wrong assumptions.



- Truth: Explore each other’s stories
- Intention: Separate intent & impact
- Blame: Map out the contributions



The Feelings Conversation

We try to avoid feelings, when they are often at the heart of difficult conversations.



- Know your Feelings
- Negotiate Emotions
- Share your Feelings

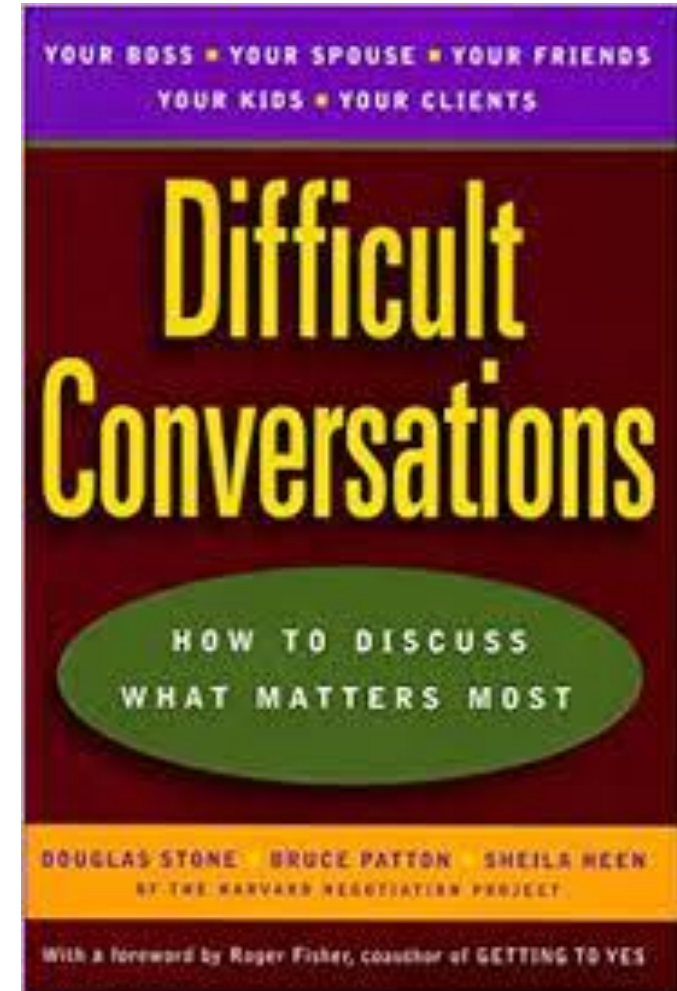


The Identity Conversation

We keep asking: “what does this say about me?” and try to protect our sense of self.



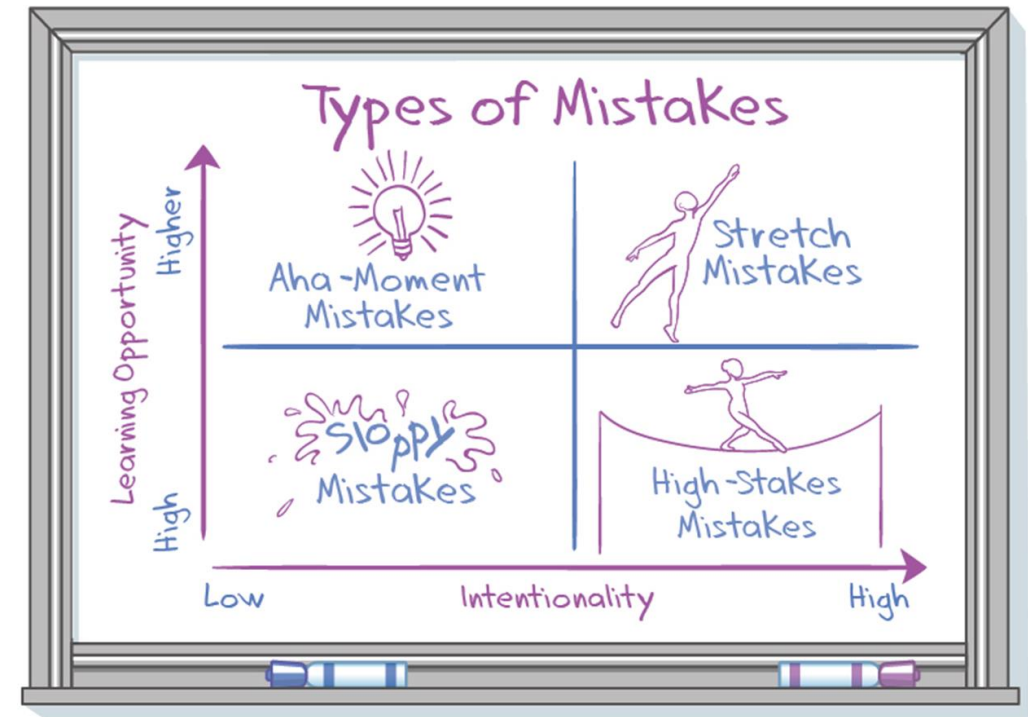
- Don’t go off-balanced
- Anchor your identity
- Be mentally-prepared



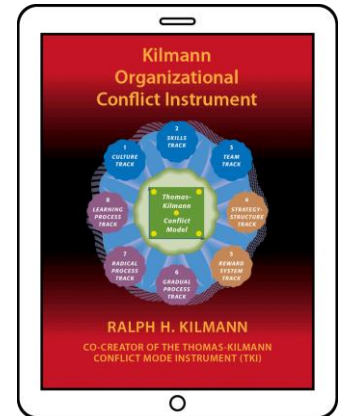
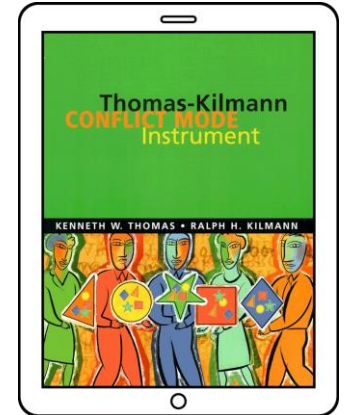
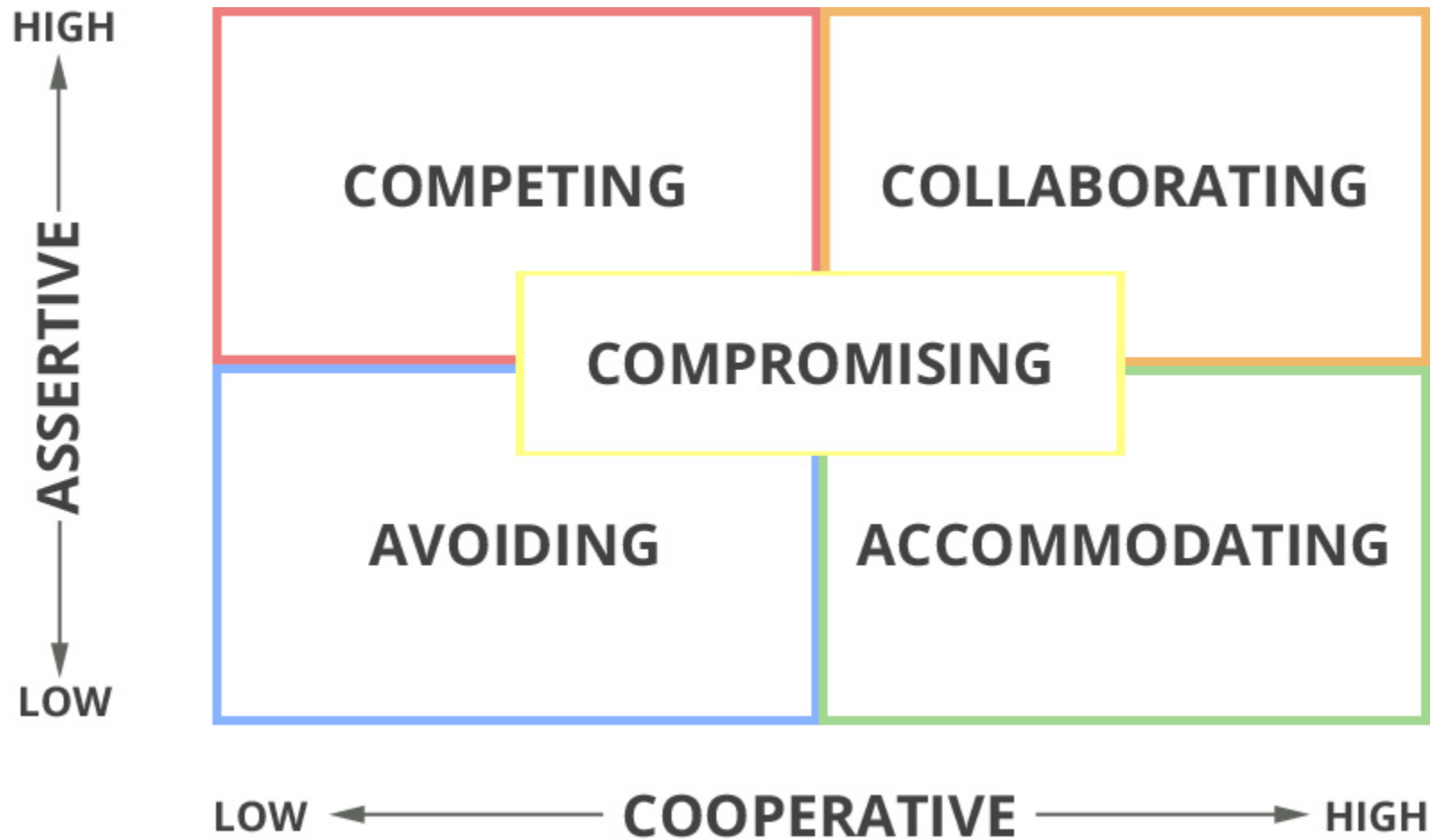
Practice ..practice..practice

"I did then what
I knew how to
do. Now that I
know better, I
do better."

Maya Angelou



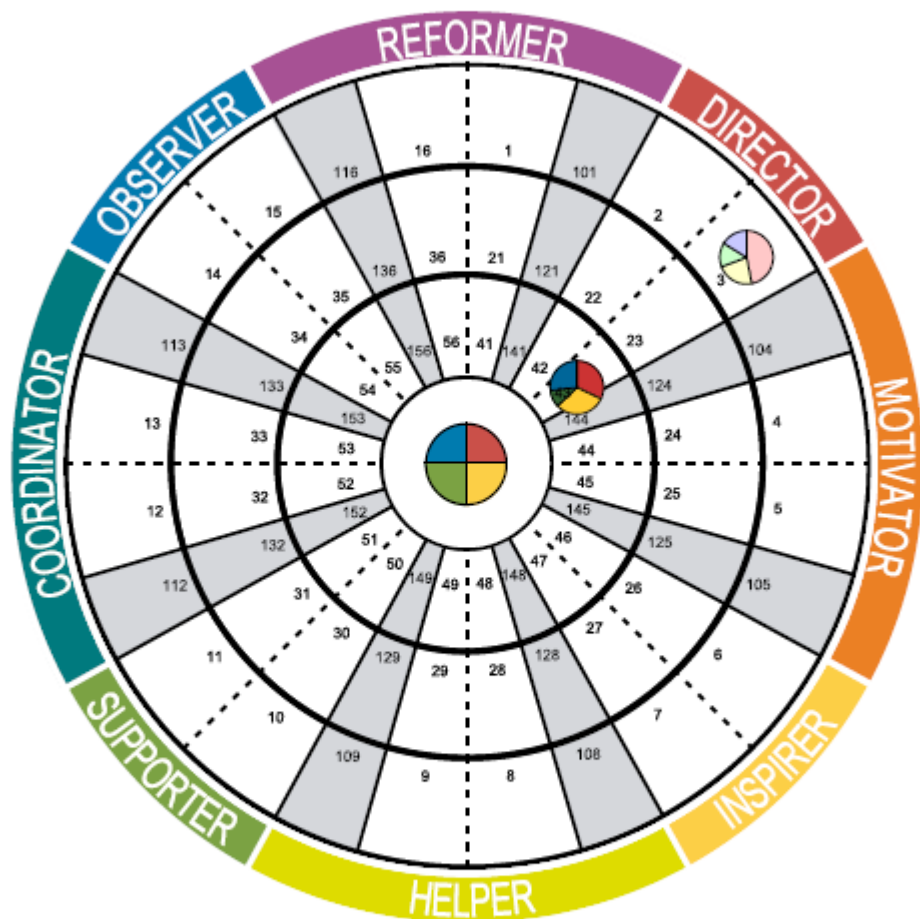
Thomas-Kilmann Conflict Mode Instrument



DEDICATED TO RESOLVING CONFLICT
THROUGHOUT THE WORLDSM

<https://kilmanndiagnostics.com/about/>

The Insights Discovery® 72 Type Wheel



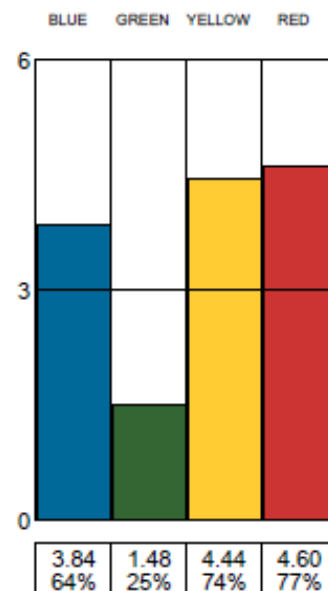
Conscious Wheel Position

43: Motivating Director (Accommodating)

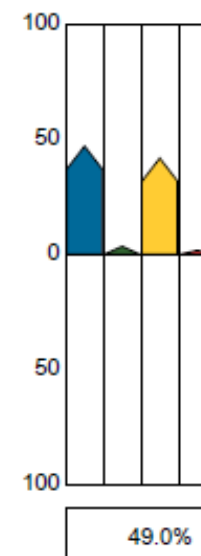
Less Conscious Wheel Position

3: Motivating Director (Focused)

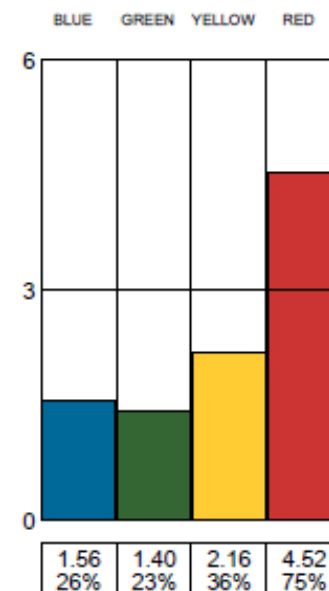
Persona (Conscious)



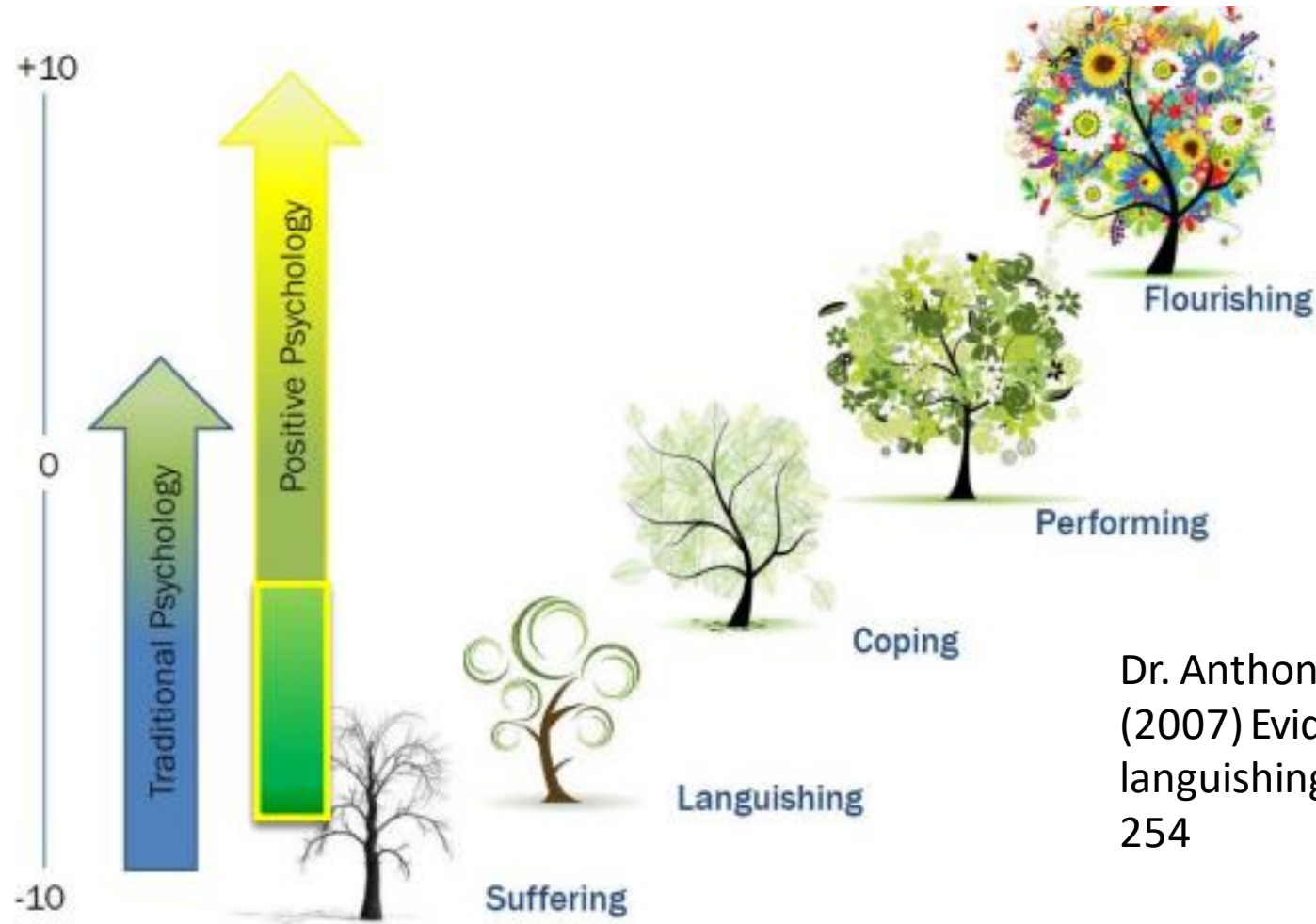
Preference Flow



Persona (Less Conscious)



Situational awareness of your team....& your environment



Dr. Anthony M. Grant & Michael J. Cavanagh
(2007) Evidence-based coaching: Flourishing or languishing?, *Australian Psychologist*, 42:4, 239-254

<https://www.nytimes.com/2021/04/19/well/mind/covid-mental-health-languishing.html>



"What if we don't change at all ...
and something magical just happens?"

Toolkit





Professionalism & Leadership Session



The ACGME offers a variety of courses and workshops designed to educate and facilitate networking for individuals in numerous roles in graduate medical education. Programs are offered throughout the year and for all levels of experience. The majority of programs are held at the ACGME offices in Chicago.

- Basics of Accreditation for New Program Coordinators »
- Building Effective Programs Together: A Course for Program Directors and Experienced Program Coordinators »
- Developing Faculty Competencies in Assessment »
- Experienced Coordinators: Advancing, Collaborating, Innovating »
- Leadership Skills Training Program for Chief Residents »

Transforming Conflict into Collaboration

For all faculty and staff, discover strategies for having productive conversations and creating a respectful environment in which to resolve conflict.

Minority Faculty Leadership Development Seminar

For assistant professors, build leadership skills, explore pathways for career advancement, and network with peers in a culturally responsive environment.

Leadership Development Seminar for Women Faculty in Medicine and Science

For assistant and associate women faculty professors, learn strategies for gaining visibility, career advancement and promotion opportunities.



Mid-Career Minority Faculty Leadership Seminar

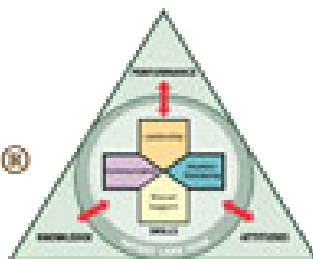
For associate professors, enhance leadership skills, build your network and prepare for advancement in a culturally responsive environment.





Agency for Healthcare Research and Quality

TeamSTEPPS®
Team Strategies & Tools to Enhance Performance & Patient Safety



TeamSTEPPS 2.0 Self-Paced Course

This version of the TeamSTEPPS 2.0 curriculum can be used for self-paced learning and for training others.

Instructions

This curriculum was adapted from a multimedia interactive course that included audio and animation. It has been converted to a PowerPoint presentation with transcript of the audio available in the Notes. The best way to view the presentation is in Presenter View, as it will enable you to access slides, notes, and linked web pages. Users with two monitors can select Presenter View under the Slide Show tab and view the slides on one monitor and the notes on the other, along with a preview of the next slide. Users with one monitor can select Alt and F5 (at the same time) to activate Presenter View.

Fundamentals

- [Module 1: Introduction](#) (PowerPoint, 4 MB)
- [Module 2: Team Structure](#) (PowerPoint, 2.26 MB)
- [Module 3: Communication](#) (PowerPoint, 4.74 MB)
- [Module 4: Leading Teams](#) (PowerPoint, 3.88 MB)
- [Module 5: Situation Monitoring](#) (PowerPoint, 5.16 MB)
- [Module 6: Mutual Support](#) (PowerPoint, 3.9 MB)
- [Module 7: Pulling It All Together](#) (PowerPoint, 1.99 MB)

Supplemental Modules

- [Module 8: Change Management](#) (PowerPoint, 3.35 MB)
- [Module 9: Coaching Workshop](#) (PowerPoint, 3.1 MB)
- [Module 10: Measurement](#) (PowerPoint, 3.37 MB)
- [Module 11: Implementation Planning](#) (PowerPoint, 2.21 MB)

[Back to Top](#)



1. Responsibility
2. Command
3. Learner
4. Futuristic
5. Strategic
6. Communication
7. Activator
8. Connectedness
9. Significance
10. Restorative



EXECUTING

1. Responsibility

HOW YOU CAN THRIVE

You take psychological ownership of what you say you will do. You are committed to stable values such as honesty and loyalty.

WHY YOUR RESPONSIBILITY IS UNIQUE

These personalized Strengths Insights are specific to your CliftonStrengths results.

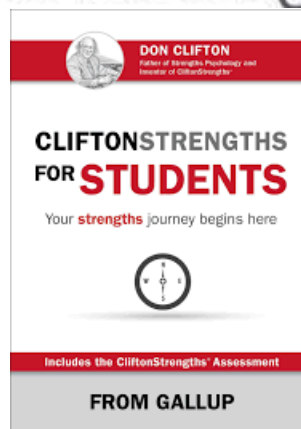
It's very likely that you are impelled to deliver on all of your commitments. You are determined to meet all of your obligations. Doing so is your badge of honor. It is one reason why people describe you as trustworthy and dependable.

Chances are good that you automatically set out to do things right. As a result, you usually invent better ways to tackle assignments, studies, or chores. You are apt to make small yet necessary upgrades to enhance the efficiency and overall performance of various processes or individuals.

By nature, you are quite comfortable being honest about yourself with others. You harbor very few illusions about who you really are. Furthermore, you can openly acknowledge your mistakes and shortcomings. This is apt to distinguish you from most people.

Because of your strengths, you willingly assume moral, legal, and mental accountability for people, processes, or assignments. Your outward behavior demonstrates your reliability. Others view you as a person who can be trusted to follow through on commitments.

Instinctively, you are naturally open and honest about who you are, what you have done, what you can do, and what you cannot do. Your straightforward explanations and stories help listeners see you as you see yourself. You reveal your strengths and limitations. You are forthright and plainspoken. People generally seek your company and want to work with you. Many are impelled to move into action by your words and examples.



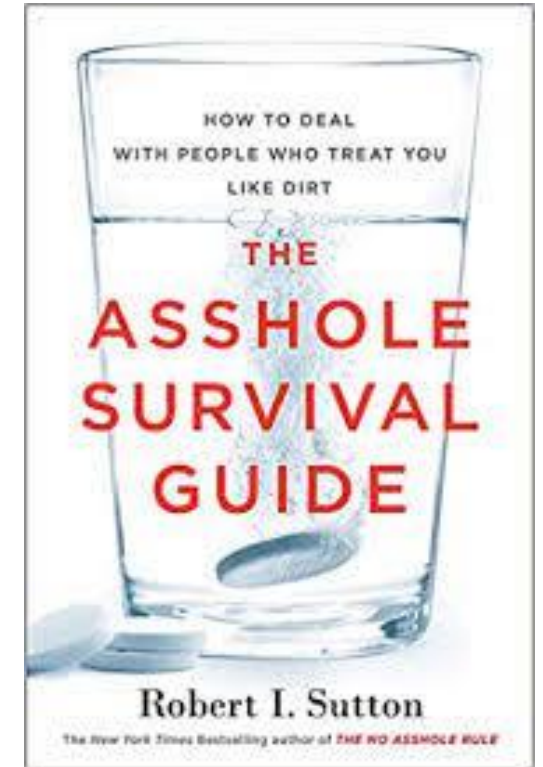
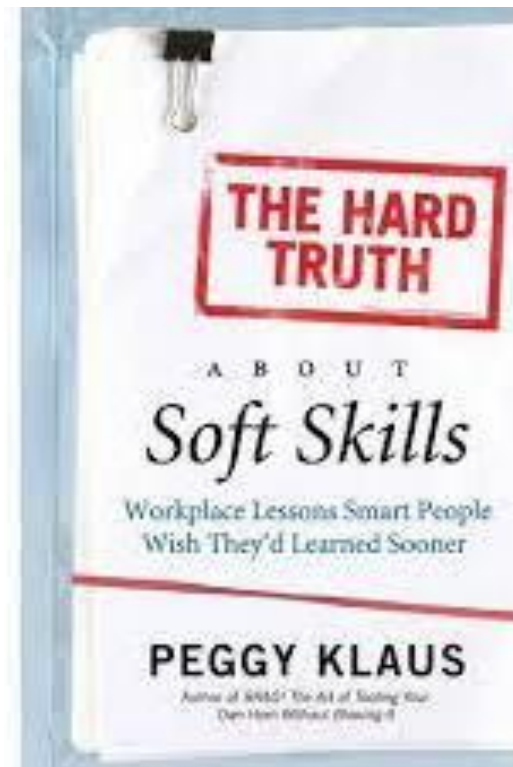
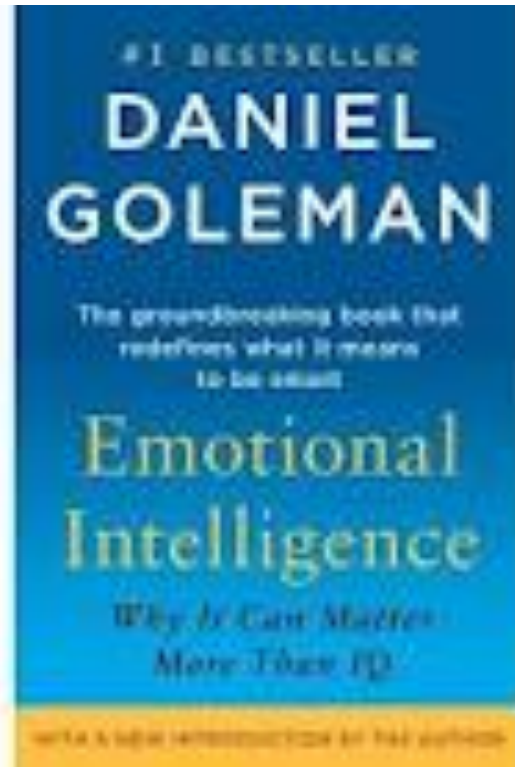
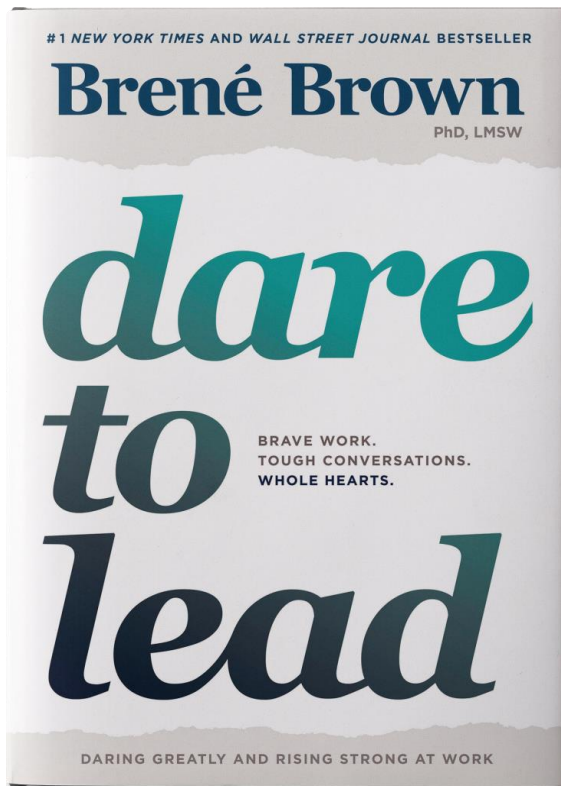
TAKE ACTION TO MAXIMIZE YOUR POTENTIAL

Take ownership for the things that matter most to you.

- Always check your schedule and to-do list before taking on a new request. This will help you realistically meet all of your commitments without overworking yourself and demonstrate to others that you are serious about your responsibilities.
- Align yourself with those who share your sense of commitment. You will thrive when you are surrounded by others who take their responsibilities as seriously as you do.
- Be an ethical watchdog for your school, organization or community by taking action to eliminate and prevent any unethical behavior you see.
- Let your teacher or manager know that your natural sense of responsibility gives you an exceptional capacity to function independently.
- Be selective. Because you are instinctively responsible, it might be difficult for you to refuse requests from others. Sometimes you need to remind yourself to say no.

WATCH OUT FOR BLIND SPOTS

- Because you find it difficult to turn down others' requests, sometimes you overcommit. Try to manage your Responsibility talents by giving up something before you take on a new task.
- Too many obligations can keep you from spending time with the most important people in your life. Remember that sometimes, no is the best answer for the health of your relationships.



Bob Sutton: How to Outwit Workplace Jerks [Entire Talk]

Stanford eCorner

417K views • 4 years ago





The Ideal Team Player: How to Recognize and Cultivate The Three Essential Virtues

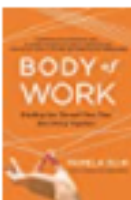
Lencioni, Patrick M.

Return window closed on Jan 22, 2018



Buy it again

[View your item](#)



Body of Work: Finding the Thread That Ties Your Story Together

Slim, Pamela

Return window closed on Jan 22, 2018



Buy it again

[View your item](#)



Together Is Better: A Little Book of Inspiration

Sinek, Simon

Return window closed on Jan 22, 2018



Buy it again

[View your item](#)



The Art of Possibility: Transforming Professional and Personal Life

Zander, Rosamund Stone

Return window closed on Jan 22, 2018



Buy it again

[View your item](#)



You Are The Team: 6 Simple Ways Teammates Can Go From Good To Great

Rogers, Michael G.

Return window closed on Jan 28, 2018



Buy it again

[View your item](#)



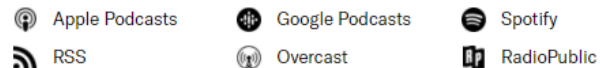
HARVARD ManageMentor®



Coaching Real Leaders

Real-life coaching sessions with leaders working to overcome professional challenges.

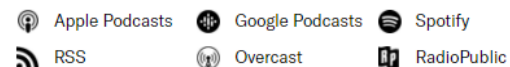
Subscribe On:



Women at Work

Conversations about where we're at and how we move forward.

Subscribe On:



TED Ideas worth spreading Playlists

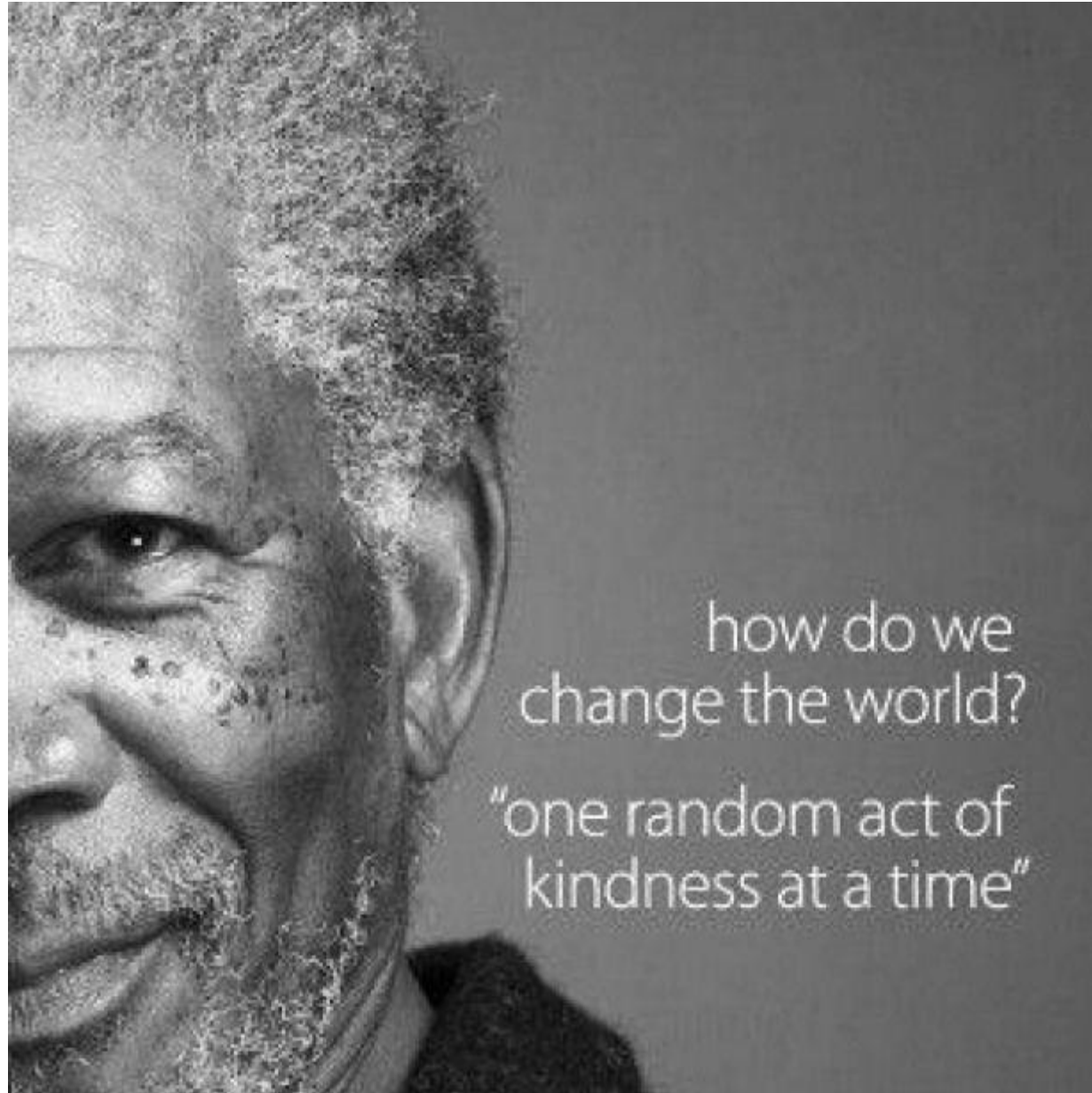
TED Talk collections for curious minds



@jockowillink



I have my leadership mantra, and I'm a simple guy, so I boil things down simply to three words: Example, Caring, and Balance. — General James Mukoyama



how do we
change the world?

"one random act of
kindness at a time"



@aartisarwal

asarwal@wakehealth.edu