The View From the Coaching Catwalk

Roadblocks, Picnics & Reflections
2016 International Microsystem Festival
Coaching Day
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The Discipline of Coaching

”...Building relationships among people who are continuously learning about the changing environments in which they live and work, intervening in and moving to set aside ineffective and counter-productive habits, and building new skills, practices, habits, and platforms for collaborating in this ever changing world.”

James Flaherty
Hackman & Wageman

Team Coaching
“...direct interaction with a team intended to help members make coordinated and task-appropriate use of their collective resources in accomplishing the team’s work.”

-A Theory of Team Coaching
Academy of Management Review
2005

The Experienced Imbalance

Socio-Cultural
Personal
Experiences

Mechanistic/Technocratic
Focus
Finding A Balance

Our health care systems are not machinery with replaceable humanoid parts

Our health care systems are *inseparably connected with the people who operate within the system*

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**Team Coaching Model**

### Pre-Phase
**Getting Ready**
"Meeting them where they are"

- **Context**
  - Review of past improvement efforts and lessons learned
  - Tools used
- **Site Visit**
- **Resources (data)**
- **Logistics (time)**
- **Expectations**
  - Clarity of aim
  - Leadership & Team discussions about roles and logistics

### Action Phase
**Art & Science of Coaching**

- **Relationships**
  - Helping
  - Keep on track
- **Communication**
  - Virtual
  - Face-to-Face
  - Available & accessible
  - Timely
- **Encouragement**
- **Clarifying**
  - Improvement Knowledge
  - Expectations
- **Feedback**
- **Reframing**
  - Different perspectives
  - Possibility
  - Group dynamics-new skills
- **Improvement Technical Skills**
  - Teaching

### Transition Phase
**Reflection, Celebration & Renew**

- **Reflection**
  - On improvement journey
  - What to keep doing or not do again
  - Review measured results and gains
  - Assess team capability and coaching needs & create coaching transition plan
- **Celebration!**
- **Renew and re-energize for next improvement focus**
  - Evaluate coaching

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*Godfrey, MM (2013)*
Team Coaching Model “Intensity” Over Time
Pre-Phase, Action Phase, Transition Phase

Team Coaches
Team Coaching Development

Coaching will improve or heighten the awareness of:
- Roles in managing transitions of care
- Assist in supporting self-management model
- Foster a team-based approach

Tools from coaching can help us ask the right questions to understand and bring together perspectives from:
- Patients, families, employees, and physicians

We need these diverse perspectives to work towards small changes in clinical settings that improve patient care and work experiences.

Being a coach has taught me to step back, listen, effectively communicate with everyone on the team and analyze what are they asking for to improve and with that how do I turn the table over and have the team take accountability to make the change.

Pre-work before each Session
Progress reports
- Team Progress on DMIC
- Coaching Progress

Online Learning Session:
- Microsystem Background, The Coaching Model, Logistics of Series, Focus on Pre-Phase

Face-to-Face Meeting:
- Exploration of what coaching is and discussion about first coaching actions and

Online Learning Session:
- The Transition Phase & Final Deliverables

Online Learning Session:
- Progress through Compare and Contrast; The Art of Coaching and Learning Behaviors

Online Learning Session:
- Discuss Progress Reports, New Knowledge in Measurement and The Action Phase

Online Learning Session:
- Progress through Compare and Contrast: The Art of Coaching and Learning Behaviors

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Online Learning Session:
- Progress through Compare and Contrast: The Art of Coaching and Learning Behaviors
Helping & Humble Inquiry

Central concern of helper is to improve the ability of the one or ones being “helped” to increase their own ability to help themselves

“Telling makes people feel inferior and reduces communication and organizational effectiveness suffers.”

“We live in a culture of Doing and Telling.”

Edgar Schein

“Humble inquiry is based on interest and curiosity and wanting to be caring.

It is an attitude”
Behavior is very *situational*... 

So change the *situation*
Primary Care Medical Home

Patient Access to Care from the “Catwalk”

Measures
- Panel Size
- Available SDE
- Backlog
- % of Patients seeing own PCP
- Total Daily Visits
- Number of encounters/yr.
- Unarrived
- Under/Over
- Volumes
- Future Capacity
- Patient Satisfaction

Rev: 3/27/02
Support Staff
What is the View From The Catwalk of Coaching?

Maybe you will see *hikers at various stages*
Maybe you will encounter *road blocks* (barriers)
Maybe you will have a *picnic*
Maybe you will *meet resistance* along the way

The 30,000 Foot View
On The Catwalk
A Different Perspective

What Can We See?
Dartmouth-Hitchcock Leadership Story

“Using the team coaching model in my leadership role has changed the whole unit where I am a manager. Staff now regularly offer solutions, ideas and have better communication and relationships. Patients and families are included and eager to help”

D-H Nurse Manager

“Nurse Managers need to lead in an empowered environment-to develop ‘voice’ of the front line staff and patients.”

Gay Landstrom, CNO, Dartmouth-Hitchcock
Connecting
Teams, Coaching and Leadership

Leaders Can Help by...

- **Helping cultivate improvement capability** by designing structures, processes and outcomes of their organizational systems to support health care improvement activities

- **Developing the improvement knowledge of every staff member** in the microsystem to know their operational processes and system to promote action learning in their daily work

- **Setting clear improvement expectations** of all staff

- **Providing TIME** to learn and practice improvement

- Supporting improvement actions and learning using a **Team Coaching Model**
Contributions of Practice & Research to Evidence-Based Coaching

Differences Between Researchers’ and Practitioners’ Approach to Research

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<tr>
<th></th>
<th>Academic Researcher</th>
<th>Practitioner</th>
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</thead>
<tbody>
<tr>
<td><strong>Primary purpose of conducting research</strong></td>
<td>Production of knowledge</td>
<td>Improvement of one’s professional practice.</td>
</tr>
<tr>
<td><strong>Emphasis on</strong></td>
<td>Contributing to the knowledge base and theoretical significance</td>
<td>Practical significance</td>
</tr>
<tr>
<td><strong>Validation of information</strong></td>
<td>Knowledge is deemed “validated” only after a comprehensive analysis, thorough documentation (typically in rigid discipline-specific writing and presentation style) and peer review</td>
<td>Factors that “validate” knowledge include face validity, acceptance by clients or stakeholders, public receptivity, marketability, practical applicability.</td>
</tr>
<tr>
<td><strong>Dissemination of information</strong></td>
<td>Peer-reviewed publication and academic conferences take place before information is presented to public/professional media</td>
<td>Shared though multiple channels including professional associations, industry contacts and clients, and social media</td>
</tr>
<tr>
<td><strong>Primary discourse style</strong></td>
<td>Discipline-specific jargon and (often dense) academic language which excludes non-academics</td>
<td>Easily accessible, to-the-point language, designed to reach broad audience.</td>
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Coaching Improvement Knowledge is Growing

What Is Best for Esther? Building Improvement Coaching Capacity With and for Users in Health and Social Care—A Case Study
Nicoline Vackerberg, Msc, RPT; Märta Sund Levander, PhD, RNT; Johan Thor, PhD, MD, MPH

Putting Research into Practice Team Coaching Knowledge

• Objective
  – To identify major themes reported by participants of the eCTC Fall 2010 cohort to advance the knowledge of the field of QI Team Coaching and to continuously improve the eCTC program.

• Methods
  – QSR NVivo, Version 10, was used to conduct a qualitative analysis of final team coaching experience documents from the Fall 2010 eCTC cohort
  – Consensus coding was performed by two evaluators

• Demographics
  – 30% MD, 30% Nurses, 5% Pharmacy, 35% other or unknown
  – 55% USA, 20% Canada, 15% Ireland, 10% UK
Roadblock Themes & Subthemes

- Coach
  - Feeling like a novice
  - "Knowing when" is a challenge
  - Unclear expectations
  - Fails to frame Microsystems as a culture change
  - Coach told to lead, too many roles

- QI tools
  - Slow, difficult
  - Skipping steps
  - Lack of full engagement/ buy in
  - Fail due to poor guidance
  - Frustration due to past experiences

- Time issues
  - Heavy workload
  - Staff changes
  - Changing initiatives

- Team dynamics
  - Personality conflicts
  - Member challenges
  - Project engagement issues
  - Aim of improvement issues
  - Communication issues
  - Meetings problems

- Data
  - Collection
  - Inconsistent
  - Technical issues

2015 Barrientos, Oliver & Godfrey

Common Road Blocks in Team Coaching

QI Tools
Team Dynamics
Role of Coach
Data Analysis
Data Collection

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# Roadblocks in Team Coaching

- Review the roadblocks and suggest actions

<table>
<thead>
<tr>
<th>Potential Roadblock</th>
<th>Action Type</th>
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<tr>
<td>Situational Factors</td>
<td></td>
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<tr>
<td>Task Interactions</td>
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<tr>
<td>Social Interactions</td>
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<td>Personal Issues</td>
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<td>Systemic Factors</td>
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<tr>
<td>External Influences</td>
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**Let’s Plan A Picnic**

Yes, but...
Resistance

- Occurs between people and can be influenced
- People normally take sides on any issue
- Objective is to get the patient to take the “right side”
- Help colleagues find the positive part of themselves

Reflection – use for resistance

**Goal** - guide the conversation toward eliciting motivation for change

Qualities of a good reflection:
- clear, concise
- identifies the essential meaning
- built in pause
- NOT adversarial
# Types of Reflection

- **Simple reflection**
  “so you think that introducing a checklist may be tough”

- **Amplified reflection - turn up the heat**
  “so you think it is IMPOSSIBLE to introduce a checklist”

- **Double-sided reflection**
  “so on the one hand you think it will be really difficult for staff to accept and on the other hand you feel it would be useful to have a checklist to standardize our approach...”

# Other Strategies for Dealing with Resistance

- Don’t take a position
- Avoid “should” and “but”
- Don’t argue
- Positive reframe:
  “My friend nags me all the time...”
  “So your friend really wants you to succeed!”
Effects of Reflection

- Your colleague:
  - will discuss their resistance in greater depth
  - feel better understood
- Resistance will decrease
- Misimpressions will get corrected
- Conversation moves towards “change talk”

Batting Cage Exercise
Under a sky the color of pea soup
she is looking at her work growing away there
actively, thickly like grapevines or pole beans
as things grow in the real world, slowly enough.
If you tend them properly, if you mulch, if you water,
if you provide birds that eat insects a home and winter food,
if the sun shines and you pick off caterpillars,
if the praying mantis comes and the ladybugs and the bees,
then the plants flourish, but at their own internal clock.

Connections are made slowly, sometimes they grow underground.
You cannot tell always by looking what is happening.
More than half the tree is spread out in the soil under your feet.
Penetrate quietly as the earthworm that blows no trumpet.
Fight persistently as the creeper that brings down the tree.
Spread like the squash plant that overruns the garden.
Gnaw in the dark and use the sun to make sugar.

Weave real connections, create real nodes, build real houses.
Live a life you can endure: Make love that is loving.
Keep tangling and interweaving and taking more in,
a thicket and bramble wilderness to the outside but to us
interconnected with rabbit runs and burrows and lairs.

Live as if you liked yourself, and it may happen:
reach out, keep reaching out, keep bringing in.
This is how we are going to live for a long time: not always,
for every gardener knows that after the digging, after
the planting,
after the long season of tending and growth, the harvest comes.