Joy

- Meaning
- Mastery
- Membership
Teamwork

It’s not you, it’s us.
Leading Teams

- Multigenerational teams
- Multiprofessional teams
- Diverse and inclusive teams
- Include patients and families

Multigenerational Teams

- Traditionalists (71 to 88 years old): loyal
- Baby Boomers (56 to 70 years old): optimists
- Generation X (36 to 55 years old): questioning
- Gen Y, Millennials (21 to 35 years old): realistic
- Gen Z, iGen (20 years old and younger): balanced
Lessons from Google

- The *how*, not *who*, of teams is what drives performance
- Five key dynamics:
  1. Psychological safety
  2. Dependability
  3. Structure and clarity
  4. Meaning of work
  5. Impact of work
- Psychological safety:
  - Do team members feel supported, and able to ask questions and take risks?
  - Teams that felt safe beat targets by 17%, while teams that felt unsafe missed targets by 19%
  - Psychological safety inspires a learning culture

How to Create a Joyful, Engaged Workforce

**Outcome:**
- ↑ Patient experience
- ↑ Organizational performance
- ↓ Staff burnout

1. Ask staff "what matters to you?"
2. Identify unique impediments to *Joy in Work* in the local context
3. Commit to making *Joy in Work* a shared responsibility at all levels
4. Use improvement science to test approaches to improving joy in your organization
Critical Components for Ensuring a Joyful, Engaged Workforce

Interlocking responsibilities at all levels

**Wellness & Resilience:**
- Physical & Psychological Safety: Equitable environment, free from harm. Just Culture that is safe and respectful, support for the 2nd Victim.
- Meaning & Purpose: Daily work is connected to what called individuals to practice, line of site to mission/goals of the organization, constancy of purpose.
- Autonomy & Control: Environment supports choice and flexibility in daily lives and work, thoughtful EHR implementation.
- Recognition & Rewards: Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes.
- Particpative Management: Co-production of Joy, leaders create space to hear, listen, and involve before acting. Clear communication and consensus building as a part of decision making.

**Daily Improvement:**
- Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular, proactive learning from defects and successes.

**Camaraderie & Teamwork:**
- Commensality, social cohesion, productive teams, shared understanding, trusting relationships.

**Real Time Measurement:**
- Contributing to regular feedback systems, radical candor in assessments.

**Happy Healthy Productive People:**
- SENIOR LEADERS
- MANAGERS & CORE LEADERS
- INDIVIDUALS
- Real Time Measurement
- Wellness & Resilience
- Daily Improvement
- Camaraderie & Teamwork
- Particpative Management
- Physical & Psychological Safety
- Meaning & Purpose
- Autonomy & Control
- Recognition & Rewards
Activity: Habits of the Heart

**Five Habits of the Heart**

1. An understanding that we are all in this together.
2. An appreciation of the value of "otherness."
3. An ability to hold tension in life-giving ways.
4. A sense of personal voice and agency.
5. A capacity to create community.

*Parker J. Palmer,*

*Healing the Heart of Democracy* (2011)
Going Deeper with Habits of the Heart

- Individual silent reflection on the reflective questions (~5 minutes)
- Turn to your neighbor to discuss your reflection (10 minutes)
- Share with group – Individuals (and/or partners) invited to share your reflections with the larger group (5 minutes)