Collaboration Begins with Role Clarity

Relational Answers to Operational Problems

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“90% of success is showing up.”

Woody Allen
“100% of success is **HOW** you show up.”

And that begins with **role clarity**.
In the absence of role clarity, we say,

1. “do your job.”
2. “Just do your job!”
3. “Just do your f***ing job!!!”
Realizing Role Clarity: Step One

Determining the root cause of your challenges.
<table>
<thead>
<tr>
<th>Physical</th>
<th>History</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part II</strong>&lt;br&gt;Our current state</td>
<td><strong>Part I</strong>&lt;br&gt;The ideal state</td>
</tr>
<tr>
<td><strong>Differential diagnosis</strong></td>
<td><strong>Treatment</strong></td>
</tr>
<tr>
<td><strong>Part III</strong>&lt;br&gt;WHY is our current state the way it is?&lt;br&gt;(why, why, why, why, why, why?)</td>
<td><strong>Part IV</strong>&lt;br&gt;• Countermeasures in the next 90 days&lt;br&gt;• Expected benefits</td>
</tr>
</tbody>
</table>
Here’s the drill (if we had 2+ hours together)

1. Organize yourselves into teams of 3-4
2. You will be asked seven questions today
3. Each time, consider the question, as an individual first…
   – Take about 30 seconds to jot down 3-5 ideas/responses/answers
   – Do it silently
4. Share what you have with your team for about 2 minutes
5. After hearing from everyone, forge a consensus of the 2 or 3 best ideas
6. Be prepared to “shout out” your answers
7. At the end of each exercise, some of you will move to form new teams
Community Idiocy vs. Community Intelligence

• Community Idiocy:
  – *None of us is as dumb as all of us*

• Community Intelligence:
  – *All of us is smarter than any one of us*
### MTSJH (n = 265): “community idiocy” vs. “community intelligence”

<table>
<thead>
<tr>
<th>What drives us crazy today</th>
<th>Our best team experience… EVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Negativity; No positive feedback</td>
<td>1. Teamwork and synergy</td>
</tr>
<tr>
<td>2. Lack of respect; “It’s not my job”</td>
<td>2. Everyone involved in a common goal</td>
</tr>
<tr>
<td>3. Slackers &amp; “dead wood” in warm bodies</td>
<td>3. Trust in each other/Having each other’s back</td>
</tr>
<tr>
<td>4. Management by crisis intervention</td>
<td>4. Open communication</td>
</tr>
<tr>
<td>5. Lack of space; Lack of resources; Lack of training; Can’t find anything</td>
<td>5. Mutual respect and camaraderie</td>
</tr>
<tr>
<td>6. Poor communication; Incomplete orders</td>
<td>6. Good sense of humor</td>
</tr>
<tr>
<td>7. Productivity demands trump patient care</td>
<td>7. Calm</td>
</tr>
<tr>
<td>8. Too much ****** bureaucracy</td>
<td>8. Enthusiasm and high energy; FUN</td>
</tr>
<tr>
<td>9. Unapproachable; Poor listening</td>
<td>9. Nobody kept score</td>
</tr>
<tr>
<td>10. Gossip; Profanity; ”spite talking”</td>
<td>10. We had enough resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs of the current state</th>
<th>Benefits of the ideal state</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Poor quality</td>
<td>1. Increased patient and staff satisfaction</td>
</tr>
<tr>
<td>2. No productivity; Higher cost</td>
<td>2. Improved quality and safety</td>
</tr>
<tr>
<td>3. More stress; poor employee health</td>
<td>3. Increased effectiveness/timeliness</td>
</tr>
<tr>
<td>4. A negative, toxic environment</td>
<td>4. Less stress</td>
</tr>
<tr>
<td>5. Apathy; Low morale; High turnover</td>
<td>5. Positive attitudes</td>
</tr>
<tr>
<td>6. Shutting down; isolating ourselves</td>
<td>6. Fewer issues; No drama; No animosity</td>
</tr>
<tr>
<td>7. Low employee and patient satisfaction</td>
<td>7. Our jobs become easier</td>
</tr>
<tr>
<td>8. Poor community reputation/Outmigration</td>
<td>8. Everyone goes the extra mile</td>
</tr>
<tr>
<td>9. Loss of revenue; No job security</td>
<td>9. Improved communications for everyone</td>
</tr>
<tr>
<td>10. Loss of trust; Loss of pride</td>
<td>10. SWEET!</td>
</tr>
<tr>
<td>11. We go home and “kick the dog”</td>
<td></td>
</tr>
</tbody>
</table>
Question #5:
Why is the current state the way it is?
Why do we all suffer from “community idiocy”?
Why... why... why... why... why... why...?

Don’t forget to change tables
Dystrust is the root cause of our pandemic of “community idiocy”

<table>
<thead>
<tr>
<th>The Dystrust Cycle</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>(the default Cultural</td>
<td>Operating System)</td>
</tr>
<tr>
<td>Operating System)</td>
<td></td>
</tr>
<tr>
<td>&quot;Every man for himself&quot;</td>
<td></td>
</tr>
<tr>
<td>- “Get out of my way”</td>
<td></td>
</tr>
<tr>
<td>- “Leave me alone”</td>
<td></td>
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<tr>
<td>- “Tribal warfare”</td>
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<tr>
<td>&quot;Unsafe conversations&quot;</td>
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<tr>
<td>- “Don’t even go there”</td>
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<tr>
<td>- Callousness</td>
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<tr>
<td>- “Just do your f***ing job”</td>
<td></td>
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<tr>
<td>&quot;It’s not my job&quot;</td>
<td></td>
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<tr>
<td>&quot;Rigid/Intolerant/Impatient&quot;</td>
<td></td>
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<tr>
<td>&quot;Whining/complaining/blaming&quot;</td>
<td></td>
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<tr>
<td>&quot;Bad attitude &amp; disrespect&quot;</td>
<td></td>
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<tr>
<td>&quot;Initiative overload&quot;</td>
<td></td>
</tr>
<tr>
<td>- External mandates beyond</td>
<td></td>
</tr>
<tr>
<td>our control</td>
<td></td>
</tr>
<tr>
<td>- Hurry, hurry, hurry, more,</td>
<td></td>
</tr>
<tr>
<td>more, more, more</td>
<td></td>
</tr>
<tr>
<td>- Treating the symptoms</td>
<td></td>
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</tbody>
</table>

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"relational answers to operational problems"
Overcoming our lack of default condition…

The Dyistrust Cycle
The definition of insanity…

Every man for himself
Unsafe conversations
Bad attitude & disrespect
Treating the symptoms

Find common ground
Have safe conversations

The Trust Cycle
See one, do one, teach one…

Be T.R.U.S.T.E.D.
Diagnose, THEN treat

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Our Most Trusted Colleagues

**ROLE**

- **T.** = Team player (makes me and others better)
- **R.** = Responsive and respectful
- **U.** = Understanding (listens & learns w/o judgment)
- **S.** = Safe (easy to approach; invites my opinion)

**JOB**

- **T.** = Talented (knowledge, judgment, proficiency)
- **E.** = Executes (gets things done; gets results)
- **D.** = Dedicated (work ethic)

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“relational answers to operational problems”
“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

T. = Team player

R. = Responsive/Respectful

U. = Understanding

S. = Safe

T. = Talented

E. = Executes

D. = Dedicated

- Rigid
- Inflexible
- Poor listener
- Disrespectful
- Arrogant
- Intimidating
- Threatening
- Judgmental
- Unforgiving
Leadership in the First Person

April 30, 2008

1. The curse of resentment
2. The paradox of vulnerability
3. The importance of role clarity
And the root cause of The Dystrust Cycle is…

l a c k o f r o l e c l a r i t y

The Dystrust Cycle

( the default Cultural Operating System )

- “Every man for himself”
  - “Get out of my way”
  - “Leave me alone”
  - “Tribal warfare”

- Unsafe conversations
  - “Don’t even go there”
  - Callousness
  - “Just do your f***ing job”

- It’s not my job
- Rigid/Intolerant/Impatient
- Whining/complaining/blaming
- Bad attitude & disrespect

- Initiative overload
- External mandates beyond our control
- Hurry, hurry, hurry, more, more, more
- Treating the symptoms

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### Physical

3. What drives us crazy in the current state in our daily working relationships with each other?

4. What are the costs of the current state (to all of us)?

### History

1. What is the ideal state in our daily working relationships with each other?

2. What are the benefits of the ideal state (to all of us)?

### Differential diagnosis


- Hint: a lack of role clarity which drives a cycle of “Dystrust”

### Treatment

6. What are the potential benefits of role clarity (to all of us)?

7. What is my personal commitment and contribution to role clarity?
# Countermeasure #1: Establish Role Clarity (Be T.R.U.S.T.E.D.)

<table>
<thead>
<tr>
<th>Current State (physical)</th>
<th>Ideal State (history)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tribal warfare</td>
<td>1. Teamwork &amp; collaboration toward a common goal</td>
</tr>
<tr>
<td>2. Apathy and resistance to change</td>
<td>2. Everyone engaged; every voice heard</td>
</tr>
<tr>
<td>3. Lack of teamwork and misaligned incentives</td>
<td>3. Alignment of goals with a clear focus</td>
</tr>
<tr>
<td>4. Lack of clear &amp; open communication</td>
<td>4. Everybody pulls together</td>
</tr>
<tr>
<td>5. Lack of planning and participation</td>
<td>5. Respectful exchange of ideas</td>
</tr>
<tr>
<td>6. Lack of humility and objectivity</td>
<td>6. Trust with a clear vision</td>
</tr>
<tr>
<td>7. Personal goals above organizational goals</td>
<td>7. Focus on the problem; not on turf</td>
</tr>
<tr>
<td>8. Misaligned goals leading to lack of engagement</td>
<td>8. Patients’ needs trump EVERYTHING</td>
</tr>
<tr>
<td>9. Lack of relationships leading to mistrust</td>
<td>9. Taking ownership</td>
</tr>
<tr>
<td>10. Ego and passive aggressive BS</td>
<td>10. Appropriate use of our resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Root Cause (differential diagnosis)</th>
<th>Countermeasures (treatment)</th>
</tr>
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<tbody>
<tr>
<td>Every man for himself</td>
<td>T. = Team player (makes me and others better)</td>
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<td>Unsafe conversations</td>
<td>R. = Responsive and respectful</td>
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<tr>
<td>The Dytrust Cycle</td>
<td>U. = Understanding (listens w/o judgment)</td>
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<tr>
<td>The definition of insanity…</td>
<td>S. = Safe (easy to approach; invites others)</td>
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<td>Bad attitude &amp; disrespect</td>
<td>T. = Talented (knowledge, judgment, skill)</td>
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<tr>
<td>Treating the symptoms</td>
<td>E. = Executes (gets things done; gets results)</td>
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<tr>
<td></td>
<td>D. = Dedicated (work ethic)</td>
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</table>
Job One…

• “do your job.”
• “Just do your job!”
• “Just do your f***ing job!!!”

1. “Understand your role”
The Two Drivers of the TCP: Redefining Our Role and Our Job
“How we show up and how we solve problems together”

<table>
<thead>
<tr>
<th>Letter</th>
<th>Attribute</th>
<th>At my best (score)</th>
<th>% of time at my best (frequency)</th>
<th>“Typical” = score x frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>T.</td>
<td>Team Player</td>
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<td></td>
</tr>
<tr>
<td>S.</td>
<td>Safe (inviting; approachable)</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>T.</th>
<th>Talented</th>
<th>Physical (current state)</th>
<th>History (ideal state)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3. What drives us crazy in the current state?</td>
<td>1. What is the ideal state?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. What are the costs?</td>
<td>2. What are the benefits?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E.</th>
<th>Executes</th>
<th>Differential diagnosis (root cause)</th>
<th>Treatment (countermeasures)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>5. Why is the current state the way it is?</td>
<td>6. What are the benefits of role clarity?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hint: a lack of role clarity which drives a cycle of “Dystrust”</td>
<td>7. What is my personal commitment to role clarity?</td>
</tr>
</tbody>
</table>

Grand Total

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Question #6: What difference could we make if all 300 of us had role clarity (to be T.R.U.S.T.E.D.) at MTSJH? (n = 265)

- Higher quality; better outcomes
- Job satisfaction; Higher morale
- More efficiency
- Better patient satisfaction
- We would accomplish more
- A healthier environment
- Communication would be better
- Improved community reputation and trust
- “the ideal state”
Question #7: What is one thing I could work on to be more T.R.U.S.T.E.D.? (n = 265)

- I will be more understanding
- I will be less judgmental
- I will be more respectful
- I will be less rigid
- I will listen
- I will be more patient
- I will be less resentful
- I will be more responsive and accountable
- I will be more safe and approachable
- I will eliminate negativity
- I will be less arrogant
- I will be less threatening
- I will have a positive attitude
- I will be more forgiving
- I will become more knowledgeable and talented
- I will be a better team player
- I will be more flexible & open
- I will be a role model
The Universal Attributes of a T.R.U.S.T.E.D. Colleague

**TEAM PLAYER** - makes me and others better

**RESPONSIVE & RESPECTFUL**

**UNDERSTANDING** - listens & learns without judgment

**SAFE** - easy to approach, invites my opinion

**TALENTED** - knowledgeable, skilled & technically proficient

**EXECUTES** - gets things done, gets results

**DEDICATED** - work ethic

---

**LEADERSHIP IN THE FIRST PERSON**

I pledge to become a T.R.U.S.T.E.D. Colleague:

*Every conversation, every time, with everybody.*

*To the very best of my ability.*

*To be open to feedback, (positive & corrective).*

*From any of my peers and colleagues.*

*Beginning Today.*

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