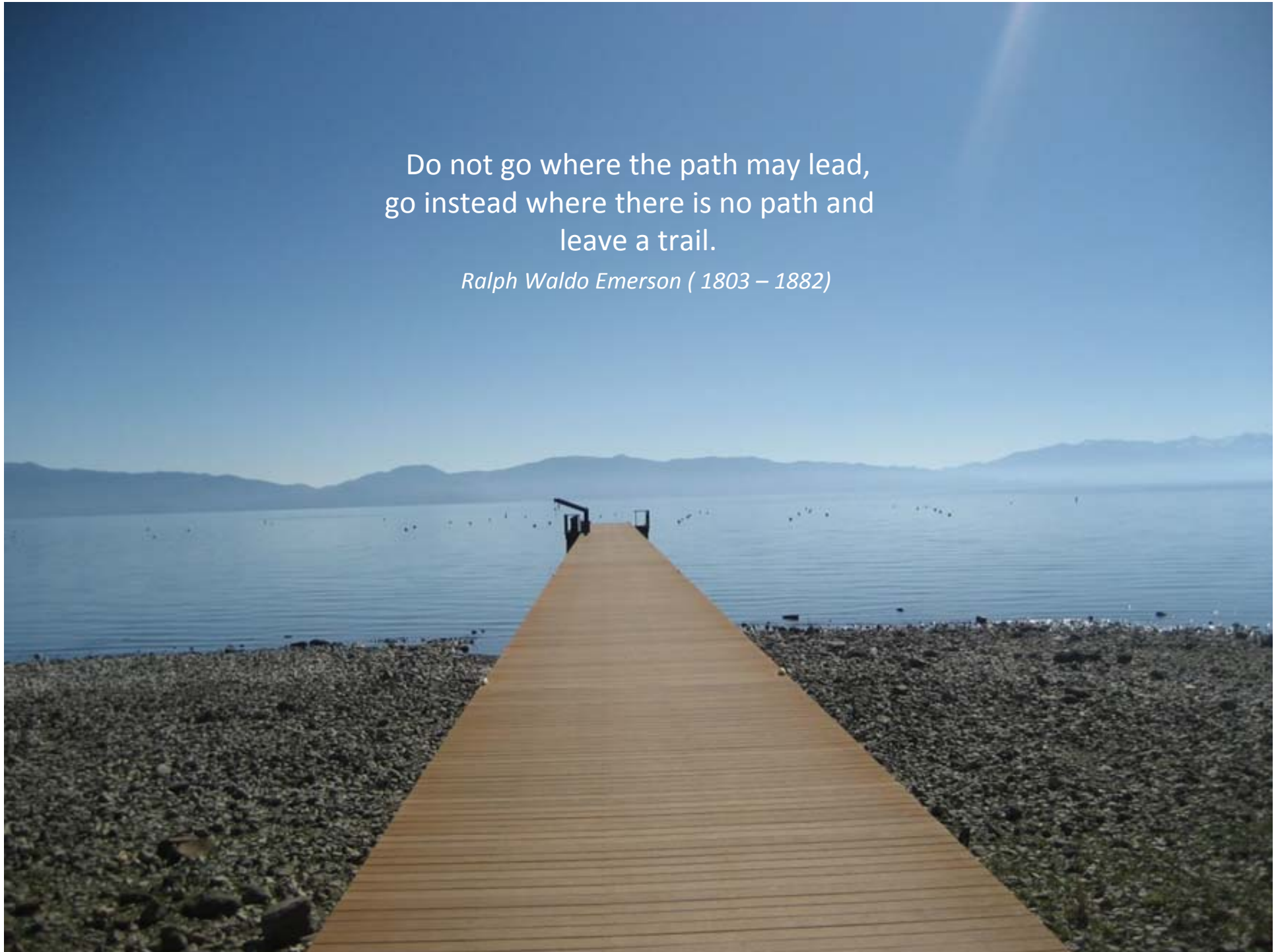


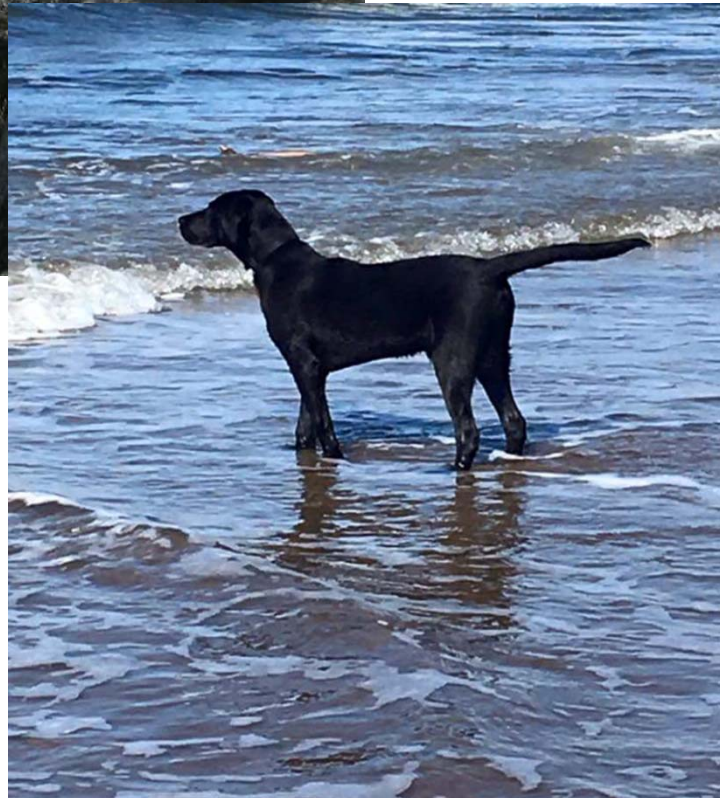
Do not go where the path may lead,
go instead where there is no path and
leave a trail.

Ralph Waldo Emerson (1803 – 1882)



Importance of **Culture + Relationships**

Hans Hartung
NHS Ayrshire & Arran
Hans.hartung@aaaht.scot.nhs.uk





Microculture

What makes a great team?

- Respect
- Trust
- Support
- Smile
- 'I am only as good as my staff. My staff are only as good as me'

What do you think?

- Remember a **day** when you **connected well** with other people or a team.

What was it like?



Edward Deming

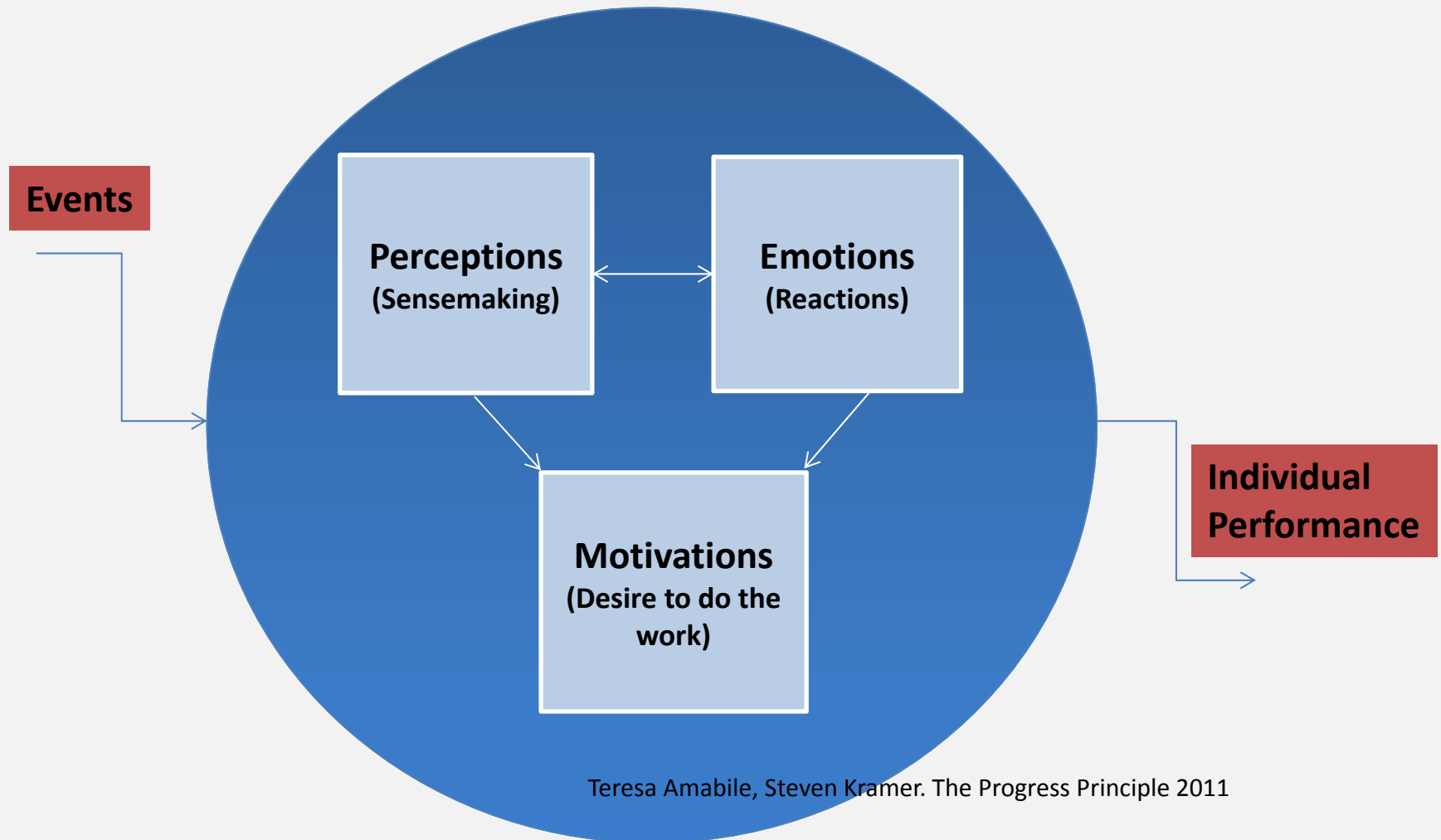


Edward Deming



- from competitive to collaborative

The Inner Work Life System



Project related factors

Catalysts

Events in support of work

- ❖ Setting clear goals
- ❖ Allowing autonomy
- ❖ Providing resources
- ❖ Giving sufficient time
- ❖ Helping with the work
- ❖ Learning from problems
- ❖ Allowing ideas to flow

Inhibitors

Events hindering work

- ❖ Unclear goals
- ❖ Exerting control
- ❖ Lack of resources
- ❖ Extreme time-pressure
- ❖ Obstructing work
- ❖ Suppressing learning
- ❖ Blockade

Interpersonal Factors

Nourisher

Events supporting person

- ❖ Respect
- ❖ Encouragement
- ❖ Emotional support
- ❖ Affiliation

Toxin

- ❖ Undermining events
- ❖ Disrespect
- ❖ Discouragement
- ❖ Neglect
- ❖ Tension

Through the Eyes of the Workforce

Lucian Leape 2013

Every workers experience every day:

- **A**m I treated with dignity and respect by everyone?
- **D**o I have what I need so I can make a contribution that gives meaning to my life?
- **A**m I recognized and thanked for what I do?

Paul O'Neill, CEO Alcoa



1. Culture of caring
2. Connection heals
3. Relationships are central to a flourishing organization
4. Helping relationship at the heart of social processes and caring



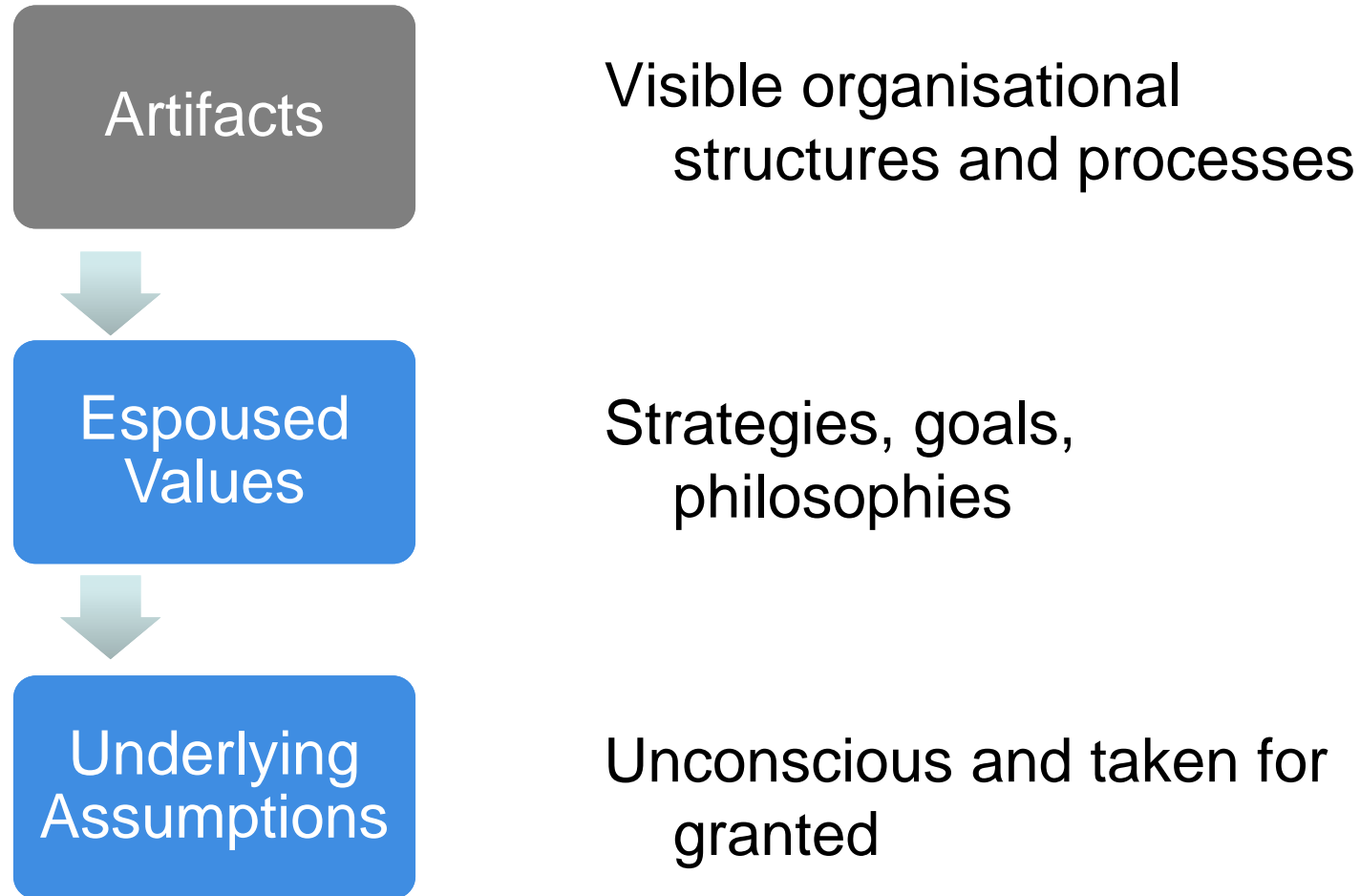
What is culture?

‘ ...a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration...’

Edgar Schein, 2009.



Schein – organisational culture



Understanding and changing a culture?

‘only becomes valuable and necessary if
such understanding enables you to solve
a problem, to make a change or learn
something new’

Edgar Schein, 2009.

Does it matter in QI?

‘People tend to act in ways that inhibit learning
when faced with potential threat or
embarrassment’

Argyris, 1982.

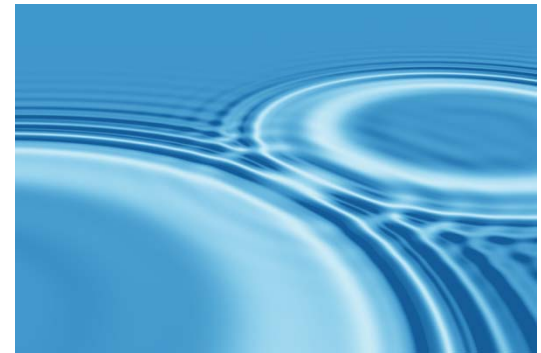
Edmondson A, 1999. Psychological Safety and learning behaviour in work teams. Administrative Science Quarterly. 44,2.

Caring culture

'Key components'

- Vision
- Sense of purpose
- Clear, aligned goals at every level
- People and engagement
- Team working
- Great relationships
- Value based, collective leadership

Michael West 2015
Annie McKee 2014



Care for yourself

The diagram consists of three horizontal bars stacked vertically. Each bar is composed of a solid blue segment on the left and a white segment on the right, separated by a thin blue vertical line. The blue segments contain white text. The first bar is labeled 'Care for yourself', the second 'Care for others', and the third 'Care for service users'. The white segments are empty.

Care for others

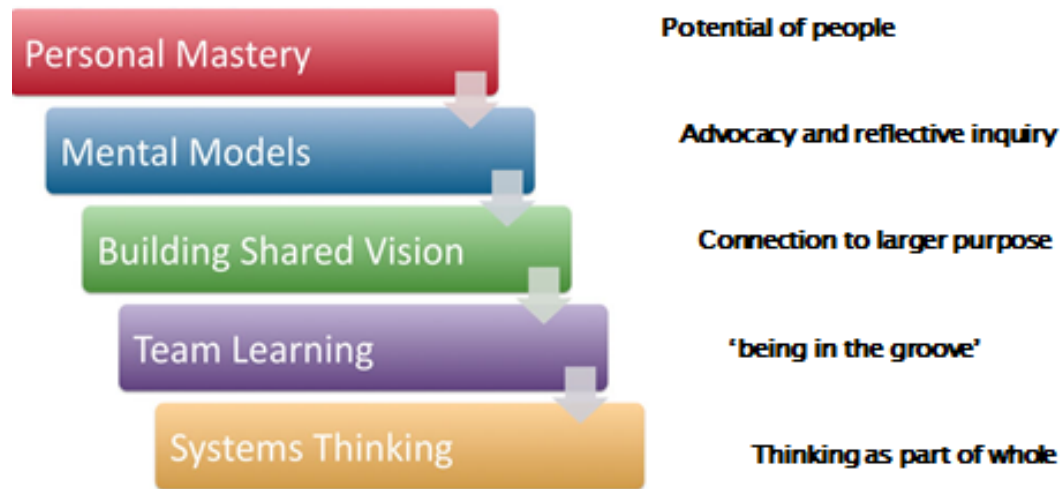
Care for service users

Learning Behaviour

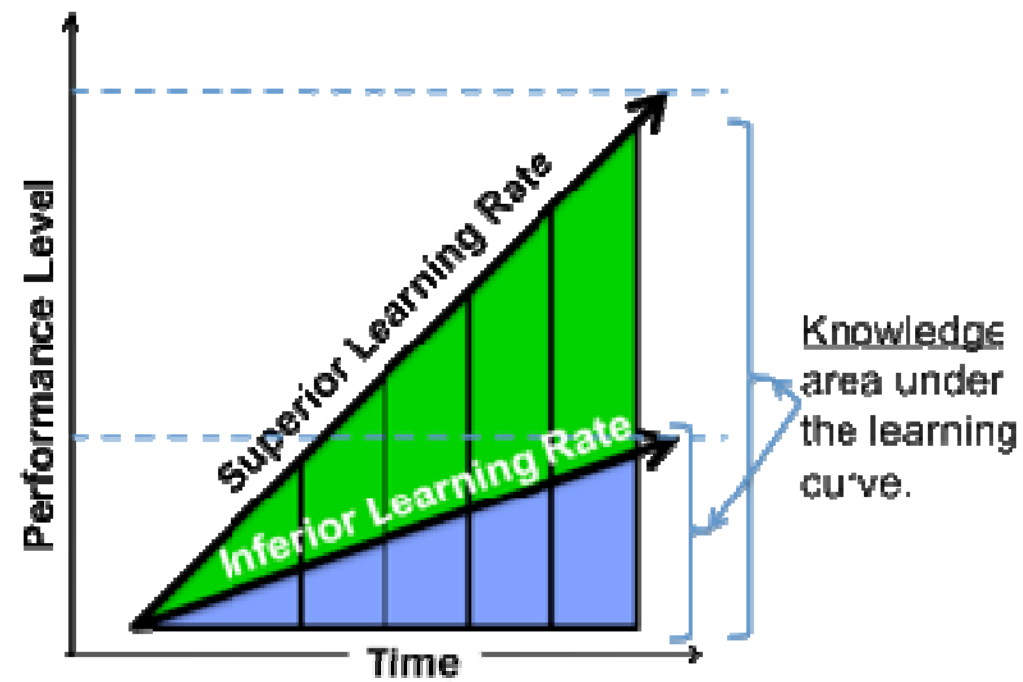
- Seeking feedback
- Sharing information
 - Asking for help
- Talking about errors
 - Experimenting

Edmondson A, 1999. Psychological Safety and learning behaviour in work teams. Administrative Science Quarterly. 44,2.

Learning Culture

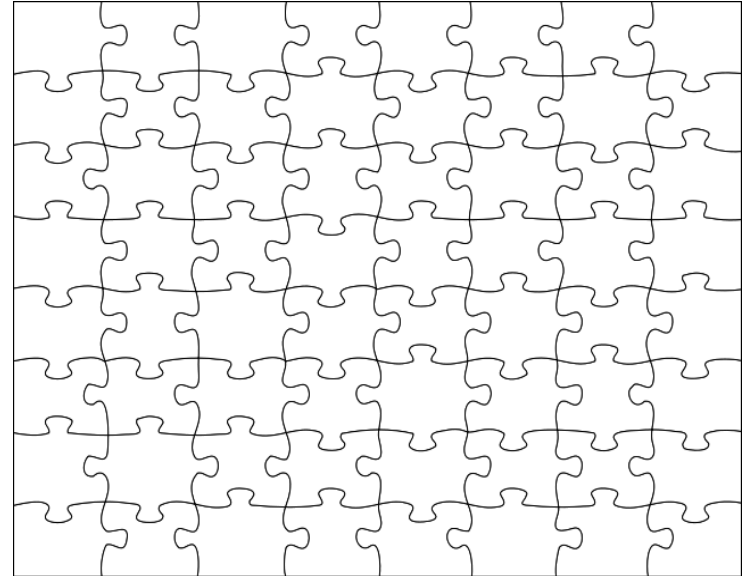


*Peter Senge, Fifth Discipline, 1990



Steven Spear

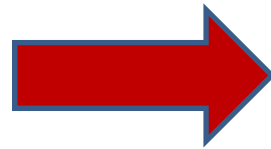
‘The whole is greater than the sum of its parts’



- **Systems thinking**
- **Interdependence**
- **Co-operation/Co-creation**
- **Synergy**

Relationships are central to a flourishing and caring organization

- Relationships

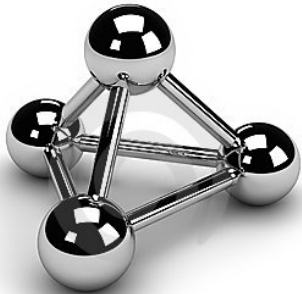


**Collaborative
Action**

Paul Batalden 2014

Connection heals

- Quality of relationships is predictor of happiness
- To live is to be related and asking for help
- From 'I' versus 'you' to 'we'
- Stay connected, connection comes first

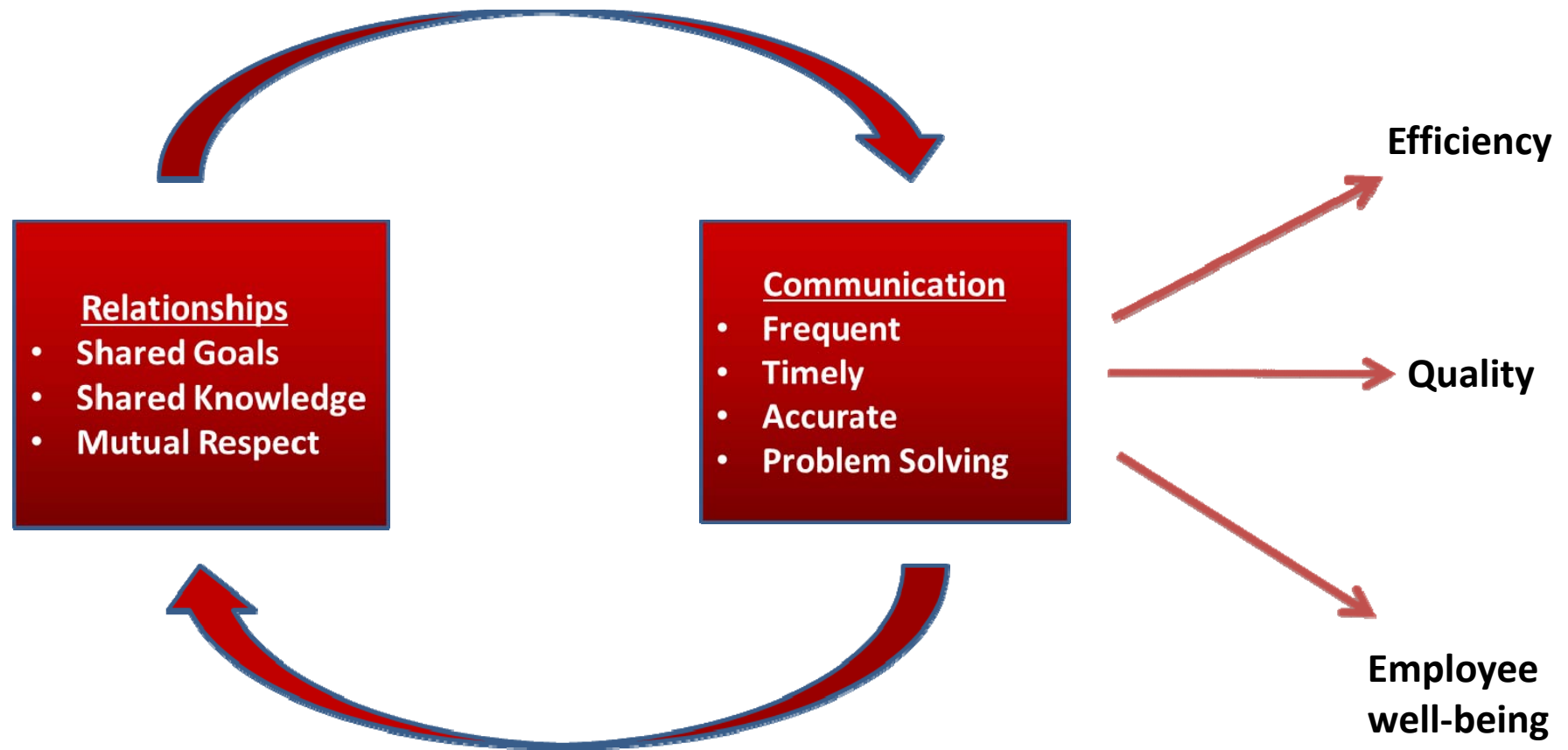


Stephen Bergman 2014

Relational Coordination

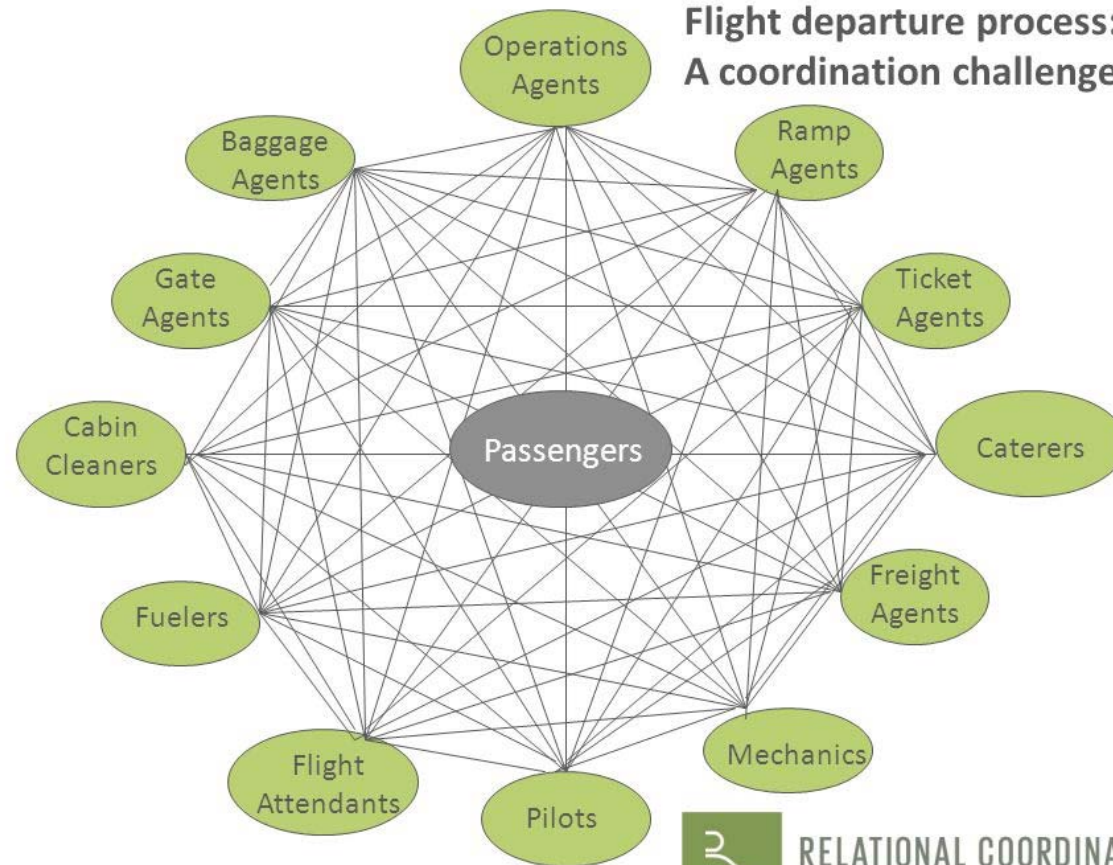
Theory of relational dynamics of coordination in complex systems

- Coordination is management of task interdependence
- Relationships in context of roles, not individuals
- Quality of relationships have impact on coordination and performance



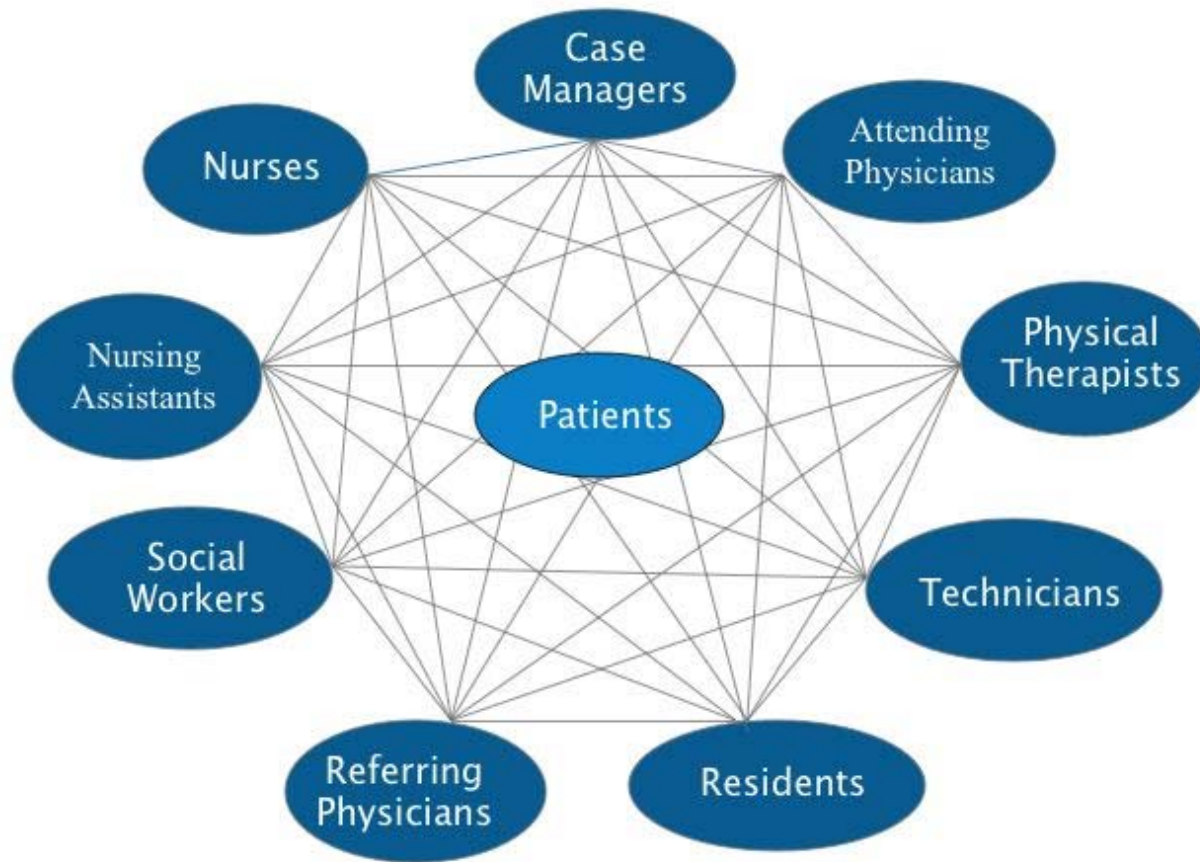
Jody Hoffer-Gittell 2009

Flight departure process: A coordination challenge

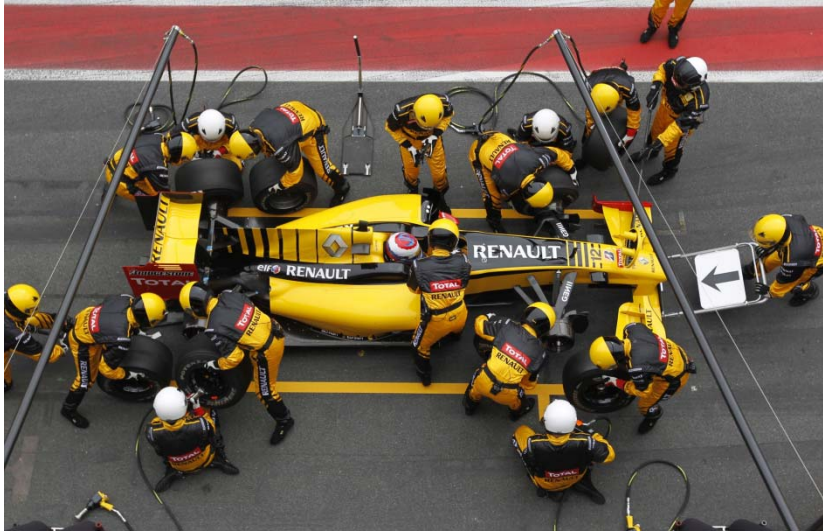


RELATIONAL COORDINATION
RESEARCH COLLABORATIVE

Relational Network



'High Relational Coordination = High Performance'



**How can we nurture a caring culture in health
and social care?**



Helping Relationships

- Helping is an essential component of social life and the core of teamwork – social process
 - Attitude, set of behaviours, skill



Edgar Schein 2009

'One up'

'One down'



Imbalance

Balance

1

Know your own
emotions and
intentions

1

Being ready to
give or receive
help

2

What and
how?
Feedback!

2

Equity

3

Communication is
an intervention

3

Be aware of
everything you
say

4

➤ Expert
➤ Doctor
➤ Process
Consultant

4

Proper
helping role

5

Pause and reflect!
'Access your
ignorance'

5

Always start
with **humble
inquiry!**

6

Help the client
to figure it out

6

The 'client' owns
the problem

7

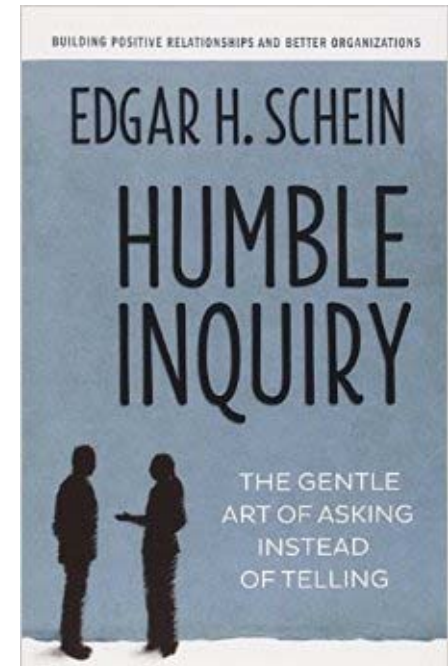
Every
situation is a
new one

7

The helper never
has all the
answers

Equilibrium

- *Humble Inquiry* is the fine art of drawing someone out, of asking questions to which you do not already know the answers, of building a relationship based on **curiosity** and **interest** in the other person.



What matters to you?



Good Listening

- Time to think
- Offering freedom from rush or urgency
- Encouragement
- Awareness of not interrupting
- Silence
- Experience 'you matter'



Listening Exercise

- In pairs
- Person A speaks for 2 minutes about something you are passionate about
- Person B listens, without interrupting
- Person repeats back what you have heard 1 minute
- Then swap

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."



Maya Angelou

Thank you

