Improving Workplace Culture

ORGANIZATIONAL DEVELOPMENT

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Improving Workplace Culture

What do we mean by 'culture'

What Do YOU Think??

LOOKING INTERNAL

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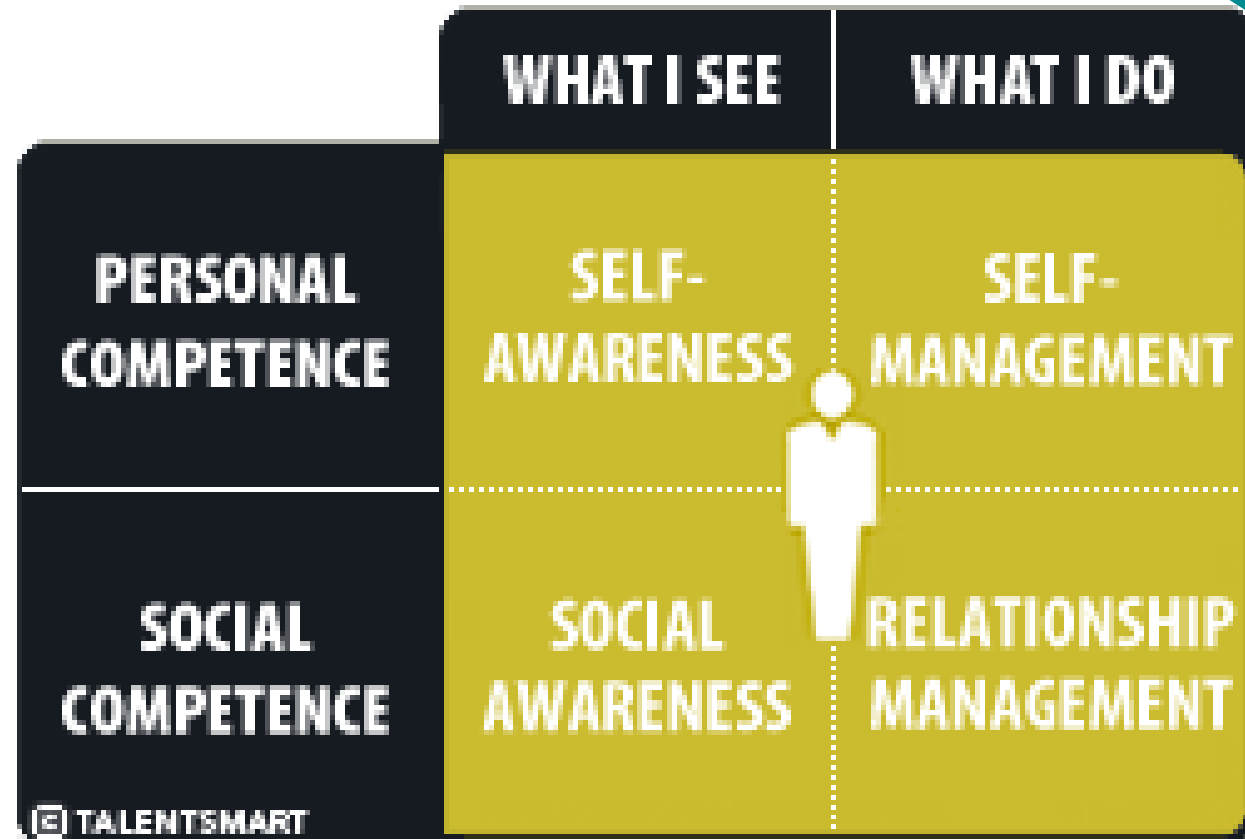# What Do YOU Think??

EMOTIONAL INTELLIGENCE

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Emotional Intelligence

The ability to **identify** and **manage** your *own* emotions and the emotions of *others*.

- Psychology Today

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Emotional Intelligence

	WHAT I SEE	**WHAT I DO**
PERSONAL COMPETENCE	SELF-AWARENESS	SELF-MANAGEMENT
SOCIAL COMPETENCE	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT

© TALENTSMART

Emotional intelligence is made up of four core skills.

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Emotional Intelligence and Circles of Influence

➢Acknowledge and Analyze Emotions

➢Accept and Appreciate Emotions

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Emotional Intelligence and Circles of Influence

➢ Reflect on YOUR emotions and origin

➢ Handle your emotions

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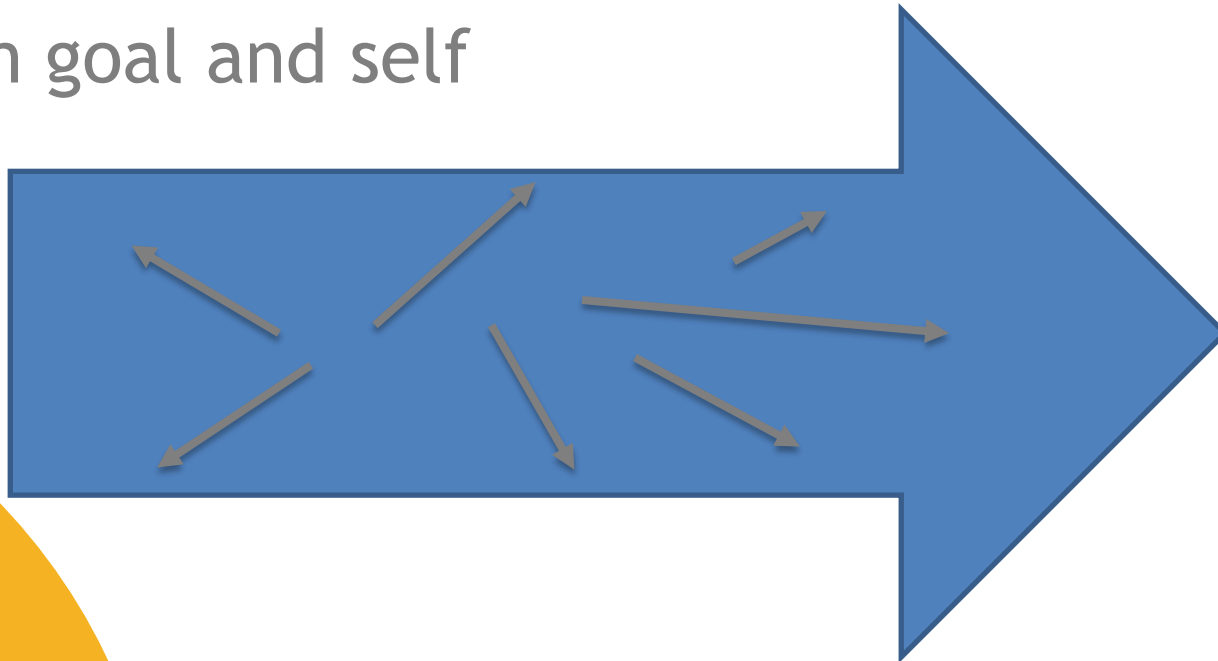# Building Trust and Teamwork

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Building Trust on a Team

- The "TEAM" Concept: Individual
  - Focus is on task and self
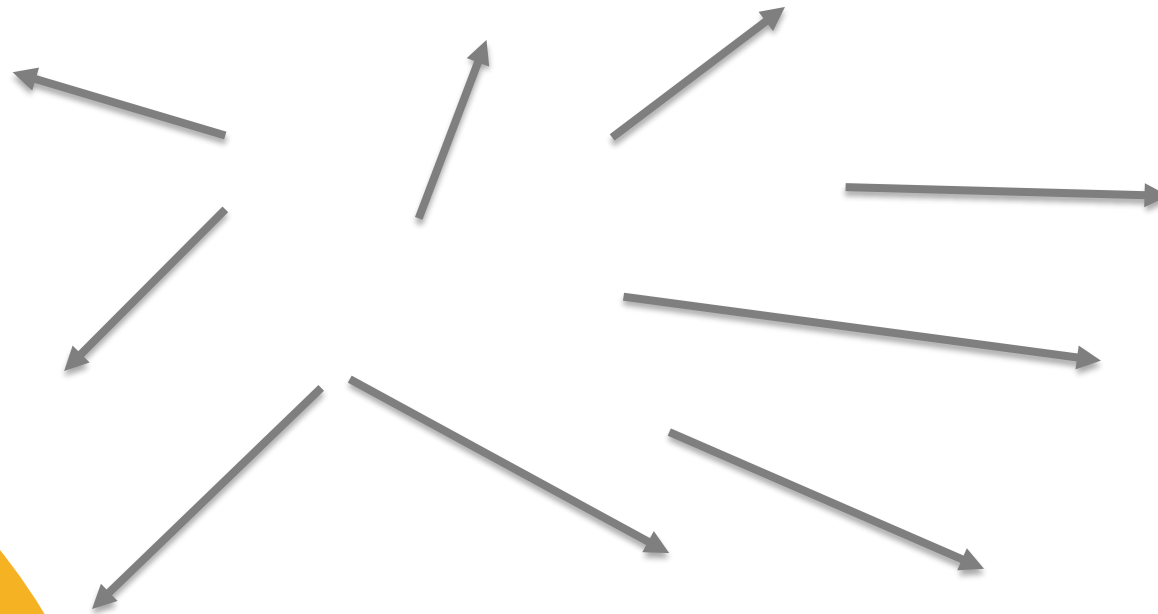
Building Trust on a Team

- The "TEAM" Concept: Group
  - Number of individuals assembled together or having some unifying relationship
  - Focus is on goal and self

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Building Trust on a Team

- The "TEAM" Concept: Team
  - A number of individuals associated in some **joint action** (goal)
  - Focus is on the goal and each other (team)
  - "The whole is greater than the sum of its parts"

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Building Trust on a Team

THE FUNDAMENTALS:
Team Dynamics

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Benefits to Building High Performing Teams

TEAM

- Better Communication
- Equal stakes in outcome
- Increased Trust
- Greater efficiency
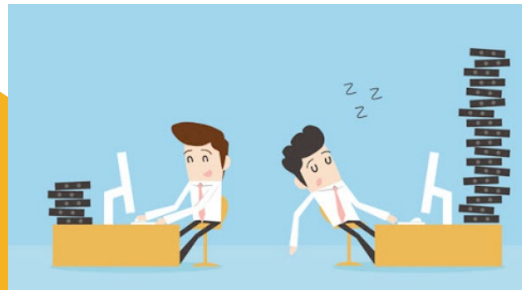- Greater productivity
- Increased Engagement

Organization

- Motivated Colleagues
- Knowledgeable and independent
    - More Delegation
    - Greater flexibility
- Innovation
- Better Culture

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Cost to Low Performing or Dysfunctional Teams

TEAM

- Confusion about roles and responsibilities
- Failure to accomplish tasks
- Over-dependence upon leader (Lack of autonomy)
- Inattention to results

Organization

- Hard costs (Turnover)
- Soft costs
  - Strained resources
- Lower productivity or attendance issues
- Impact on brand
- E&O claims

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Common Team Dysfunctions

- Lack of Trust
- Poor communication/Lack of healthy and relevant debate
- Lack of commitment
- Avoidance of accountability
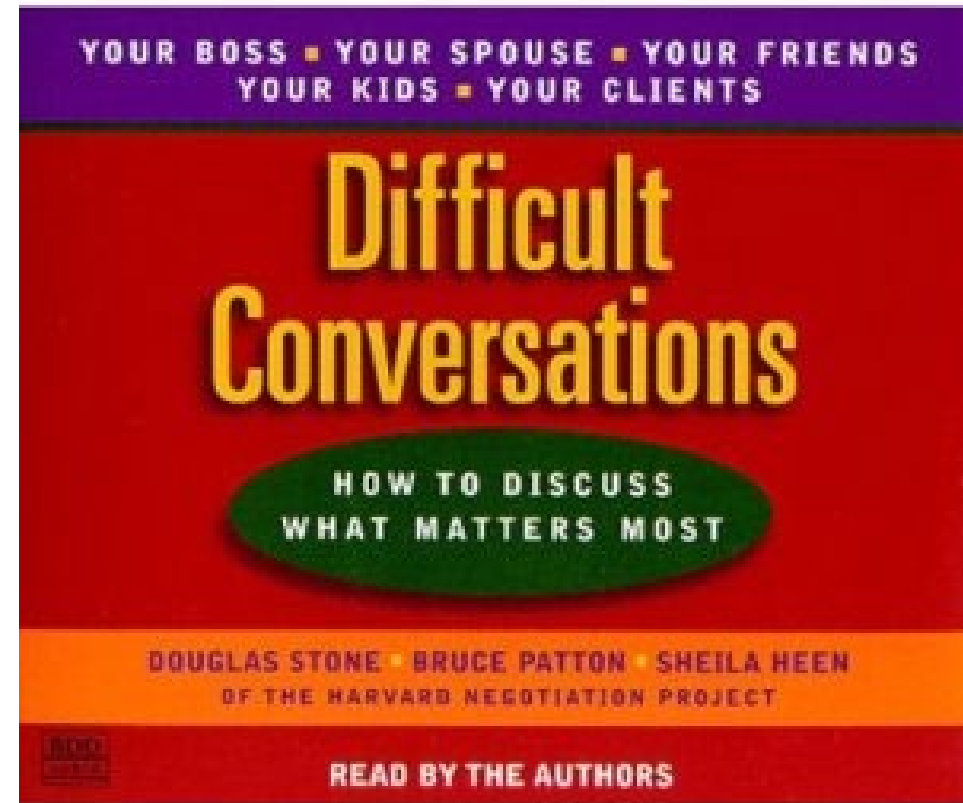- Ego/inattention to team results

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Effective Communication
and
Conflict Management

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Difficult Conversation

- **Three Conversations**

  – "What Happened" Conversation
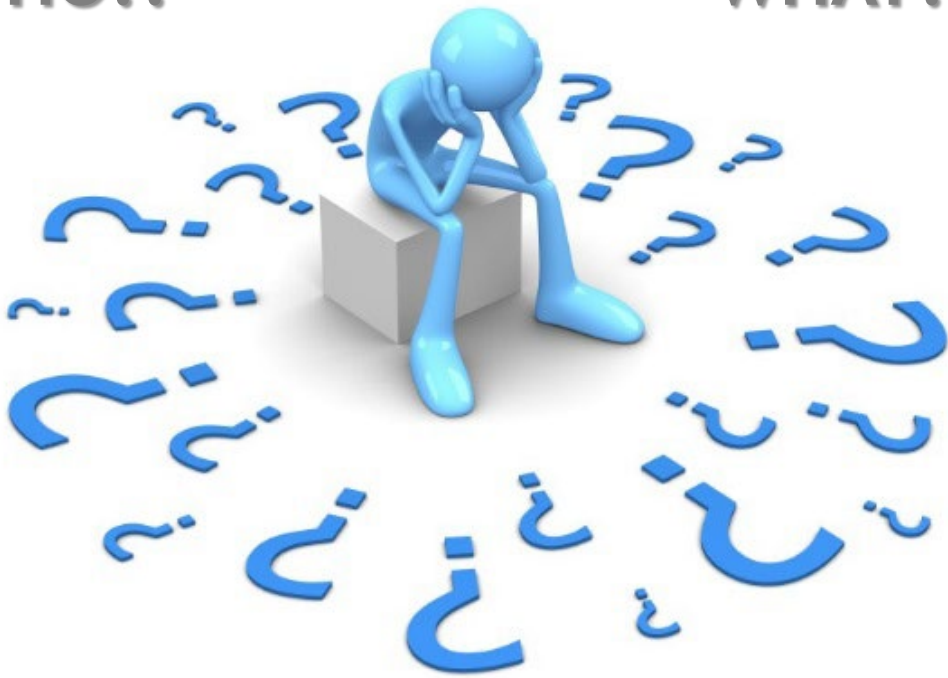
  – "Feelings" Conversation

  – "Identity" Conversation

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What Happened

WHO?!

WHAT?!

WHEN?!

WHERE?!

WHY?!

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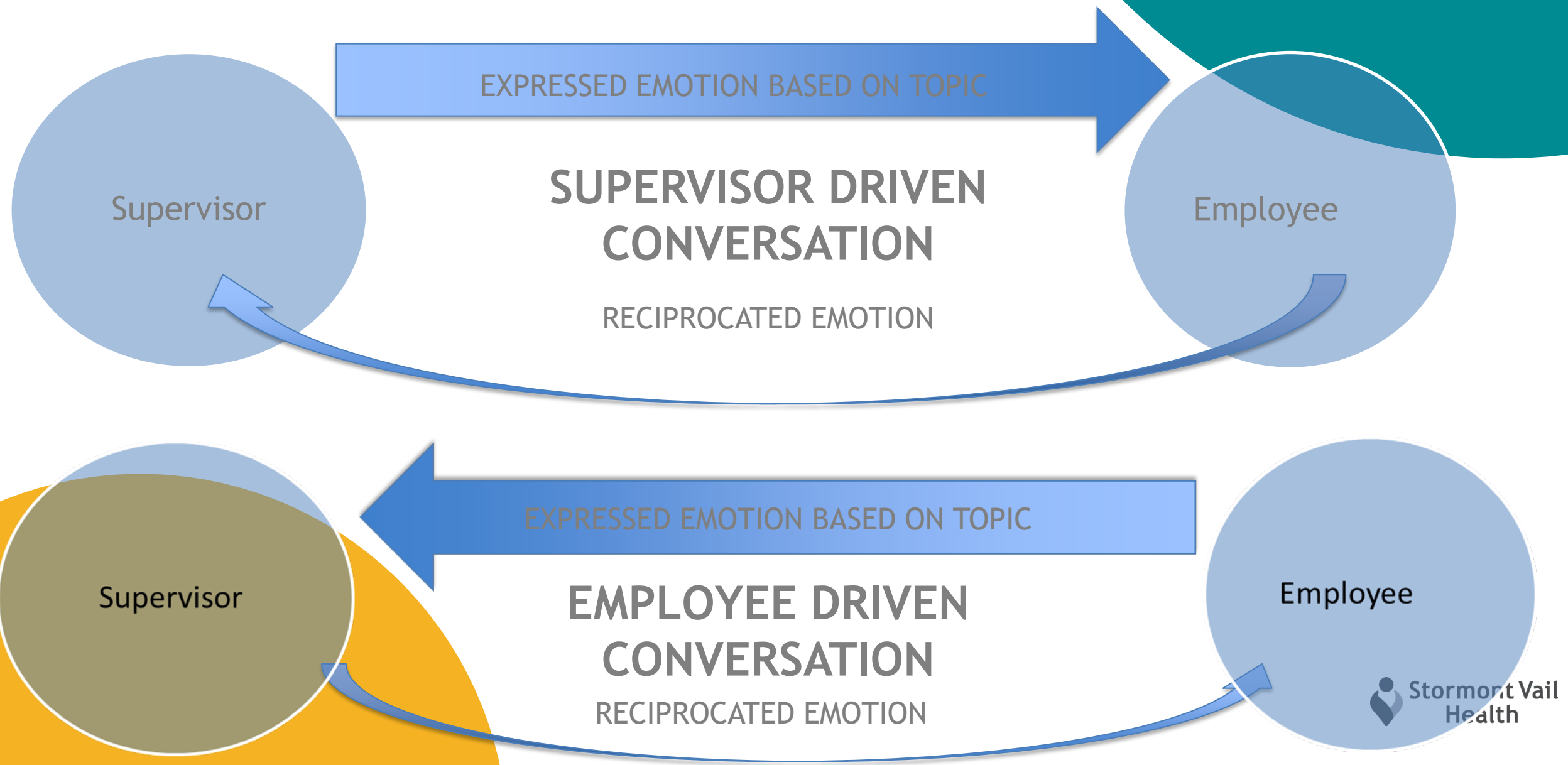
Feelings Conversation

EXPRESSED EMOTION BASED ON TOPIC

SUPERVISOR DRIVEN CONVERSATION

RECIPROCATED EMOTION

Supervisor

Employee

EXPRESSED EMOTION BASED ON TOPIC

EMPLOYEE DRIVEN CONVERSATION

RECIPROCATED EMOTION

Supervisor

Employee

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Identity Conversations

Three Conversations

✓ **The What Happened?**

✓ **The Feelings**

✓ **The Identity**

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Communication Barriers - Danger signs

➢ Escalation

➢ Invalidation/Put-Downs

➢ Negative Interpretation

➢ Withdrawal/Avoidance

NEGATIVE WAY

DO NOT ENTER

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What are destructive methods of conflict?

Silent Treatment

Gossip

Complaining to Leader

Invalidation

Why do we engage in the destruction?

- Of the unknown
- Of how the other person will respond
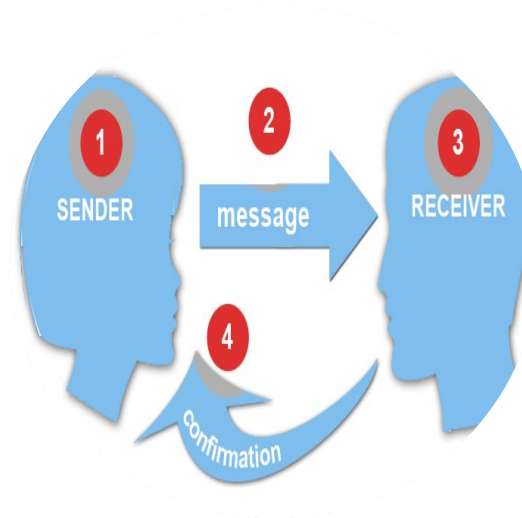- Of having to deal with the issue

- The dialogue
- The other person
- Amount of emotional distance
- Our own thoughts

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What are productive methods of conflict?

Don't/Do Method

STE Method

SENDER — message — RECEIVER
confirmation

Intent VS Impact

We judge ourselves by our intention
AWARENESS GAP
We judge others by their impact

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Top 10 Tips

10. Assume only the best intentions

9. Recognize that people generally aren't out to hurt each other

8. Actively listen—seek to understand

7. Use "When, I" statements

6. Identify your needs prior to speaking (recognize your own "stuff")

5. Use words like "can you help me understand?"

4. Decrease lag time

3. Resist the urge to shut down

2. Take a beat when needed

1. Come with curiosity

Would you like more information or consultation?

William Johnson, Sr Organizational Development Consultant, Stormont Vail Healthcare Services

Email: william.johnson@stormontvail.org

Phone: 785.354.5286

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THANK YOU!

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