

Developing Leaders of Quality Improvement Based on Research-based Knowledge and Assessments

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QR Codes throughout presentation to scan for additional information.



Aim and Agenda

Aim: Discuss the role of leadership to model and reinforce key behaviors, provide an overview of Schein and Toussaint and Ehrlich, research, interventions and results.

Agenda:

1. Background and link to microsystem success characteristics
2. Humble Leadership
3. Toussaint and Ehrlich research behaviors and sub behaviors
4. Interventions, Quotes, Results
5. Q&A

Characteristics of High Performing Clinical Microsystems

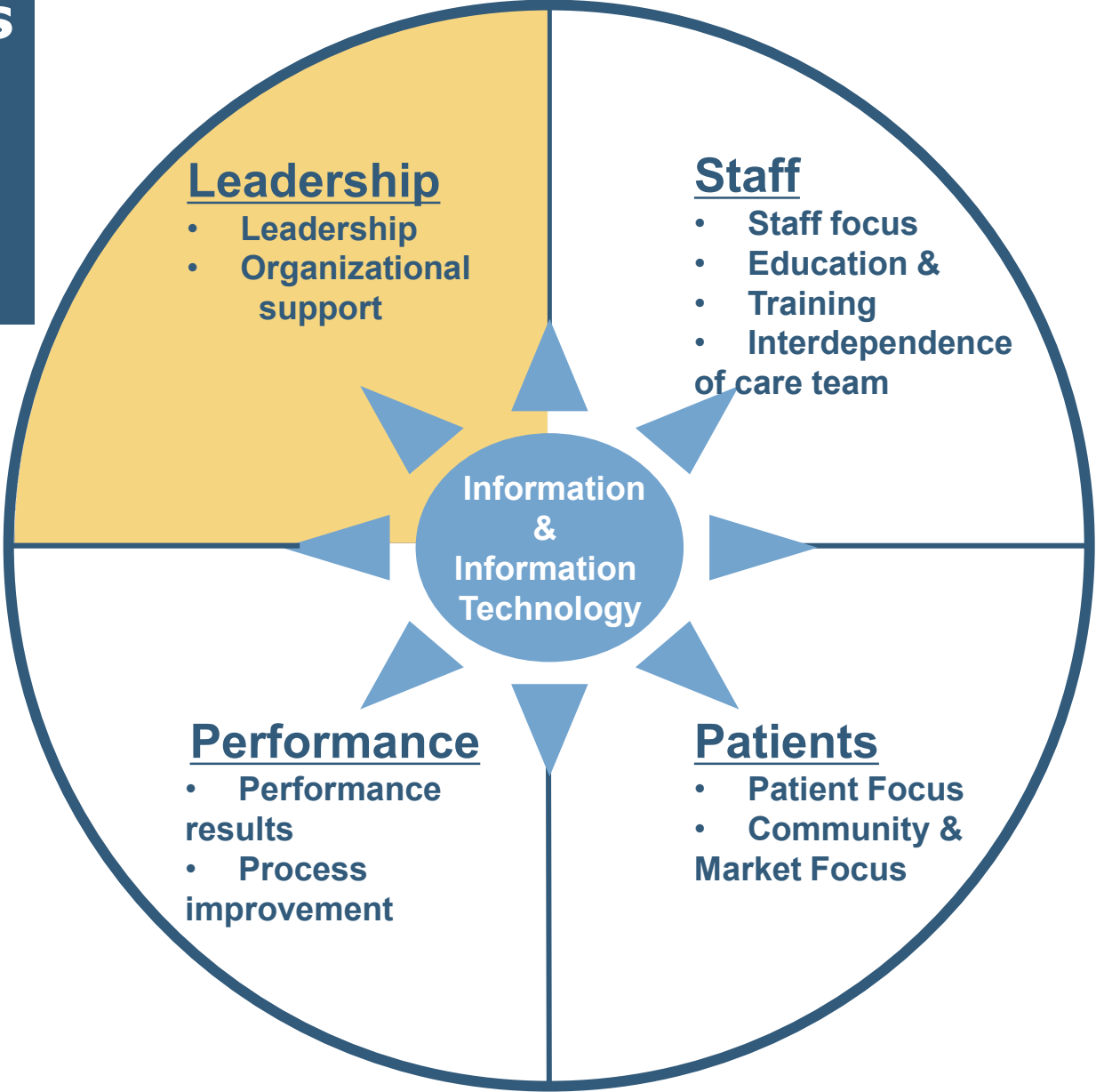




Photo: Department of the Treasury

**Leaders cannot command performance;
they can only create the conditions.**

-Paul O'Neil, CEO, Alcoa

A Tribute to Dr. Edgar Schein



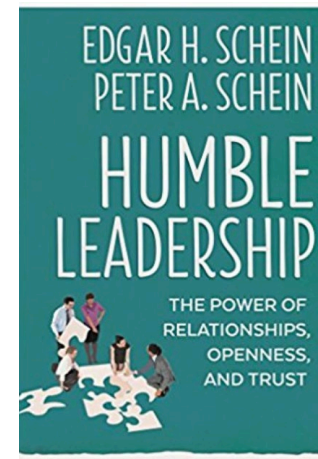
Professor Emeritus at the MIT Sloan School of Management

Field of organizational development in many areas, including career development, group process consultation, and organizational cultures.

“Help in the broadest sense is, in fact, one of the most important currencies that flow between members of society because help is one of the main ways of expressing love and other caring emotions that humans express.”

A Tribute to Dr. Edgar Schein

**“The only thing of real importance that leaders do is to create and manage culture.
If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.”**



Schein, E. H., &
Schein, P. A. (2018).
Humble Leadership.
Berrett-Koehler
Publishers.

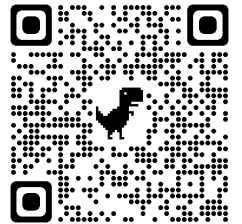


A Tribute to Dr. Edgar Schein

“...leaders who really want to change things must involve themselves in the culture of the group, gain enough trust to be told what is going on, and then build mutual helping relationships.”



Schein, E. H. (2011).
Helping. Berrett-
Koehler Publishers.





Level Minus One – Domination



L-1

Level 1 – Transactional



L 1

Professional Distance

Level 2 – “*Personized*”



L 2

✓ Openness and Trust

✓ Information Sharing

Level 3 – Emotional intimacy

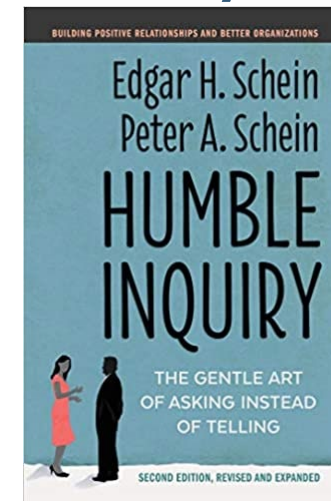


L 3

✓ Professional intimacy

3 Types of Humility

- Humility: "...refers to granting someone else a higher status than one claims for oneself."
- Social Life "elders & dignitaries"
- Professional Life "awe of achievements"
- Here and Now "when I'm dependent on you"



Schein, E. H., & Schein, P. A.
(2021). *Humble Inquiry*.
Berrett-Koehler Publishers.



Additional Reading

“That a good leader knows that the situation may require more than what he or she had in the way of knowledge and skill. So, it is humility in the face of a difficult task.”

THE JOURNAL OF CHARACTER & LEADERSHIP DEVELOPMENT / FALL 2018

VIEWS FROM THE FIELD

Humble Leadership

Edgar Schein, Professor Emeritus, Massachusetts Institute of Technology;
Sloan School of Management; Organizational Culture and Leadership Institute

Peter Schein, Organizational Culture and Leadership Institute

Interviewed By: Douglas Lindsay

JCLD: You have recently published a book called *Humble Leadership*. Could you please give a little background on how each of you got into this area of study.

Ed Schein: My version of this goes back to the decision to go into social psychology. Already in graduate school, I was interested in social influence in leadership as a topic because it is one of the central topics in social psychology. I was prepared for a career in that, but I was in the military. I was in the Army's Clinical Psychology Program and my first post-doctoral assignment was to the Walter Reed Institute of Research where I did a variety of odds and ends of research. In 1953, the armistice was signed with Korea and there was suddenly a repatriation of 3000 or more American POWs. So, the military created teams of social workers, psychiatrists, and social psychologists and sent us over to Korea to get on board a ship with a group of repatriates to interview them and find out what all of

Lindsay, D. (2018).
Views from the Field:
Humble Leadership.
*The Journal of
Character &
Leadership
Development*.



Toussaint and Ehrlich

5 Behavioral Dimensions for Fostering a Culture of Continuous Improvement



Willingness



Self-Discipline



Curiosity






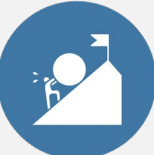

Humility



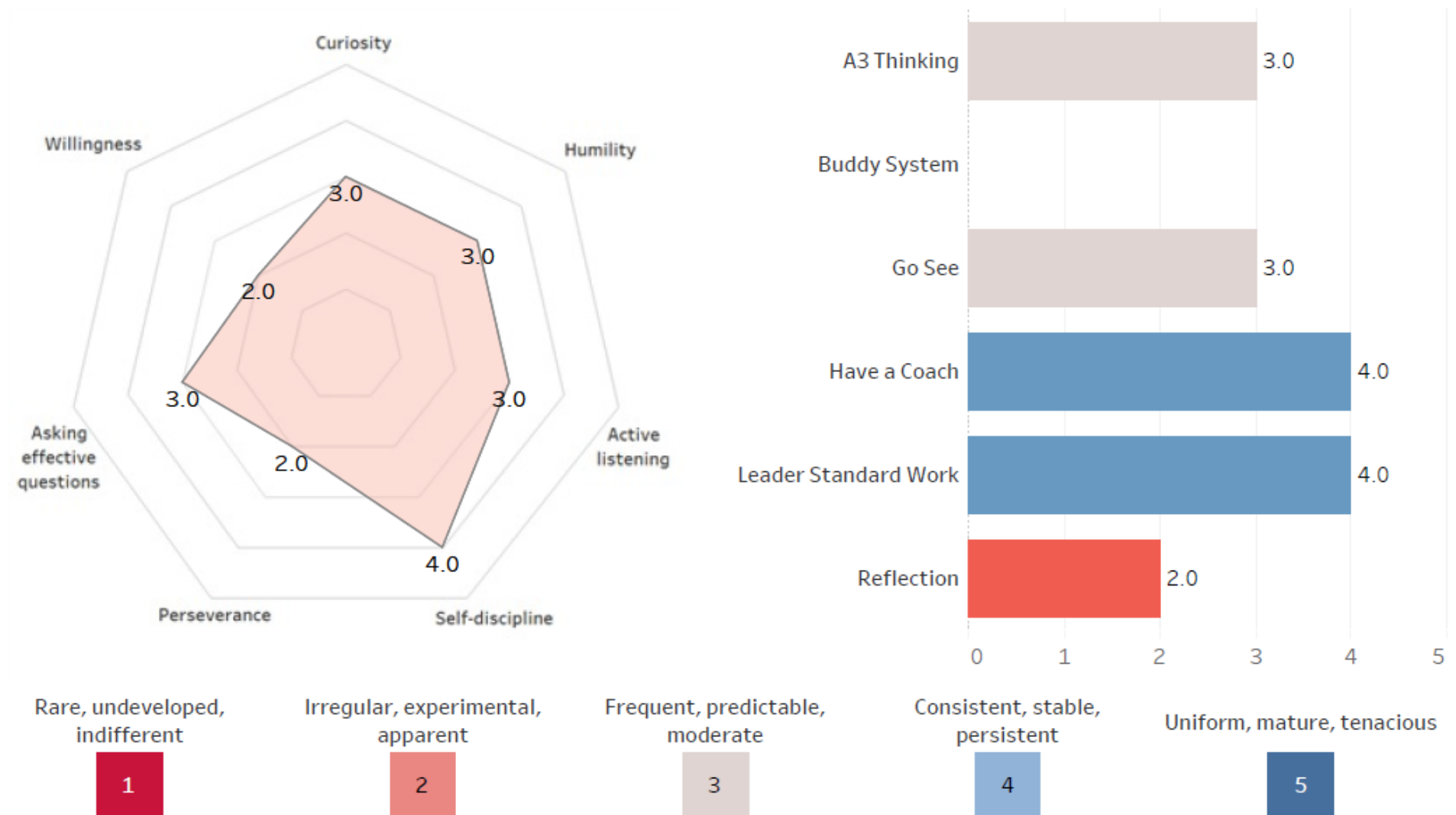
Perserverance

Based in research with a cohort of 40 CEOs



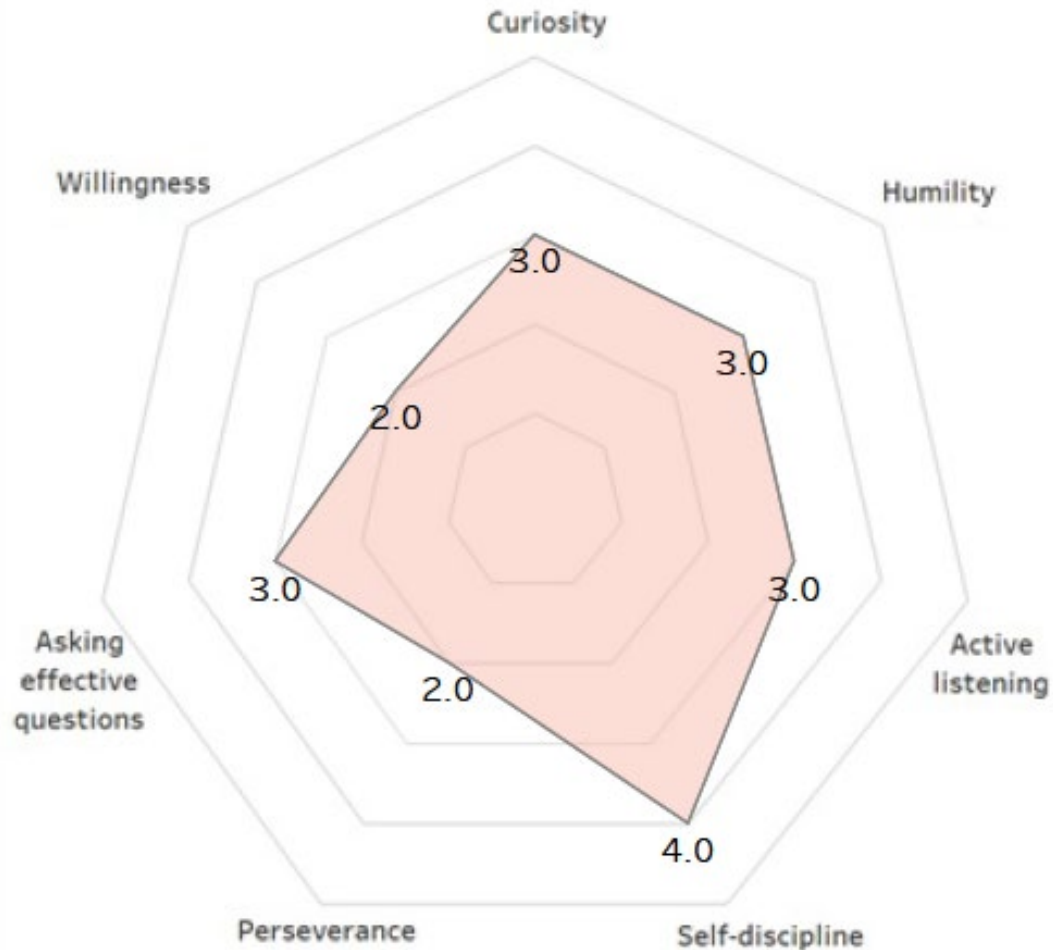
Behavioral Dimension	Effective Leaders of Quality Improvement
 <i>Willingness</i>	<ul style="list-style-type: none"> • Reflect. • Recognize change is required. • Are open to extricating unproductive organizational traits from themselves (redirected blame, autocracy, etc.)
 <i>Humility</i>	<ul style="list-style-type: none"> • Do not have all the answers and are willing to “go see” in the place where work actually happens. Go to “gemba.”
 <i>Self-Discipline</i>	<ul style="list-style-type: none"> • Create leader standard work. • Manage setting expectations. • Condition themselves to a habit of self-discipline in thought and action.
 <i>Perseverance</i>	<ul style="list-style-type: none"> • Have persistence to attack any problem and the belief that no problem is unsolvable. • Use buddy system. • Have coach.
 <i>Curiosity</i>	<ul style="list-style-type: none"> • Ask effective questions and listen actively <ul style="list-style-type: none"> • Know they do not have all the answers, respect staff by asking open-ended questions and seeking input and are curious about staff stories. • Use A3 thinking <ul style="list-style-type: none"> • Learn about the background and current state, define problems and identify a target issue, ask - why does the problem exist, identify possible experiments.

Toussaint and Ehrlich Example - Self



Toussaint and Ehrlich Example Self and Team

Self-Assessed Leadership Behavior Scores



Mean Team Assessment of Leader's Behavior Scores



Willingness

“**Reflecting each day** has highlighted my own tendency to do what interests me over what is urgent – now that I understand that it is easier to focus on the urgent.”

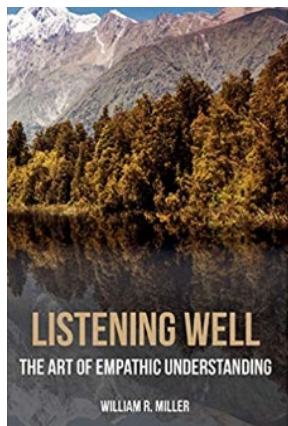
“The **buddy system** within your own department has helped with problem solving and my own development.”



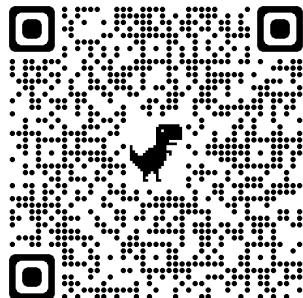
Humility

“By reading and practicing “Listening Well”, I have become **aware of my own prejudices** and how they impact my ability to really listen.”

“I’ve **shared what I am working on** with my team and have asked them to help me practice the skills .”



Miller, W.R. (2018).
Listening Well. *Wipf
and Stock*.



Self-Discipline

“Rounding twice a day has led to the development of an “escalation” pathway for issues and fewer interruptions.”

“I use my journal to plan my day and my week.
I keep track of the skills I am practicing and use it to reflect on my day.”



Perseverance

“By formalizing **the buddy system**, we have a place for venting, advice, listening, and practicing asking good questions.”

“I am working on **asking open ended questions** – I don’t always get the responses I’m looking for, but I continue to practice.”



Curiosity

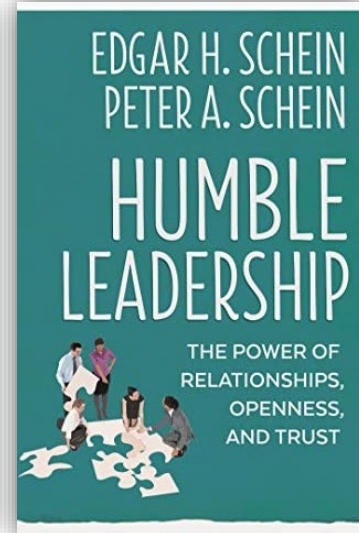
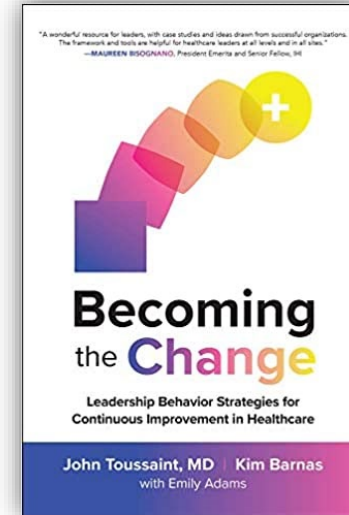
“By “**going to see**” and asking good questions, staff can begin to problem solve, develop options and solutions.”

“I was trying to round at the same time everyday. I learned that if **I stagger the times I round**, I catch more people each day – people have started saving their questions for when I round.”



Try This at Home

1. Read *Five Changes Great Leaders Make to Develop an Improvement Culture*
2. Use the Toussaint and Ehrlich Assessment and Radar Chart
3. Read *Becoming the Change* – Toussaint and Barnas
4. Read *Humble Leadership* – Schein and Schein
5. Use the A3 Template
6. Create action plan



Toussaint and Ehrlich Assessment and Radar Chart



Toussaint, J. S., & Ehrlich, S. P. (2017). Five Changes Great Leaders Make to Develop an Improvement Culture. *NEJM Catalyst*.

Five Behavioral and Associated Reinforcing Behaviors for Leaders

Aim: Assess current leadership performance using the five behavioral dimensions and reinforcing behaviors for leadership personal change to inspire others and help build a culture that values and seeks out the contributions of an organization’s greatest asset: the people working at the front lines.

	1 Rare, undeveloped, indifferent	2 Irregular, experimental, apparent	3 Frequent, predictable, moderate	4 Consistent, stable, persistent	5 Uniform, mature, tenacious
Willingness					
Reflection					
Humility					
Go see					
Curiosity					
Asking effective questions					
Active listening					
A3 thinking					
Perseverance					
Buddy system					
Have a coach					
Self-discipline					
Leader standard work					

Toussaint and Ehrlich Assessment and Radar Chart



Toussaint, J. S., & Ehrlich, S. P. (2017). Five Changes Great Leaders Make to Develop an Improvement Culture. *NEJM Catalyst*.



Commit to 10 minutes of self-reflection weekly, to ask yourself:

1. *What in my actions this week led to better thinking on behalf of my team about problems?*
2. *Did my questions unleash the thinking capacity of my team, or did I blame them for not following up on my specific ideas?*

A3 Worksheet



Toussaint, J. S., Barnas, K. (2021). Becoming the Change: Leadership Behavior Strategies for Continuous Improvement in Healthcare. McGraw Hill.

A3 Personal Improvement	
<p>Instructions: Click in the box to enter text</p> <p>Personal Improvement A3 Title: Insert Title</p> <p>Date: Insert Date Authored by: Insert Author Coach: Insert Coach</p>	
<p>Background</p> <p>Why should I improve myself in order to be a coach/leader who creates an organization filled with problem solvers? Why this? Why now? Insert Text</p>	<p>Proposed Countermeasures</p> <p>What experiments will I try on myself to become a better coach/leader of problem solvers? Insert Text</p>
<p>Current State</p> <p>Habits/Actions I Currently take → Outcomes from my Current Habits/Actions (Strength and Limitations) Insert Text</p>	
<p>Opportunity Statement – 1 Concise Sentence</p> <p>Insert Text</p>	<p>Plan/Next Steps</p> <p>What steps will I take, and when? What is my practice plan to develop new habits? Insert Text</p>
<p>Goals/Targets</p> <p>New Desired Condition. What does better look like for me? What, How much? By when? Insert Text</p>	
<p>Analysis</p> <p>Reasons for My Personal Performance/for My Current Strong Habits and Limiting (Gap) Habits Insert Text</p>	
<p>Follow Up</p> <p>How will I know if there's improvement? How will I know if things are off plan? How will I make time to practice? What is my process for ongoing reflection/P-D-S-A? Who else will I involve? Insert Text</p>	

Action Plan Worksheet

Marjorie M. Godfrey



Action Plan (Template)

Team Name: Type or Tap to Add Text

Date: Type or Tap to Add Text

Task	Due Date	Person Responsible	Comments

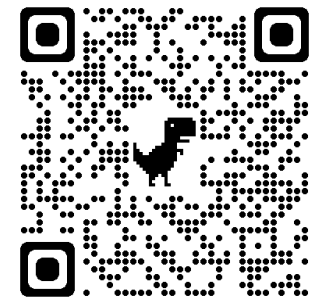
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Summary

- Schein
 - Humble leadership
 - Four levels of relationships
- Toussaint and Ehrlich
 - Willingness
 - Humility
 - Curiosity
 - Perseverance
 - Self-Discipline
- Try this at home!

Learn more about IEHSS Programs on clinicalmicrosystem.org.

- Team Coaching Program
- Team Communication and Relationships Program
- Relational Dimensions of Improvement and Change
- NEW Resilience and Wellbeing Program



Acknowledgements:

Survey Center at University of
New Hampshire

Thank you!



Thank you!!