

CLEAR TEAMWORK & COMMUNICATION WEBINAR SERIES

LEARNING CHALLENGE GUIDE

Strategies for Effective Communication

By the end of this session, participants will be able to:

- Recognize elements of unstructured and structured communication that support effective teamwork
- Identify their own personal communication style
- Apply communication techniques discussed in the webinar

Summary of webinar content:

- Unstructured Communication:
 - Communication styles
 - Sense-making
 - Judger-Learner Mindset
 - Direct communication
 - Triangulation
 - Structured Communication
 - SBAR
 - Huddles
 - Three W's
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Your Learning Challenge Overview

After each webinar, a learning challenge will be provided to each team. Teams are expected to report on their experience completing these challenges in their usual monthly report. We will also be asking teams to share their learning and progress at the next webinar.

Questions? Don't hesitate to reach out to your improvement advisor for help or to ask clearbc@bcpsqc.ca!

Applied learning activities:

1. Team communication styles
 2. Trial a structure communication tool
 3. Just listen – ATTIC activity
 4. Guided discussion
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Activity 1: Team Communication Styles

Begin this activity with some personal reflection (estimated time is 10-15 min)

1. Think about the team you currently work on and how you communicate.
 - What elements are working well?
 - Are there opportunities to improve your team's communication? If so, what could be improved?

- What impact does sense-making, judger-learner mindset and triangulation have on your team? Are these concepts enhancing team communication or hindering them?
 - What did you learn at this week's webinar that you could start personally applying?
2. Individually, take the attached communication styles quiz.
- Were you surprised with the results of your own communication style?
 - How do you think your style affects how you work on your team?

Now come together with your team and share the results of your communication style quiz

(estimated time is 35-45 min)

1. Allow each person to describe his or her communication style.
 - If you are working in a larger team, ask members who have the same results to group together to discuss their communication style. Invite one member of the group report out to the larger team.
 - Remember, everyone has their own unique communication style and one is not better or worse than another.
2. Once everyone has reported out on their style, consider and discuss these questions:
 - What do you have in common and what is different about your styles?
 - What improvements could you make to your team's communication to take in to consideration the variation of styles on your team?
 - How do you think you could leverage communication style differences to strengthen your team?
 - Using the provided template, include a summary of your team's communication styles and strategies you're going to employ to support differences in your monthly report. For easy reference, consider posting the completed product in a visible area in your workplace.
3. Revisit your teamwork agreement if you completed one in your previous learning challenge.
 - Based on your discussion about communication styles, does your teamwork agreement need to be updated? Do ground rules need to be set around how you communicate?
 - Consider the modality, formality, and frequency of your team communication when updating the agreement.

Resources needed for this activity:

- Completed communication style quiz (see attachment)
- Completed team communication style template (see attachment)
- Your teamwork agreement if you completed one



Communication-Style Team Communication
s-Assessment.pdf



Styles.docx

Activity 2: Trial structured communication tool (Pick one) (estimated time is 30 – 45 min)

Structured communication tools assist in reducing patient adverse events and increasing teamwork and communication on teams. To apply the learning from our last webinar, please trial one of the following structured communication tools:

SBAR

- Trial using SBAR with your team.
- Complete the SBAR worksheet attached to guide you and **include in your monthly report**
- With each SBAR interaction you practice, take notes on what could be improved. Doing it over and over will help them become better and better.
- If you are already utilizing SBAR, what are the ways it can be improved?
- If you would like more detailed instructions and information on SBAR check out the attached document.
- Once you have had a chance to practice using SBAR a few times, discuss the trial and how you can continue to use the tool.



SBAR
Backrounder.pdf



SBAR Worksheet.pdf

Click on the link in the attachment tab to open the file

Huddles

- Trial a huddle within your team.
- Complete the huddle worksheet attached to guide you in setting up your huddle structure and **include in your monthly report**.
- With each practice huddle, take notes as to what could be improved. Doing it over and over will help them become better and better.
- If you are already doing huddles, how can they be improved?
- If you would like more detailed instructions and information on huddles, check out the attached document.
- Once you have had a chance to practice using huddles a few times, discuss the trial and how you can continue to use the tool.



Huddle
Backgrounder.pdf



Huddle
Worksheet.pdf

Click on the link in the attachment tab to open the file

Three W's

- Trial the Three Ws within your team.
- Complete the Three Ws worksheet attached to guide you and **include in your monthly report**.
- With each interaction using the Three Ws, take notes on how the tool could be improved and make modifications accordingly.
- Discuss the trial and how you can continue to use the tool.



Three Ws
Worksheet.pdf

Click on the link in the attachment tab to open the file

Resources needed for this activity: reminder – you only need to pick one tool to try

- SBAR worksheet and guide – attached
 - Huddle worksheet and guide - attached
 - Three Ws worksheet - attached
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Activity 3: Just listen

(estimated time is 20-30 minutes)

Listening is an incredibly important part of good communication; however, it is a skill that people often ignore in team activities. This exercise can show team members how to listen with an open mind.

- In advance of the session, print off and cut the set of index cards. You will need 4 cards for every 2 people in your group. Each card will have a different discussion topic listed on it (e.g. the role of culture in health care, trust in your work, your hopes for improving communication on your team, etc.).
- Ask everyone present to pair off.
- Provide each pair with their own set of four index cards.
- One partner blindly chooses a card and then speaks for three minutes on what they think and feel about that topic. Their partner cannot speak during this time – their primary goal is to listen. The other partner can keep the time.
- After three minutes, the listener has one minute to recap what their partner said. They cannot debate, agree, or disagree – only summarize.
- Next, the roles switch and teams begin the process again.
- Debrief as a team.
 - How did speakers feel about their partners' ability to listen with an open mind?
 - Did their partners' body language communicate how they felt about what was being said?
 - How did listeners feel about not being able to speak their own views on the topic? How well were they able to keep an open mind? How well did they listen?
 - How well did the listening partner summarize the speakers' opinions? Did they get better as the exercise progressed?
 - How can we use the lessons from this activity in our day to day work?

Resources needed for this activity:

- Index cards – print before coming together as a team



Just Listen Index
Cards.pdf

Click on the link in the attachment tab to open the file

Activity 4: Guided Discussion on the Power of Questions

(estimated time is 20-30 minutes)

In our day to day lives, we can relate to others with judger and learner mindsets. But what are these? How do they influence how we interact with others? Most importantly, how might these mindsets impact the success of our team?

Let's unpack these concepts a bit. When we are in a judger mindset, our thinking may be reactive and blaming. The "judger" mindset reacts with evaluative thinking: what's wrong with this person? Why can't they get it right?

In learning mode, however, we are reflective and curious. By contrast, a "learner" approach holds the judgments and assumptions about others at bay.

As a team, discuss:

- How a judger mindset may influence how you work together.
- How you could apply more of a learner mindset in your day to day work.
- What steps you could take to check in on your learner mindset practice.
- Note: see questions for daily practice below.

Individual Learner Practice

At the end of a day or week consider how often you practiced a learner versus a judger mindset. Where did the balance sit?

As you work to cultivate a learner mindset, the following questions can assist you:

- What do I want for myself, others and the situation?
- Am I in a learner mindset or in a judger mindset?
- What assumptions am I making – about myself, others and the situation?
- How else can I think about this?

Adapted from: Marilee Adams, Change Your Questions, Change Your Life

Resources needed for this activity:

- None - just an open mind
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Report it!

We would love to hear if and how your team was able to work through whatever activities you had time for. Please include them in your monthly report, or let your Improvement Advisor know if you've been able to complete any of these activities. We would also love your feedback in how to improve these activities for next time. We look forward to discussing and building on this as a collaborative at our next webinar!

Additional Resources

If you are interested in doing some further reading on the topics we covered today, here are a few articles that we recommend.

Role of Effective Teamwork, Communication in Delivering Safe, High-Quality Care



Role of effective
teamwork and commu

Click on the link in the attachment tab to open the file

Interprofessional communication in healthcare: An integrative review



Interprofessional
communication in hea

Click on the link in the attachment tab to open the file

Teamwork and Communication in Healthcare



Canadian Framework
for Teamwork and Co

Click on the link in the attachment tab to open the file

Interested in learning more about communication styles? Check out this great podcast!

Listen to this podcast to get an overview of another way for you and your team to recognize how your personality may impact your team's chemistry. The podcast can be found here:

<https://hbr.org/ideacast/2017/03/how-personalities-affect-team-chemistry.html> (also downloadable on iTunes).

If you are curious about exploring your own type using the tool discussed in the podcast (and those around you), there is a quick [self-assessment](#) for you to run through. You just need to create a free login and quickly complete the 20 questions (it is really fast and easy to do).

A little bit of humour

Here is a link to a funny clip from the television show *Everybody Loves Raymond* as he models reflective listening. Always good for a laugh!

<https://www.youtube.com/watch?v=4VOubVB4CTU>