



QUALITY CAFÉ

Your Monthly Dose of Quality

Supporting Change Through Cognitive Coaching

John Clarke

Margie Sills-Maerov

September 18, 2019



**BC PATIENT SAFETY
& QUALITY COUNCIL**
Working Together. Accelerating Improvement.

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Participants Chat Recorder

Participants: 1

Panelist: 1

BCPSQC - 2 (Host, me)

Attendee: 0

Chat

Send to: All Participants

Select a participant in the Send to menu first, type chat message, and send...

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Connected

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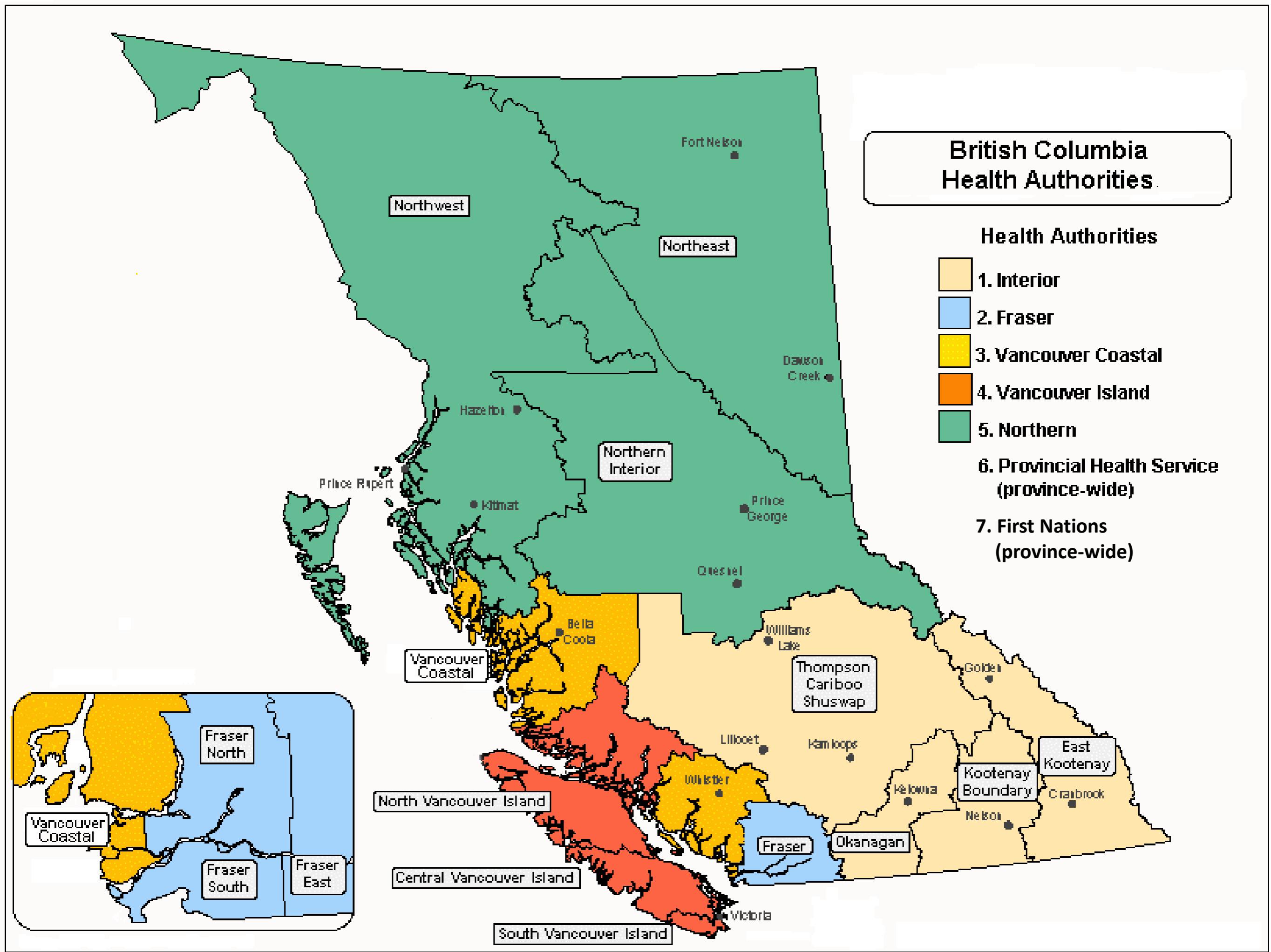
Today's Tools:

1. Chat 
2. Raise Hand 
3. Yes / No  or 
4. Pointer 

British Columbia Health Authorities

Health Authorities

1. Interior
2. Fraser
3. Vancouver Coastal
4. Vancouver Island
5. Northern
6. Provincial Health Service (province-wide)
7. First Nations (province-wide)



Welcome to the Quality Café!

Glad you're here!

Coaching for Improvement:

Changing the Paradigm

Presenters:

John Clarke & Margie Sills-Maerov



Outcomes

- A basic understanding of the core ideas behind Cognitive CoachingSM
- Heightened awareness of the science behind coaching
- Increased awareness of when a coaching stance might be helpful in healthcare improvement efforts
- Enhanced understanding of what a coaching conversation looks like

So Let's Go!



Mission

To provide individuals and organizations with the strategies, skills, and concepts to establish and sustain structures that result in increased performance and resourcefulness.

A METAPHOR FOR COACHING

To convey a valued person from where he or she is...

*to where he or
she wants to be*



**WATCH CAREFULLY, THE
MAGIC THAT OCCURS,
WHEN YOU GIVE A PERSON
JUST ENOUGH COMFORT
TO BE THEMSELVES**

ATTICUS



Put another way...

Axiom of Coaching

Listening To

Hear

Not

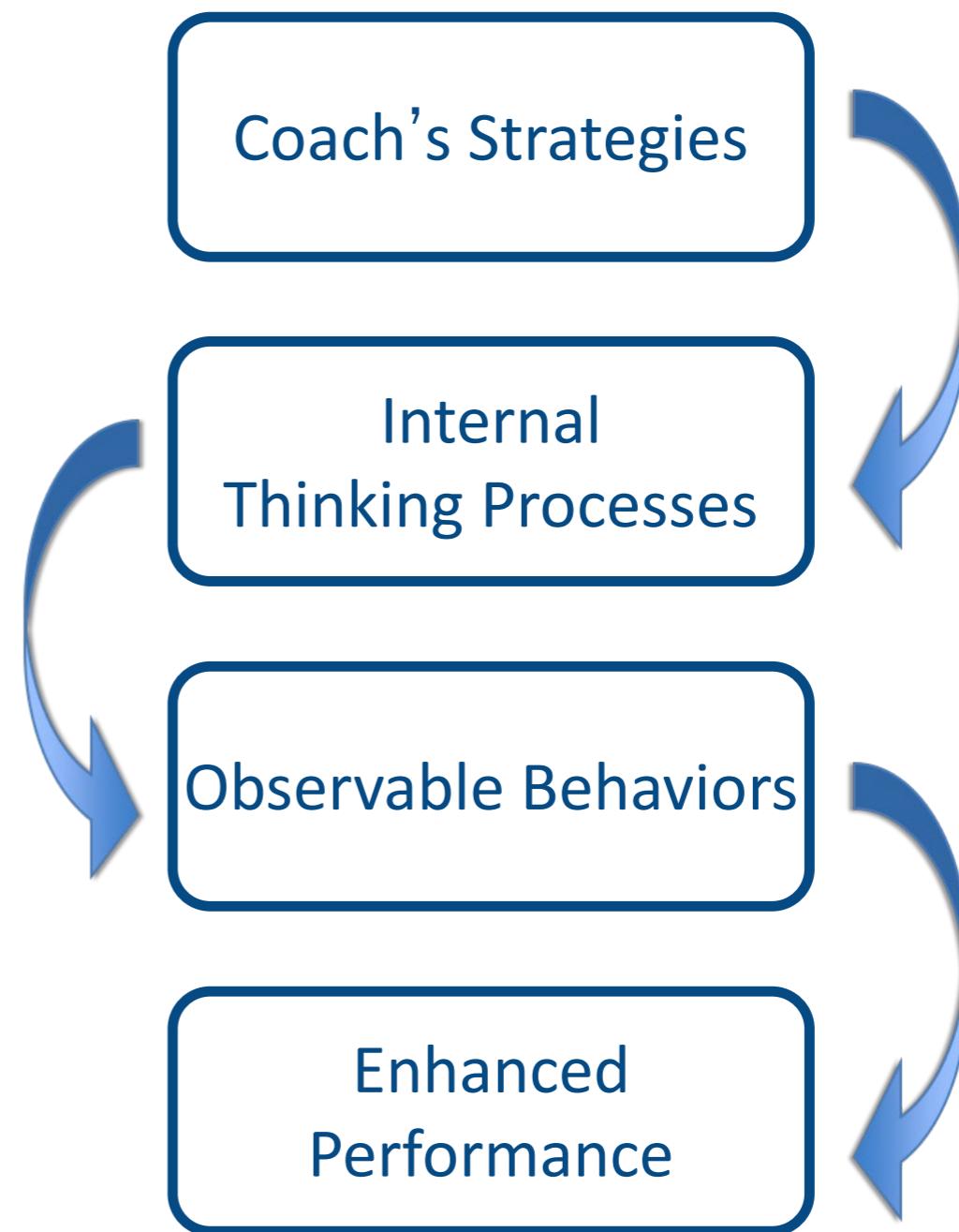
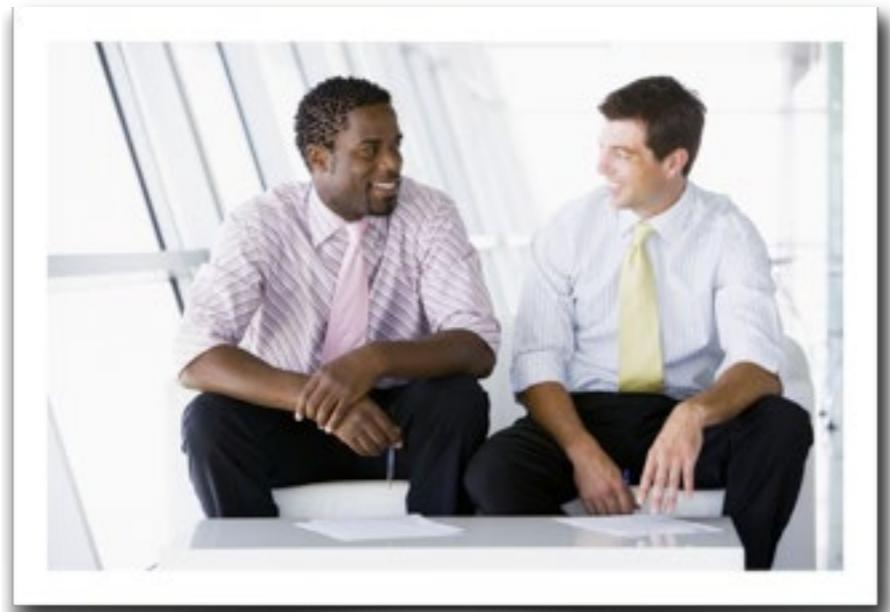
Listening To Speak

COACHING TOOLS

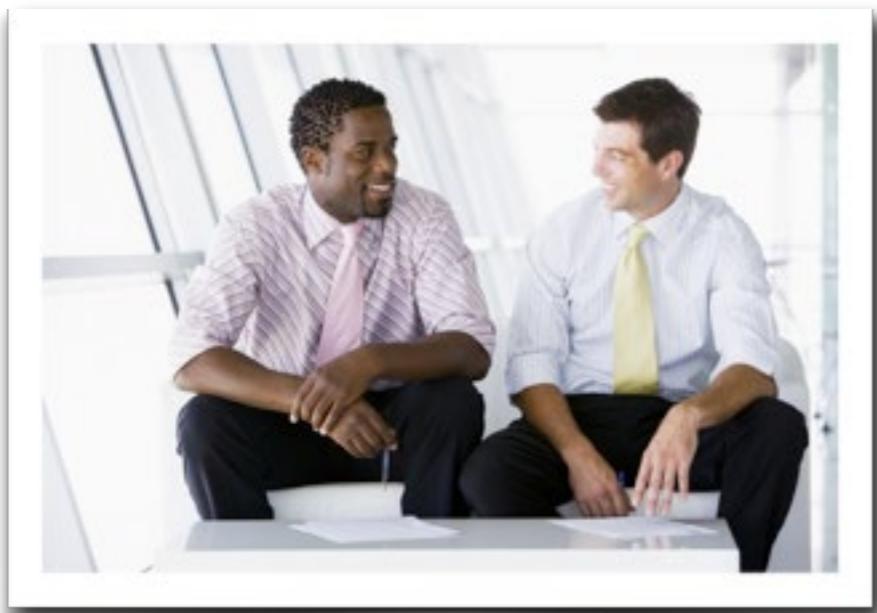
- Rapport
- Pausing
- Paraphrasing
- Posing Questions



Cognitive CoachingsSM



Why is coaching an effective approach to change?



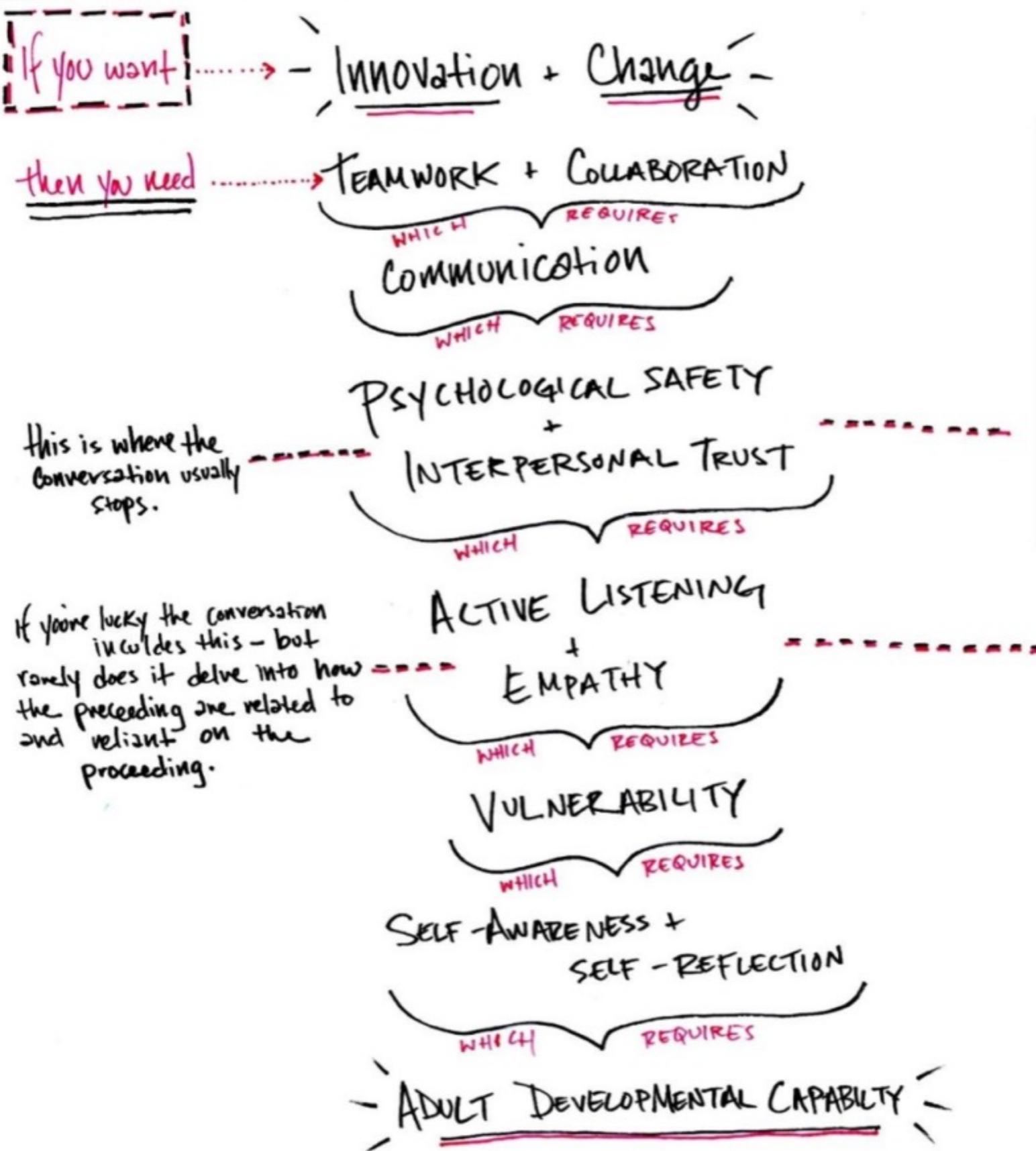
Psychological Safety: The brain science

Safety, but not comfort, is prerequisite to reflective thought. Disequilibrium is a common gateway to learning. Even the most penetrating questions provide an ecosystem of cognitive and psychological safety when preceded by authentic paraphrasing.

How? Sensory signals from eye and ear travel first in the brain to the thalamus. They are routed from there in two directions – with lightning speed to the amygdala, a threat detector, then if safe, to the neocortex for the more ponderous processes of thinking.

Therefore, if threat, fear, pain in even the most minute portions are perceived, neurological and chemical responses occur which prepare the system for survival, not reflection. With no threat, the input moves to the cortical regions where thinking can occur.

Hormonally, how we feel is impacted by our oxytocin and serotonin, and dopamine and endorphins. As the “connecting” and “feel good” hormones, oxytocin and serotonin are important to foster when considering how to create long-lasting psychological safety in a working environment.



Where does change usually stop?

Considering the brain science, what might be some reasons for that?

COACHING TOOLS

- Rapport
- Pausing
- Paraphrasing
- Posing Questions



There are other functions we perform...not just being a coach

Evaluating

Consulting

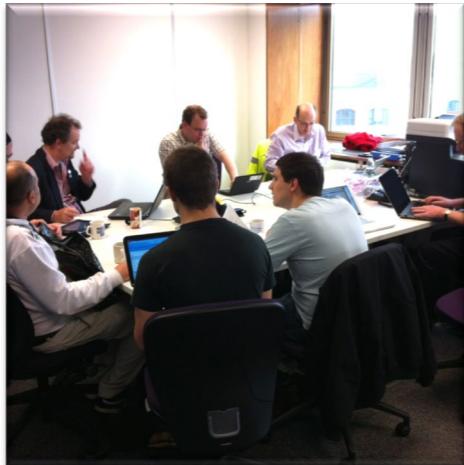
Collaborating

Cognitive
CoachingSM

- Know one's intentions and choose congruent behaviours.



Healthcare Experience



Increased confidence and taught effective ways in working with external stakeholders

The approach became “how we work”



Supportive when dealing with ambiguity or conflict

"It equips you better – was very practical. Give more depth. When dealing with someone who is planning something more depth on how to approach. The listening set-asides are huge! It takes a lot off of me...I don't have to have the answers."

"The whole coaching concept is key in dealing with operational people – they have the knowledge, and working with them to have them to identify what would be best in their unique setting...I can be a resource to help them clarify their thinking. I learned a lot"

"I need to be a good listener in my job to get people to buy in. I am the bridge between two worlds"

"We have to build awareness and respect that others have as part of our culture – this allows the culture to change. We are such an "expert" culture – we think we have to have an answer."

Model

List what you observe about:

- the interaction
- the coach's behavior
- the coachee's thinking



Debrief

What did you notice?



Cognitive CoachingSM is...



A belated discovery, one that causes considerable anguish, is that no one can persuade another to change. Each of us guards a gate of change that can only be unlocked from the inside. We cannot open the gate of another, either by argument or emotional appeal.

Marilyn Ferguson,
The Aquarian Conspiracy



Interested in learning more or
accessing training?

Contact Margie Sills-Maerov

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