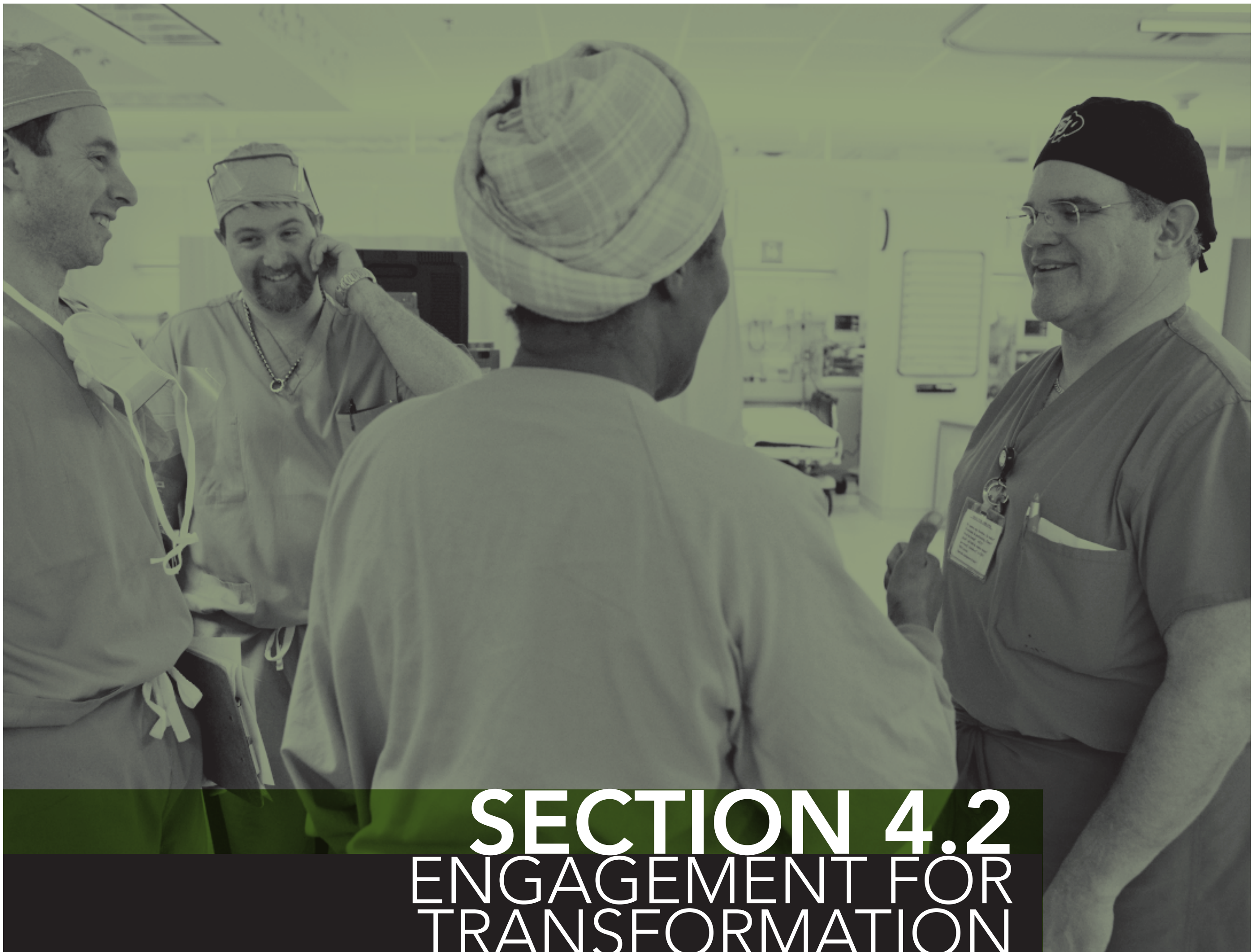

SECTION 4.2
ENGAGEMENT FOR TRANSFORMATION

SPONSOR AND LEADER | **RESOURCE GUIDE FOR UBTs**

LABOR MANAGEMENT PARTNERSHIP

COMPETENCY TOOLS: ENGAGEMENT FOR TRANSFORMATION

Introduction

Transforming Kaiser Permanente to be the future of health care in the United States requires engagement and focused effort from everyone. As a sponsor, you foster engagement by modeling and reinforcing the behaviors required for UBTs to achieve performance excellence. This includes setting expectations, defining priorities and holding your team members accountable.

As a sponsor and leader:	
[✓]	Focus on how you **LEAD**, not how you manage
[✓]	Communicate strong ownership and personal commitment for this change
[✓]	Make self-worth and dignity possible in others
[✓]	Create conditions that enable others to work effectively and safely

Effective sponsors help facilitate change at the personal and interpersonal levels. This is accomplished through a combination of the following skills:

1. **Active listening**
2. **Responsible communication**
3. **Engaging people for full participation**
4. **Understanding how change affects people**
5. **Use of positive reinforcement and consequences**

This section provides tools for facilitating change and keeping team members engaged throughout the transformation process.

Engagement

TOOL: Management vs. Leadership

To prosper in today's complex health care environment, organizations have to balance leadership and management. Management means setting objectives and focusing on consistently producing key results. Leadership focuses on potential—creating and supporting change to vitalize the organization.

	MANAGEMENT	LEADERSHIP
Creating an Agenda	**Planning and Budgeting** » Establishing detailed steps » Allocating necessary resources » Focus on the short term, details » Eliminating risks	**Establishing Direction** » Developing a vision and strategies for change » Focus on the long term
Developing a Human Network for Achieving the Agenda	**Organizing and Staffing** » Establishing structure » Staffing, delegating » Providing policies/procedures » Creating processes/systems » Focus on specialization » Compliance	**Aligning People** » Resolve feelings of anxiety about leading change » Determine how to resolve conflict in UBT » Identifying barriers to leading UBTs
Execution	**Controlling and Problem Solving** » Monitoring results vs. plan » Identifying deviations » Organizing to solve problems » Focus on containment and control » Getting right person for the job	**Motivating and Inspiring** » Energizing people » Satisfying higher-level needs » Focusing on empowerment » Creating environment for development
Outcomes	**Predictability and Order** » Consistently producing key results expected by various stakeholders	**Change** » Producing (often dramatic) change to become more competitive

Source: Adapted from John Kotter, *A Force of Change: How Leadership Differs from Management*, 1990

TOOL: Engaging and Involving Participants

Leading change and establishing high performing unit-based teams means engaging the workforce to tap the creativity and energy of everyone. This ensures they have a voice in the decision making and process of transformation. Encourage your co-leads to try the following ideas with their teams.

Key Tip!

Remember—employees are meaningfully engaged when they have influence that makes a difference, whether directly or indirectly.

Tell a Vivid Story	» Stories are a good way to introduce changes or present important points. They bring texture and spirit so people remember and are inspired. People are motivated by both logic/reasoning/data and emotional content from stories. » Make sure that when you end the story, you either have a call to action or you ask questions that help people figure out what action to take.
Ask High-Gain Questions	» These should stimulate thought, make people reflect on their feelings and get them involved. Use open-ended questions that can't be answered by reciting facts or saying yes/no. These often start with "how" or "what." » Only ask one question at a time and wait for an answer(s). Just be silent; someone will answer. » *"What was the most fulfilling experience you've had with a patient?"* » *"When you experienced really good service, how did it make you feel?"* » *"What do you think gets in the way of a member feeling like we care about them?"*
Break Participants Into Smaller Groups or Pairs	» People learn by doing, so give them activities to do. » If one member is quiet or unsure, pair them with someone who will draw them out (but not rescue them or walk on them). Give them clear instructions for doing this.
Follow Up on Action Items	» If people agree to do tasks outside of the meeting, call them in a couple of days and ask how they are doing with the task and ask if they need help. It helps them to remember their commitment.
Help Participants Stay Motivated	» When people get discouraged, name it. » *"This is hard work."* » Sometimes, going back to the vision of what we are striving for remembering how much you've accomplished helps. » Try asking them what their concerns are or what it would take to get them back on track.

TOOL: Specific Engagement Techniques

Use the techniques below to actively engage co-leads and team members to ensure they are participating and their voice is heard in the decision making process.

Hold One-On-One Communications	Hold individual conversations with co-workers that inform them about what the team is working on and ask for their ideas and feedback
Communication Binder	Include team charter, meeting minutes, performance assessments and other team documents in one place so that all co-workers have easy access to information as the work progresses
Fliers	Regular eye-catching updates can be posted in employee areas
Department Newsletter	Create a simple newsletter to share information and acknowledge progress and successes
Send an Email Message	Be creative, build interest, have contests, conduct surveys, etc.
Survey and Feedback Box	Place in a central location in the unit so that it is available for all employees and supervisors to submit ideas and feedback. Assign someone from the team to check the box regularly and be sure to let people know what you did with their input.
Set Up Subgroups	Do this within the department to work on specific issues: Teams can ask a small sub-group of members from the team, and the rest of the unit, to work on developing recommendations, straw plans, editing suggestions, etc.
Post Chart Pads to Gather Feedback about Specific Issues or Ideas	For example, post an issue statement, interests or options and ask team members to add to the list or provide feedback
Staff Meetings	A great forum for information sharing and problem solving—make a presentation and ask for ideas and feedback. Celebrate progress!

Source: Northern California UBT Handbook **kpnet.kp.org/ncal/lmp** (KP Intranet only)

TOOL: Next Level Up: Engaging Your Executive Sponsors

Just as you need to provide sponsorship to UBT co-leads, you, too, need sponsorship from your manager or from your union representative. Your executive sponsor is whomever you go to for support, guidance, resources, clearance or help. Use the tips below to work effectively with your own sponsor to get what you need to fully support UBT co-leads in their work.

As a sponsor and leader:	
[✓]	Be very clear and specific about what support you need from your executive sponsor. Make it easy for him or her to give it. **For example:** You need help to get department heads on board. Ask your executive sponsor to address them at the next department head meeting. Give the executive sponsor talking points and clear outcomes. Offer to create a presentation for him. If you want her to recognize the special effort of the team, describe what they did and the impact, and how you want them to be recognized. Offer to draft a letter for him to sign. If the executive sponsor can't do what you propose, have an alternative suggestion.
[✓]	Executive sponsors hate surprises! Keep them informed.
[✓]	If you have a problem, or anticipate one, warn the executive sponsor. Cover what the problem is, its impact and what you have done or will do to fix it.
[✓]	Make an agreement with the executive sponsor about how often and in what way you will provide updates.
[✓]	Make sure you know what the executive sponsor thinks is important and report on that. Saving money is usually important, so tell them how much you have saved or how your plan could reduce expense. Explain your project in your sponsor's language and emphasize what they feel is important.
[✓]	Send the executive sponsor a note when you reach a milestone, even if it is small.
[✓]	Display charts in your work unit showing UBT progress. This will encourage everyone and make it easy for executive sponsors to stay informed.
[✓]	Know what initiatives or projects the executive sponsor is responsible for. Show him or her how your work connects to it.

Supporting People Through Change

TOOL: Understanding Change

Sponsors and leaders have a responsibility to understand the change process—the situation **CHANGES,** the person goes through a **TRANSITION**—and support their colleagues and employees in a caring and respectful manner as they move through the transition. By nature, change is disruptive, even if the change is self-imposed and considered to be positive.

No matter how positive, promising or proactive the change, no matter how competent, loyal and committed team members are, expect **a sense of loss and a sense of confusion.** Loss and confusion will cause some degree of mistrust and a “me” focus.

When people have little control over **WHAT** is changing, get them involved in **HOW** it will be done—this will help reduce their fear. The following tools will help you understand change more fully and what you can do to guide people through it.

GOOD CHANGE LEADERSHIP INCLUDES:

1. Fostering a non-threatening environment that does not penalize mistakes, but instead encourages learning.
2. Understanding how people are experiencing the change by listening to concerns, rewarding them for surfacing issues and helping them find solutions to their problems.
3. Reinforce the change by making it **easy to do the new thing and hard do the old.**

People may experience:

[✓]	Apprehension	[✓]	Exhaustion
[✓]	Loss of control	[✓]	More work
[✓]	Loss of face	[✓]	Loss of work/life balance
[✓]	Concern for competence	[✓]	Changing needs
[✓]	Being overwhelmed	[✓]	Fear of failure

TOOL: Stages of Change

There are different "stages" in the change process and not everyone goes through them at the same time or in the same way. People need time to process what the changes mean to them. The change curve is a normal, predictable process. Everyone goes through it whether the change is personal or business-related; positive or negative; self-imposed or externally imposed.

> **Key Tip!**
>
> People have a right to be angry when they don't have choices, but they don't have the right to be aggressive to others. Be clear about this.

DENIAL

Indicators	Strategies
» Indifference » Disbelief » Avoidance » Withdrawal	» Developing a vision and strategies for change » Focus on the long term

RESISTANCE

Indicators	Strategies
» Frustration » Negativity » Glorifying past » Skepticism » Unwilling to participate	» Probe for underlying feelings/concerns » Acknowledge and legitimize feelings » Clarify case for Change, vision and plan » Listen reflectively and actively » Reinforce stated expectations » Provide opportunities to influence through participation

EXPLORATION

Indicators	Strategies
» Curious » Want more information » Ask questions » Cautious but excited » Somewhat optimistic	» Acknowledge efforts and the struggle » Celebrate successes and endings » Provide opportunities for visible advocacy » Provide varied opportunities for participation and contribution

COMMITMENT

Indicators	Strategies
» Cooperation » Excitement » Initiative » High energy » Confidence	» Provide guidance, support and recognition » Provide frequent feedback on progress » Provide opportunities for leadership » Reinforce new behaviors » Careful not to overload or burnout

Source: Victor Maiki, Culture Change and Service Leader, NCAL

TOOL: Techniques for Leading Change

Use the techniques below to help you and your co-leads effectively lead change and build an atmosphere where people are more open and comfortable taking the risk to do things differently.

Tailor Communication to Audience	Describe the benefits of the change in terms that matter to the audience. Always clarify the "WIIFM" (What's in it for me) for each group—labor leads may have differently worded messages than physician leads.
Be Honest	Be honest about what will be different—don't sugar coat it. Don't pretend it will be better or easier than you think it will be.
Under Promise and Over Deliver	People are always happy when you give them more than what they are expecting.
Be Clear Upfront	The more disruptive the change, the more anxiety and resistance, so state very clearly up front how you see the change working. Then, communicate often, even if it is to say you don't have anything new to report. Explain what you are doing to get more information and when you will report back.
Communicate Often and In Person	The more disruption the change will cause, the more you need in-person communication. People generally want to hear messages about how change will impact them from their direct supervisor or manager.
Start With the Positive and the Common	Emphasize what is good about the change and what will remain the same. Whenever possible, find specific examples that demonstrate how the change will remedy agreed-upon problems and make the team more effective.
Set Up Subgroups	Do this within the department to work on specific issues: Teams can ask a small subgroup of members from the team, and the rest of the unit, to work on developing recommendations, straw plans, editing suggestions, etc.
Listen to Both Ideas and Concerns	Ask people what the strengths of the new idea or process are first, and then ask what concerns they have. Write them down so they know you are listening. Follow up on concerns.
Keep It Simple	Your stories, data, presentations, conversations and reports all should be clear, concise and on point.

TOOL: Understanding Unwritten Rules

Unwritten Rules are ways workgroups circumvent official processes in order to solve problems—especially when the process is poor or creates an inefficient workflow. Unwritten rules express the culture: This is how things are **REALLY** done around here. They satisfy and accommodate both individual and organizational needs. Over time, unwritten rules become team operating norms and are handed down to new members as they join the group.

KP EXAMPLE	UNWRITTEN RULE
KP Time	We don't show up for meetings on time. We come 10 minutes late.
Kaiser Nod	No matter what is said in the meeting, just nod your head "yes." Later, we will get together to decide if we really mean yes.
Flavor of the Month	They don't really mean it; if we wait long enough this will go away.
We Do Things Our Way	This scheduling practice just creates a backlog of member/patients in the waiting room. We'll fix it and come up with our own schedule.
Can you think of any unwritten rules in your department? Are some helpful? Do some actually create barriers for the team and others?	

Unwritten Rules create barriers for performance improvement by creating:

1. A focus on meeting individual needs rather than system needs
2. Resistance to standardization
3. Imbalance of power that moves away from the intended structure
4. Communication barriers with other teams that have rules of their own
5. It is nearly impossible for the organization to truly understand how things are done

AS A SPONSOR, PAY ATTENTION TO UNWRITTEN RULES:

Minimize Negative Impacts—Support UBT co-leads in facilitating conversations that surface Unwritten Rules, then figure out ways the team can minimize the negative impact.

Leverage Unwritten Rules Conversations—When discussing Unwritten Rules, identify root causes and help teams apply RIM methodology to test solutions. Using RIM allows the team to create more effective and fair solutions, increase its ability to solve problems, develop more efficient processes and build confidence and trust within the team.

TOOL: Challenges Teams Face

Key Tip!

Effective teamwork may be difficult to achieve, but as long as teams avoid the five dysfunctions shown here, they can accomplish their goals and improve organizational and team performance. Support your teams by coaching co-leads to increase their awareness of the following problems and how to effectively respond to them.

"THE FIVE DYSFUNCTIONS OF A TEAM" MODEL	
Absence of Trust	When team members cannot admit mistakes, weaknesses or doubt their teammates' intentions, they waste time, play politics, shun risks and avoid conflict.
Fear of Conflict	Productive conflict—about ideas and solutions, as opposed to personalities and fault finding—is essential to healthy work relationships. Teams that fear such conflict create greater tension, leading to back-channel attacks, posturing and team paralysis.
Lack of Commitment	Shared commitment requires clarity and buy-in. Failure to fully engage everyone in decision making undermines the support that teams need—including the support of members who don't agree with every decision.
Avoidance of Accountability	People's willingness to call a teammate on bad behavior or poor performance is a powerful tool—as is the desire to come through for one's teammates. Teams that lack this sense of mutual accountability fall back on rules, bureaucracy and resentment.
Inattention to Results	A surprising number of teams do not focus on results—and teams suffering from the first four dysfunctions are incapable of doing so. Instead, these teams focus on their own standing or self-interest.

Source: Patrick Lencioni, *The Five Dysfunctions of a Team*, 2002.

Communication

TOOL: Communication Tips

When communicating with your co-leads and teams, consider the following tips:

[✓]	Communication must be one of your ongoing priorities. Book time for regular, face-to-face staff meetings, and make sure there are continual, informal exchanges.
[✓]	Email is fine for dispersing information quickly, but not for exchanging ideas, influencing behavior or building trust.
[✓]	You don't have to answer every question on the spot, but you do have to get back to people with answers. Poor follow-up creates frustration and damages trust.
[✓]	Employees know more than you think and can handle the truth, even if it's bad news. Ducking answers to tough questions undermines your credibility.
[✓]	Your style matters. People already know who you are. Be genuine, be human.
[✓]	Be patient and respectful of culture and language differences.
[✓]	Watch for signs of communication misunderstandings.

Key Tip!

By considering the cultural and language needs of our member/patients, employees and the communities we serve, we can improve care, build on our strengths in diversity and provide better health and business outcomes.

FOCUS ON TWO-WAY COMMUNICATION TO FULLY ENGAGE OTHERS:

1. Huddles
2. Individual Conversations
3. Structured Q&A
4. Interactive Staff Meetings

These methods may be more time consuming, but they are also more inclusive, more informative and provide opportunities for immediate feedback.

TOOL: Using Huddles

Key Tip!

Try "scripting" a huddle until everyone feels comfortable with the process. The leader needs to set the right tone for the huddle and create a psychologically safe climate so all members of the team feel comfortable speaking up.

Huddles are a quick and easy form of communication that teams can use to "get everyone on the same page." Huddles help facilitate clear and effective communication while speeding up the work of performance improvement. Huddle, in ways visible to others, with co-leads, co-sponsors and colleagues to stay informed, review work and plan small tests of change.

STEPS TO A SUCCESSFUL HUDDLE

1. Get the group's attention. Set a positive tone. Use people's names.
2. Describe the plan or topic for discussion, including relevant background information and contingencies.
3. Explicitly ask for input. Have a two-way conversation. Effective leaders continuously invite other team members into the conversation.
4. Encourage ongoing monitoring and cross-checking.
5. Specifically ask people to speak up if they have questions or concerns.

MAKE GOOD USE OF HUDDLES! HERE ARE SOME IDEAS OF WHAT TO DISCUSS:

1. Observed workplace safety issues that everyone should learn from.
2. Work of other departments that may impact a team's work that day.
3. Small tests of change to resolve identified issues and help improve performance.
4. How everyone is doing and who may need extra support that day.
5. New policies or procedures or other changes.

TOOL: Debriefing

Debriefing is a team-based review of a shared experience. By examining what happened, teams learn from the experience and gain valuable information to help them achieve superior outcomes in the future. Debriefing is a quick snapshot of what went well and what didn't go well. The results of a debrief could be used later as part of a problem-solving process. Sponsors can support teams with de-briefing by ensuring co-leads are prepared to implement and lead these kinds of discussions.

Key Tip!

Effective debriefs are crisp and to the point. As a leader, ensure everyone gets a chance to speak. Consider starting with the more junior or quiet folks first; otherwise, they may be overshadowed by the "veterans." Avoid judgment—debriefs need to be positive learning experiences or people won't participate.

TRY DEBRIEFING:

1. After infrequent, high-risk procedures, or close calls
2. At the end of the shift
3. To evaluate meetings
4. During simulation training

DEBRIEFING STEPS

Know why you are meeting	Get the team's attention, set a positive tone and restate the purpose of the debrief.
Focus on systems and team work issues	Ask two simple, yet specific, questions: » *"What went well?"* » *"What would we like to do differently next time?"*
Brainstorm. Don't discuss	Encourage everyone to avoid discussing other people's answers. This slows down the process and changes the purpose of the de-briefing from tracking current results to problem solving for next time.
Document the answers	Documenting the information ensures that something can be done with the results!
Appreciate people's time	Conclude by thanking everyone and taking responsibility for appropriately addressing systems issues that were raised.

Source: National Patient Safety **kpnet.kp.org/qs/nrm/HRST3/images/toolkit_2/Debriefing/debriefing_2008.pdf** (KP Intranet only)

TOOL: Communicating with C A R E

Key Tip!

CARE is about consistent quality communication to improve service to our patients and to each other, ensuring improved relationships and health outcomes though exceptional communication experiences.

CARE is based on the Enhanced Four Habits model.

CARE is a mnemonic device to help you remember four important steps to use every time you communicate. We want our members/patients, and our colleagues, to feel valued, respected and cared for. Effective communication helps us to be better providers, co-workers, partners, patients, parents and more. As a sponsor you can use the CARE method with your co-leads, and encourage them to use it with their teams and member/patients.

C A R E	C A R E BEHAVIORS	FOUR HABITS
Connect	» Smile » Make eye contact » Choose the right attitude » Send the right body language signals » Wear your name badge » Acknowledge the person and anyone with them » Introduce yourself, role, relevant skills and background	Invest in the Beginning
Ask	» Speak directly to the person, even when using an interpreter » Use short, open-ended questions to elicit their perspective, needs and requests » Listen attentively	Draw out the Other's Perspective
Respond	» Use an appropriate tone of voice » Use words and phrases that demonstrate caring and understanding » Use body language that mirrors your empathetic words and phrases	Demonstrate Empathy
Educate	» Explain what to expect, when it will occur and how long it should take » Involve members in decision making when appropriate » Involve members in their care by explaining what is happening » Check for understanding by asking and answering questions » Prepare the member for next steps/handoffs » Say *"Thank you, and is there anything else I can do for you?"*	Invest in the End

Source: National Service Quality **kpnet.kp.org/grrm/service2/index.html** (KP Intranet only)

TOOL: Service Recovery with A-H E A R T

A-HEART is a mnemonic device to help you remember the important steps in performing service recovery when a member/patient expresses a problem or concern. It shows patients and members that we are willing to bend over backward to resolve their service concerns and problems. Great service recovery gives us an opportunity to counter a negative emotional experience with a positive emotional experience. As a sponsor, you can model use of A-HEART and encourage your co-leads and teams to use it with their member/patients.

A-H E A R T	A-H E A R T BEHAVIORS
Apologize	» Start with the phrase *"I am sorry…"* » Apologize for the situation or emotional experience » Don't blame the person or others
Hear	» Let the person tell you what they want to say » LISTEN for their core perceptions, concerns, and feelings » Draw out the full concern if needed » Don't jump to problem solving before the person is finished
Empathize	» Use an appropriate tone of voice » Use words and phrases that demonstrate caring and understanding » Use body language that mirrors your empathetic words and phrases
Ask	» Re-apologize for the concern. » Ask *"What can I do to make this better?"* » pause and let the person respond.
Resolve	» Agree to use their suggested solution if possible » Present options of possible solutions and let the person pick one » End solution suggestions with *"for you"* » Later, let your manager know about the concern
Thank	» Start with the phrase *"Thank you for…"* » Appreciate the effort it took for them to express the concern » Mention how their raising the concern allowed you to improve the care for them or for others in the future.

Source: National Service Quality **kpnet.kp.org/grrm/service2/index.html** (KP Intranet only)

TOOL: SBAR (pronounced S-BAR)

Key Tip!

Originally borrowed from the U.S. Navy, SBAR works just as well in non-clinical settings. Brainstorm how you can use this technique with co-leads. Email is a great place to collect and synthesize thoughts with SBAR.

SBAR is a structured communication technique that provides a lot of important information in a concise and brief manner. We all have different styles of communicating that vary by culture, gender, language, profession, etc. For example, nurses are trained to be narrative (e.g., nursing care plans) and doctors are trained to summarize (*"just the facts, please"*). SBAR makes it easier for people to convey important information without digressing, omitting key information or worrying about how someone might react. Encourage your co-leads and teams to use SBAR to improve team communication.

AS A SPONSOR, YOU CAN COACH CO-LEADS AND TEAMS TO USE SBAR WHEN:

1. They would like an action to be considered/taken
2. There is key information to share with another individual, such as during change of shift
3. They want to escalate a concern

S B A R	ASK	S B A R EXAMPLE
Situation	What is happening now?	RN: *"Dr. Preston, this is Suzanne Graham. I'm an RN on the Step Down Unit and I'm calling about Mr. Convissar in Room 414."*
Background	What relevant factors led up to this event?	RN: *"He had a Whipple Procedure eight hours ago, his blood pressure is 88/40 and his pulse is 115; he's pale and weak. I've had to change his dressing twice because it's soaked through and there is a steady flow of blood from his incision."*
Assessment	What do you think is going on?	RN: *"I'm worried that he's having internal bleeding."*
Recommendation	What action do you propose	RN: *"I need you at the bedside now. Would you like me to send a stat CBC and coags? Would you like to order anything else and may I confirm you are on your way?"*

Source: National Patient Safety **kpnet.kp.org/qrrm/patient/toolkits/sbar/sbar_index.html** (KP Intranet only)

TOOL: SBAR Worksheet

Practice creating an SBAR for the following clinical scenario or develop one that is more relevant to your work. Ask for feedback!

SCENARIO:

A member/patient has just shown up for his appointment, exactly at the right time, unfortunately he's a day early! Assume the member/patient has traveled a good distance and is willing to wait a reasonable amount of time to be seen. You know his primary care provider (Dr. Smith) is busy, but sending the member/patient back home is going to be unsatisfying to him.

1. **State the SITUATION: Describe it in one sentence and begin with, *"Dr. Smith, I have a patient of yours that is here on the wrong day for his appointment and…"***

2. **Give BACKGROUND information: Research and share details of the situation, such as the patient's confusion of his appointment date, his willingness to wait, etc.**

3. **Give your ASSESSMENT: Assess the situation and tell the physician what you think should be done, *"This patient is traveling from a long distance; I don't know if it was our mistake or the patient's, but I think…"***

4. **Provide a RECOMMENDATION: Advise the physician what your method would be for solving the problem. It may or may not be accepted, but it can lead to discussing solutions.**

Rewards and Recognition

TOOL: Celebrating Accomplishments

Key Tip!

Maintain a 4:1 ratio for positive reinforcement versus negative feedback. For every one negative piece of feedback, make sure you give four pieces of positive recognition!

Celebrating accomplishment builds a positive environment in which people are inspired to contribute their best. It "warms up" the workplace and makes it safe to take risks, be creative and participate fully. Calling attention to good behavior increases the likelihood it will be repeated.

AS A SPONSOR, YOU HAVE A RESPONSIBILITY TO CELEBRATE THE ACCOMPLISHMENTS YOU SEE AND HEAR ABOUT. YOU ARE FULFILLING THIS RESPONSIBILITY WHEN:

1. You encourage the team throughout its lifecycle.
2. You deliver recognition that is meaningful to team members and reinforce desired behaviors and outcomes.

Authentic celebration is a matter of **intention** and **attention.**

The Intention of the leader is…

» To convey appreciation and value
» To build others' confidence
» To foster a safe, supportive environment
» To model the behavior for others to emulate

The Attention of the leader is on…

» Things people do that deserve acknowledgement
» Understanding people's preferences and using appropriate, meaningful awards (symbolic or concrete) that people value
» Acknowledging small successes as well as large ones

TOOL: Five Things to Remember About Reinforcement

People continue old behaviors for a reason. In order to encourage people to adopt new behaviors, make them more attractive and easier to do than the old ones. One way to do that is to make old behaviors less attractive, such as establishing negative consequences for old behavior. In the same way, if you know people think there are negative consequences for new behavior, you can eliminate those and help people feel safe (For example: *People will laugh at me, I feel awkward doing that, I don't want to fail, what if I can't do it right?*).

Make it easy for people to do the right thing and hard to do the wrong thing. To take the hassle factor out:	
Don't wait for perfection!	Any movement in the right direction is an occasion to reinforce. Catch them doing something right and tell them about it.
Be as specific in praise as possible.	*"Yesterday, when you explained the KP online system to the elderly patient in such a respectful way, you made me proud to be part of this team."* *"Your suggestion for a new stocking work flow unlocked the whole meeting. Many new ideas came after that and now we are testing yours. Thanks."*
Remember, it takes three to five positive interactions to neutralize 1 criticism.	Yes. You have to praise four more times just to be seen as fair.
Be sincere. Don't say it if you don't mean it.	People appreciate genuine praise and feedback. It helps build trust and rapport.
Link reinforcement to contributions that improve our values and are linked to the KP Value Compass.	*"When you helped Nurse Wong with her patient, you helped ensure our patient received better care and made our team a better one to be part of."* *"Showing us there was a way to achieve the goal outlined in the contract really modeled what partnership behavior should look like for the rest of us."*

TOOL: Techniques for Recognizing Accomplishment

Appropriately recognizing accomplishments creates a motivating atmosphere and keeps employees engaged.

Find creative ways to recognize participation, courage, teamwork, and leadership. Take advantage of the moment to give praise for behaviors you want to reinforce. Try carrying thank you cards in your pocket so you can hand them out on the spot. Or jot down the receiver's name and see that he or she gets it within a day.

Possible Ways to Recognize Employees at Kaiser Permanente:

1. Letter of thanks
2. Gifts from the Brand Store
3. Public acknowledgement
4. Flowers/plants
5. Plaques
6. Training opportunities
7. Preferred assignments

Give recognition that is given with sincerity and thoughtfulness	Genuine appreciation for a job well done lets employees know they are valued and helps build trust and respect.
Ensure recognition criteria are clear and well communicated	The criteria for giving rewards are explicit, tied to specific behaviors or results and understood by potential recipients.
Ensure recognition matches the achievement	Simple and informal rewards are appropriate for small, positive efforts. Larger or more elaborate rewards should be given when the team or individual has produced a significant, positive impact across one or more areas.
Ensure recognition is meaningful to the person receiving it	Rewards work best if they are meaningful to the recipient. What is meaningful to the leader may not be meaningful to the team member. Therefore, it is a good idea to understand what sort of rewards are significant to your team members.

TOOL: Recognition Questionnaire

Use the following questionnaire, or make one of your own, to find out how each of your employees or colleagues would like to be recognized. Remember, creating a culture of celebration fuels a sense of unity and mission essential to motivating unit-based teams and their co-leads.

Name:

I prefer to be recognized…

[ ] In front of the group
[ ] In private
[ ] Either in public or in private

I appreciate recognition from…

[ ] My co-workers
[ ] My supervisor
[ ] Company leaders
[ ] Physicians
[ ] No preference

I like to be recognized for…

[ ] Accomplishing my goals
[ ] Putting in extra efforts
[ ] Taking initiative
[ ] Completing projects
[ ] Meeting member/patient needs
[ ] Being a team player
[ ] Other

I have a great day at work when…

Source: Colorado Management Passport **coweb.co.kp.org/hr/emp_relations/mgmt_passport** (KP Intranet only)

Notes