


Relational Leadership: Building Strong Teams and Culture in Home Based Care

Primary Care Progress


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Presenters



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Session Objectives

Participants will:





- Discuss the Relational Leadership Framework
- Identify the characteristics of high-functioning teams
- Define psychological safety and its benefits
- Explore ways to increase psychological safety in their own teams

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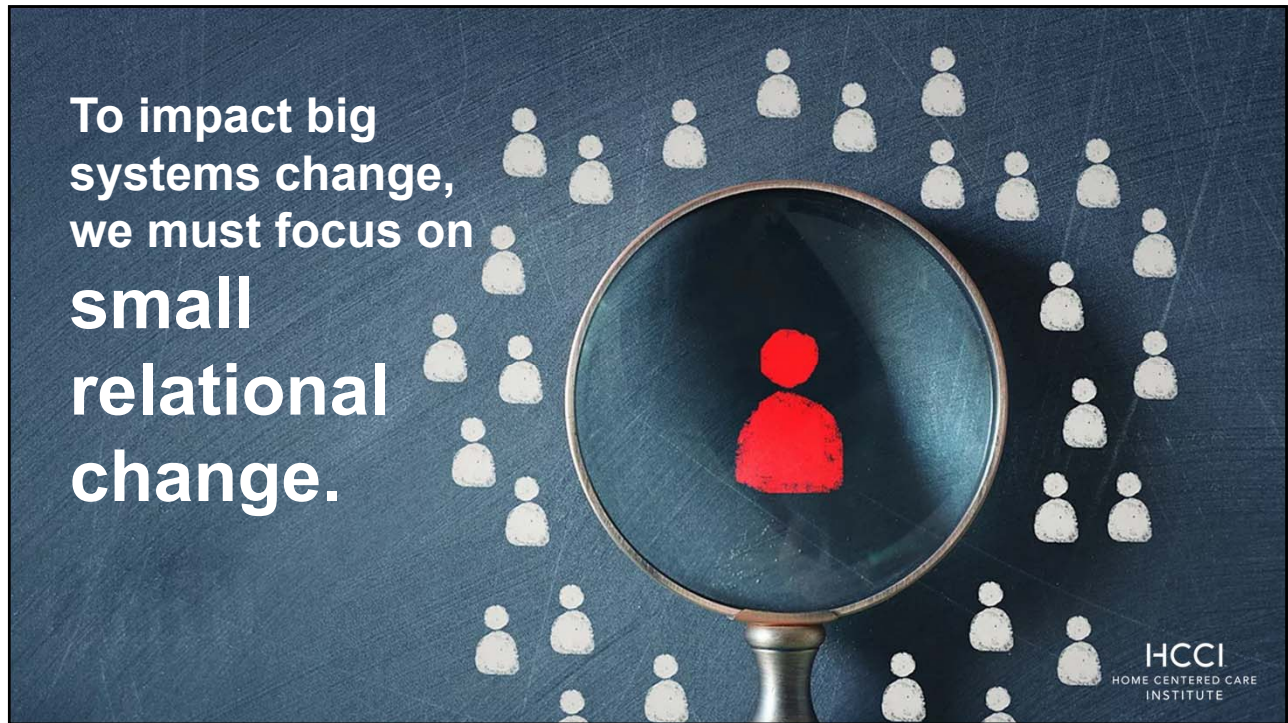
Agenda for Today

 Introduction to Relational Leadership	 Characteristics of Teams	 Psychological Safety	 Wrap-up
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Relational Leadership™

A new kind of leadership
An approach to leading that cultivates authentic relationships to achieve connection, common vision, and interdependent action.



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“Changing team structure without addressing team culture does not lead to improvement and *may even make things worse.*”






– Bodenheimer

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Characteristics of a High Performing Team

	DIVERSITY Value & seek out diverse group of talented individuals		TRUST Encourage high levels of openness, candor, & caring
	SHARED POWER Co-create goals & plans		GROWTH MINDSET Take an open, problem-solving approach to conflict & challenges
	STRUCTURE Develop clear behavioral norms, roles, & processes		

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Psychological Safety

“A shared belief that the team is safe for interpersonal risk-taking.”

– Amy Edmondson



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“Psychological safety is about being direct, taking risks, being willing to say, ‘I screwed that up.’ Being willing to ask for help when you’re in over your head.”

– Amy Edmondson, “Creating Psychological Safety in the Workplace” (2019)

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Benefits of Psychological Safety

- Encourages speaking up
- Enables clarity of thought: without fear, the brain has more capacity for analytical thinking
- Supports productive conflict
- Mitigates failures: in a psychologically safe environment, it is easier, and therefore more common, to report and discuss errors
- Promotes innovations to raising novel ideas and possibilities
- Removes obstacles to goals
- Increases accountability: supports people in taking interpersonal risks needed to pursue high standards

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Edmondson 2012

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What are we so afraid of?

Psychological safety aims to ameliorate the primary fears (“image risks”) that inhibit professional risk-taking:

We fear being perceived as:

- Ignorant (so we hesitate to ask questions)
- Incompetent (so we hesitate to admit mistakes or ask for help)
- Negative (so we hesitate to call attention to problems)
- Disruptive (so we hesitate to challenge the status quo)

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Edmondson 2012

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Strategies for Fostering Psychological Safety

Ask Yourself: *“When was the last time someone disagreed with me? How did I respond?”*

Acknowledge Reality: *“This is uncharted area for all of us, and we are bound to make mistakes. What is the best way for us to communicate when things go wrong?”*

Make Space to Listen. *“I know this has been a challenge for me, and I’m sure it’s different for all of us. How is everything going for you?”*

Model Vulnerability: *“After many attempts, I still haven’t solved the problem and am not sure where to go from here. What does this team think?”*

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Strategies for Fostering Psychological Safety *(cont.)*

Invite Feedback:

“I’m not sure that _____ went as well as it could have. Is there something I could have done differently?”

“I want to thank the team for all the suggestions last week. I incorporated them and they really strengthened the project.”

Amplify Voices: *“Over the last few weeks, I’ve heard some excellent suggestions from X and Y ... Would you like to share with the team?”*

Gather Data: *incorporate items from Edmondson’s Team Learning and Psychological Safety Survey into anonymous questionnaires*

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Recognizing Psychological Safety

Will you know it when you see it?


Team members feel...

- A sense of agency and capability.
- Trust that dialogue will be honest and transparent.
- Comfort in raising uncomfortable topics.
- Curiosity and engagement when others offer new ideas, and confidence to offer their own.

Team members make a habit of ...

- Asking questions and soliciting feedback, regardless of their position or standing.
- Openly raising concerns without fear of retribution or social stigma.
- Offering ideas, innovations, and solutions in the face of challenges.
- Owning, acknowledging, and sharing mistakes and failures.

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HCCIntelligence™ Virtual Office Hours - Panelist

Paul Chiang, MD
Medical Director, Northwestern Medicine, HomeCare Physicians
Senior Medical and Practice Advisor, Home Centered Care Institute


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Manager, Practice Development, Home Centered Care Institute

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