

APA 12TH ANNUAL QUALITY IMPROVEMENT CONFERENCE  
FRIDAY, APRIL 28, 2023

## Managing Teams, Meetings, and Change

*Concrete tools to help you achieve your goals*

**Welcome! While you are settling in:**

- Sign-in
- Sit at a numbered table
- Sit by someone that you don't know


Chisom Agbim, MD, MSHS  
Sandra Spencer, MD  
Irina Topoz, MD  
Ali Wiersma, MD



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## Disclosures


- None of the presenters have anything to disclose



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## Expectations


- Actively listen
- Participate in small and large group discussions
- Be ready to be called on
- Limit the use of devices
- Take a break when needed
- Use the parking lot



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## Objectives

1. Define change management
2. Describe ways to encourage acceptance of change and break through barriers
3. Discuss features of highly functioning teams and how to infuse these features into your teams
4. Recognize your own "team member" personality and how it effects team dynamics
5. Explore concrete and proven methods for conducting a successful meeting




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## Getting to Know Us




Chisom Agbim, MD, MSHS




Sandra Spencer, MD



Irina Topoz, MD



Ali Wiersma, MD



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## Getting to Know You

Introduce yourself to your table

- Name
- Where you are from
- What do you do for work
- Fun Fact (choose one):
  - If you could have one superpower, what would it be and why?
  - If you won the lottery, what would you buy and why?



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## So, what is the point?



Teams/Teamwork



Knowing Communication Styles



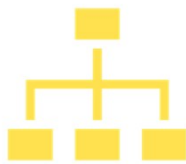
Meetings



Change Management



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## Teams & Teamwork



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## Communication Styles



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## Meetings



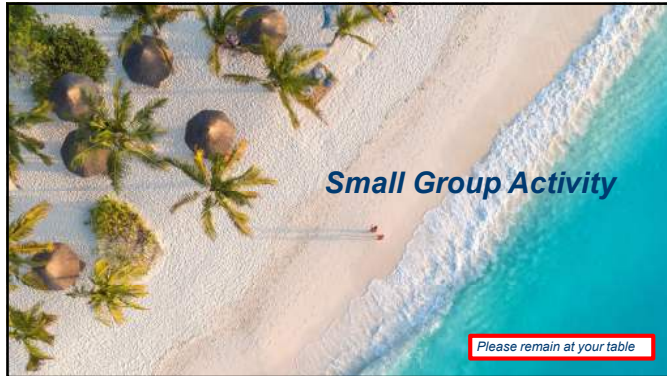
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## Change Management



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### Small Group Activity – Part 1

Congratulations!

Your group has won a day trip to a tropical island!

Due to limited space on your boat, each person is allowed to bring one personal belonging to the island – ideally something that represents you or something that you enjoy. Creativity is encouraged!

1. Write down the item that you will bring on your sticky note
2. Briefly describe your item to your group and why you decided to bring it



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### Small Group Activity – Part 2

After a great trip, you head back to the dock only to discover the boat has not shown up and that you are stranded on the island!

You call for rescue; however, due to bad weather from hurricane season, the rescue team is unable to access the island for 3 days.

As night sets in you encounter cold and stormy conditions.



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### Small Group Activity – Part 2

You must work together to improve your chances of survival by creatively combining the various objects that each person brought with them.

You will have 5 minutes to decide how to best use your resources

At the end of your time, you will present to the larger group



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### Debrief

Choose one person to describe your team's strategy

Think about the dynamic of your group:

- Was there one emerging leader?
- What are elements/characteristics that made your team successful?
- What were the most challenging aspects of this activity?
- What challenges could you imagine coming up in a well-established multidisciplinary group?




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## Teams

- What is a team?
  - "A number of persons associated together in a work or activity"
  - Squad, crew, party, army, people...
- What kind of teams do you have?
  - Clinical, academic, administrative, QI, research
  - Family, friends, sports, health, religion
- But what are the characteristics of a *good* team?



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To join, go to: [ahaslides.com/ATJQH](https://ahaslides.com/ATJQH)

## What makes a good team?



Join at:  
[ahaslides.com/ATJQH](https://ahaslides.com/ATJQH)



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## Identifying your "style"



- We all use all communication types, but we generally prefer certain ones
- Knowing your style helps:
  - Understand how others perceive you
  - Be aware when your style may not blend with others
  - Capitalize on your strengths and work on your challenges




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## Identifying your "style"


- As a team leader, its important to know your communication style
  - For you, your style influences:
    - What you say
    - How you say it
    - How you interpret responses
  - For your team members, their style influences:
    - What they hear
    - How it makes them feel
    - How they respond

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## Identifying your "style"



- Self assessment
- Communication Preferences Questionnaire
  - Put yourself in work "mode"
  - Think of an everyday conversation
  - Choose which characteristic best approximates the way you communication



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### Identifying your "style"



- Perceiving Languages:
  - Information gathering
  - S: Sensing
  - N: iNtuiting
- Judging Languages:
  - Decision making
  - T: Thinking
  - F: Feeling

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### Sensing Language Characteristics


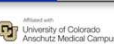
Sensing Language	
Area	
Focus	Facts; Present
Prefers	Practical; Concrete examples
Values	Reality
Approach	Action; Innovation
Effects	Attends to what is said or done Presents all the facts Impatient Follows own agenda Easily distracted by physical stimuli

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### iNtuiting Language Characteristics



iNtuiting Language	
Area	
Focus	Concepts; Possibilities; The future
Prefers	Big picture; Abstraction
Values	What could be
Approach	Relational; Scattered; Creative
Effects	Reads between the lines Prone to exaggeration and dramatics Easily distracted by abstractions Rambles Bored by details

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### Thinking Language Characteristics



Thinking Language		
Area		
Focus	Structure; Cause & Effect	
Prefers	Principles; Laws; Justice	
Values	Logic; Consistency; Validity	
Approach	Intellectual; Analytical; Structured	
Effects	Businesslike Long answers Clarifies by questioning Tends to be blunt	Serious Impersonal

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### Feeling Language Characteristics




Feeling Language	
Area	
Focus	People; Relationships; Societal norms
Prefers	Interaction; Face-to-face meetings
Values	Personal relationships; Being needed
Approach	Spontaneous; Personal
Effects	Warm & friendly Sensitive Mood changes Takes comments personally Does not go directly to the point Has difficulty saying "no"

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### Exploring communication "styles"

- In a small group, review the assigned "style"
- Reflect on the words we used to describe a "good team"
- Share words would be a strength for your communication style
- Consider what words might be a challenge
- Share your group's strengths and challenges

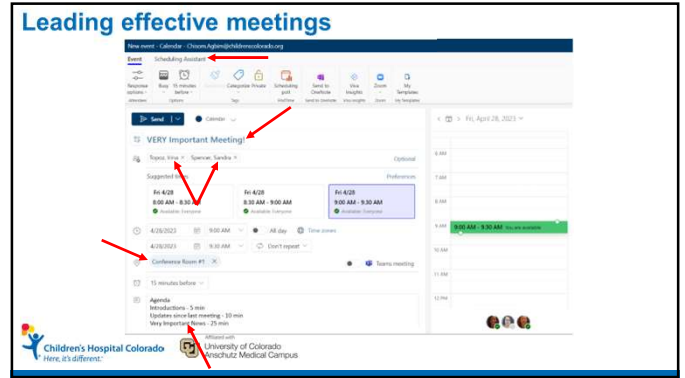




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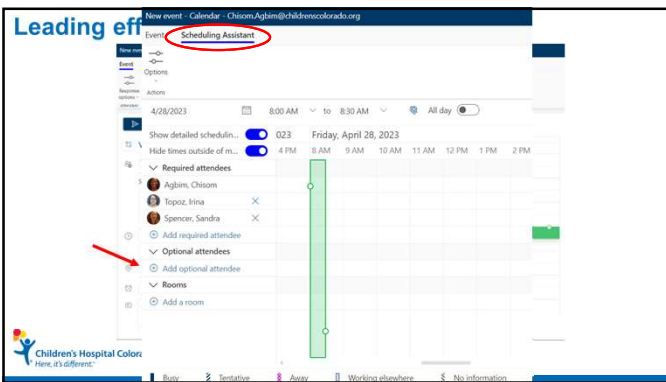


## Meetings

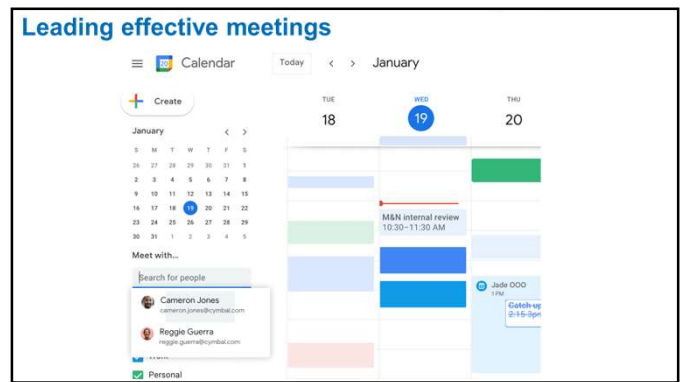
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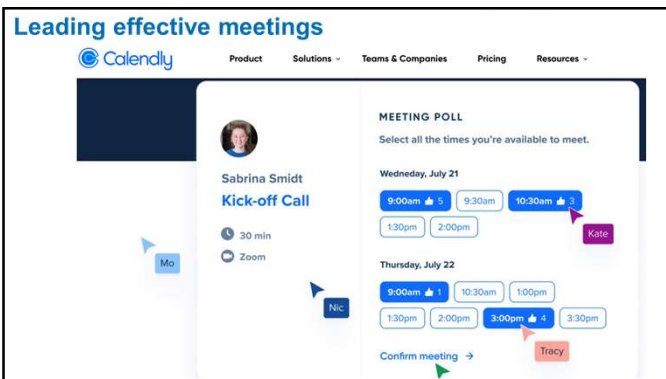
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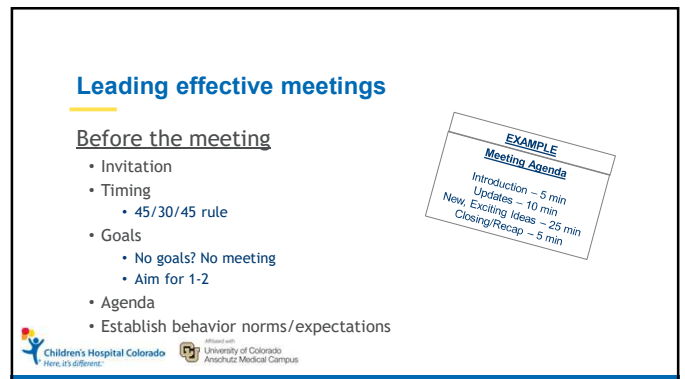
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### Leading effective meetings

During the meeting

- Introductions
- Follow up previous action items
- Address current goals
  - Be the quietest person in the room
  - Consider a parking lot... and use it



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### Leading effective meetings

During the meeting

- Assign action items
  - Volunteers
  - Best suited
- Discuss next meeting goals
- Open discussion
  - Engage people who have not spoken





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### Leading effective meetings

After the meeting

- Follow up email
  - Notes
  - Action items
- Ask for feedback
  - Meeting
  - Leadership
- Set next meeting date & goals
- Check on action items
  - 2 weeks before next meeting
  - May need to reschedule meeting...



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### Leading effective meetings

How am I doing?

- Successes?
- Room for improvement?




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The only constant in life is change  
Heraclitus

## Change Management

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### Project: Rescue Team Rescue

- You are heading home
- Rescue team needs your help

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### Leading the Change



Change would be easy if it were not for all the people

People don't resist change, they just resist being changed

Practices of Organizational Performance Excellence  
Cartin, T J 1999

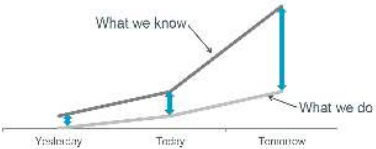
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### Culture vs Process

#### The "Know-Do" Gap

It takes on average 17 years to implement evidence into practice



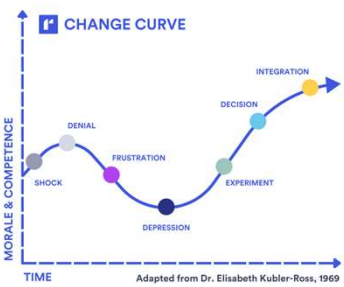
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Hilton K, Anderson A. IHI. 2018  
Morris. J R Soc Med 2011

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### Change is Hard

#### CHANGE CURVE



Adapted from Dr. Elisabeth Kubler-Ross, 1969

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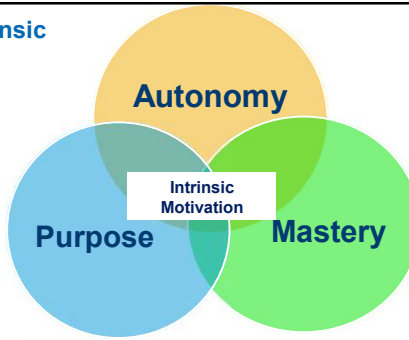
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### Ingredients of Intrinsic Motivation

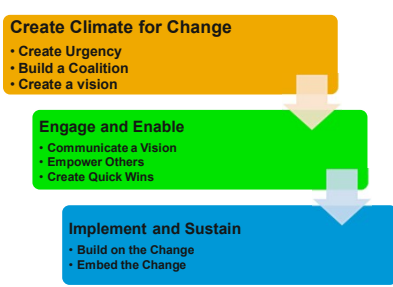


D. Pink. *Drive: The Surprising Truth About What Motivates Us*. 2009. RiverHead Hardcover

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### Kotter's Model for Change

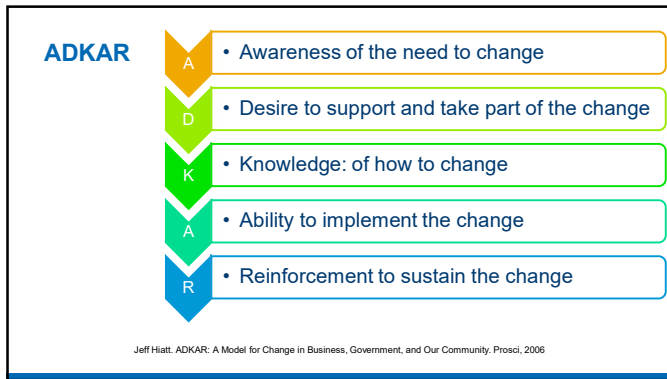


- Create Climate for Change**
  - Create Urgency
  - Build a Coalition
  - Create a vision
- Engage and Enable**
  - Communicate a Vision
  - Empower Others
  - Create Quick Wins
- Implement and Sustain**
  - Build on the Change
  - Embed the Change

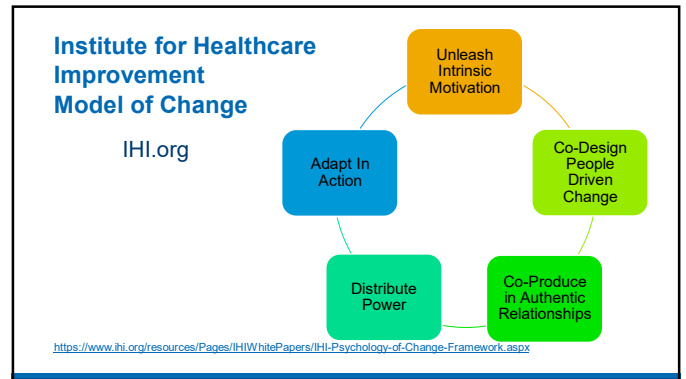
Kotter, J. P. *Leading Change*. Boston: Harvard Business School Press, 1996.

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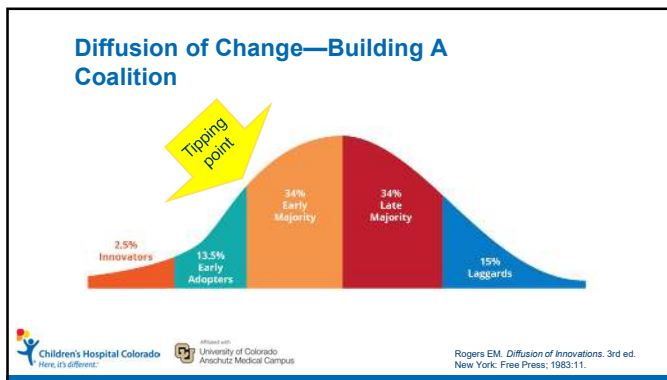




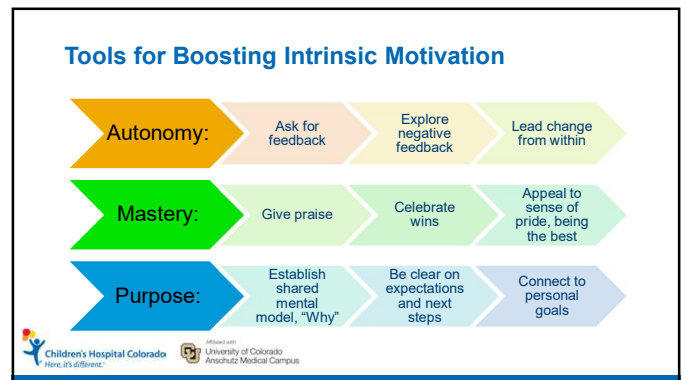
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### Stakeholder analysis

	Level of Commitment	Groups of people			
		Leaders	Players	Crowd	Subjects
Supportive	Enthusiastic support				●
	Help it work		●		
	Compliant				
Neutral	Hesitant				
	Indifferent	●			
Opposed	Uncooperative				
	Opposed				
	Hostile			●	

Adapted from: How to Begin a Quality Improvement Project. Samuel A. Silver, corresponding author; Ziv Harel,†1; Rory McQuillen,† Adam V. Weisman,† Allison Thomas,† Glenn M. Chertoff,† Ghad Nosratabadi,†1,† Chaim M. Bel,††1 and Christopher T. Chant

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### Small Group work

Using provided scenario and a list of interested parties:



- Assign stakeholders to groups
- Determine desired level of motivation
- Use Internal Motivation tools to achieve desired level of commitment.

Interested Parties:	Stakeholder Groups			
	Crowd <i>Peripherally involved in the process</i>	Leaders <i>Managers, supervisors, funding organizations, governing bodies</i>	Players <i>Front line staff, closely involved in the process</i>	Subjects <i>Those affected by the process</i>
Commitment Level				
Supportive			START	
Neutral		START		
Opposed	START			START

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- Leave your name/email and I will send you:
  - Copies of the slides
  - Your communication style results
- Apply at your next meeting!  
Next steps

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**THANK YOU!**

Managing Teams, Meetings, and Change: Concrete tools to help you achieve your Goals



Please complete an evaluation!




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### Contact US

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