Conversations to promote transformation

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Disclosures

Objectives

• Explain the CareSouth definitions of leading, managing and coaching conversations

• Identify key structural factors which enabled integration of the conversations into day to day work.

• Compare CareSouth conversations to components of a transformational leadership model.

• Practice [identify] selected tools which facilitate use of the conversations.
Agenda

• Objectives and faculty intros
• Premise
• CareSouth Story
• Exploration of the three conversations
• Connection to evidence and other models
• Barriers and challenges

Our Premise

Premise
• We think that all three are needed for transformation. If you are not trying to transform, leading and managing can probably be sufficient. The addition of coaching can better support transformation.

CareSouth Definitions

Leading
Managing
Coaching
Transformation
Pull Apart to Discuss

Exercise

- **Table Exercise:**
  - Round Robin Introductions at your table
  - Share words or phrases you would use to describe your assigned topic (on table)

- **Large Group Debrief**
  - Word Summary
  - Compare with others
CareSouth Story

Listen

Write

Handout:
– Jot down any ideas, questions, associations you think of related to each conversation.

Introduction to CareSouth Carolina

• CareSouth Carolina is a private, non-profit health and human services provider located in the Pee Dee region of South Carolina. We are a family of professionals dedicated to providing compassionate health and life care services that are available to everyone in the communities we serve.
A bit of Our Improvement History

• Started the Improvement Journey in 1999
  – Participation in BPHC and IHI Learning Communities
  – Diabetes, CVD, Asthma, Depression, ReDesign and Finance, Access and Flow, Office Practice Re-Design
  – “High Performer”!
• 103% growth since 2000 (for a non-profit!)
• Ten sites or office locations
• 100 to 250 staff increase since 1999

Shock!

IHI Office Practice Learning Community
Focus on Staff Satisfaction
Staff Satisfaction Surveys

We Tanked!!

Gallup's 12 Questions

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Buckingham M and Coffman C, First Break All the Rules, 1999
Percent of staff who strongly agree with the statement “In the past seven days, I have received recognition or praise for doing good work.”

Percent of staff who strongly agree with the statement “Our office staff works like a team. We have high levels of trust and collaboration. We appreciate complementary roles and recognize that all contribute to a shared purpose.”
After Shock!

Results

<table>
<thead>
<tr>
<th>Strategic Area</th>
<th>Selected measure</th>
<th>Results 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>I know what is expected of me</td>
<td>23%</td>
</tr>
<tr>
<td>Workforce</td>
<td>The mission of the organization makes me feel my job is important</td>
<td>11%</td>
</tr>
</tbody>
</table>

Staff Survey Comments:
Confusion around supervision, expectations and accountability
No recognition
No clear purpose (vision)
Integrity (doing what we said we were going to do) was in the toilet!
Improving management structure

- Who do you think is your “boss”?
  - Assumptions about lines of authority investigated—they were not clear!!
  - Developed clarity on every staff person’s direct supervisor.

- Conversations of management strictly limited to the employee’s “boss”

- Conversations around job and performance expectation: Job descriptions reflect expectations in terms of **measurable system level key processes**
  - Customizable per employee and linked to strategic performance expectations
  - Also served as the performance evaluation and competency assessment

- Conversations / Interviews with all staff conducted in order to:
  - Negotiate job expectations
  - Identify any needs for supplies and/or equipment,
  - Identify talents and training needs.

- Re-designed orientation to include these specific conversations and promises
ACCOUNTABILITY

Further actions

• Established the leadership vision with the senior management team. Connect *personal* vision to organizational vision.

• Conversations throughout organization around personal and shared visions

• Quarterly staff meeting to review action plans and spread the future vision.
SITE LEVEL EXAMPLE

“In the last seven days, I have received recognition or praise for doing good work.”

SITE LEVEL EXAMPLE

“Our office staff works like a team. We have high levels of trust and collaboration. We appreciate complementary roles and recognize that all contribute to a shared purpose.”
## Results in 4 strategic areas

<table>
<thead>
<tr>
<th>Strategic Area</th>
<th>Selected measure</th>
<th>Results 2006</th>
<th>Results 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>I know what is expected of me</td>
<td>23%</td>
<td>93%</td>
</tr>
<tr>
<td>Service</td>
<td>The mission of the organization makes me feel my job is important</td>
<td>11%</td>
<td>77%</td>
</tr>
<tr>
<td></td>
<td>Patient confidence in managing their illness</td>
<td>50%</td>
<td>85%</td>
</tr>
<tr>
<td>Quality</td>
<td>HbA1c Testing</td>
<td>20%</td>
<td>82%</td>
</tr>
<tr>
<td>Finances</td>
<td>Front office collections</td>
<td></td>
<td>$750,000 increase!</td>
</tr>
</tbody>
</table>

## CareSouth Story: Pair Share

**Pair Share**

**Write More**

**Handout:**
- Jot down MORE ideas, questions, associations you think of related to each conversation.
Pull Apart to Discuss

Conversation: Leading

- Defining the Vision
- Inspire to the Future
- Aligning Visions
- Growing people
**Conversation: Leading**

<table>
<thead>
<tr>
<th>Defining the Vision</th>
<th>Aligning Visions</th>
<th>Growing people</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspire to the Future</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- What came up in your conversations?
- What is your experience with this conversation?
- Have you had such a conversation in the last two weeks?
- Do you see an opportunity to use this in the next week?
- What tools have you experienced to help with this conversation?
  - Life purpose exercise

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*Alexandra Auguste Ledru-Rollin (1807 – 1874)*

*I must hurry-- for there they go and I am their leader.*
**Conversation: Managing**

Sets job expectations and obtains promises that can be measured – closed ended questions.

Define where the person feels promises can be made ("Can you live with this?")

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**Conversation: Managing**

- What came up in your conversations?
- What is your experience with this conversation?
- Have you had such a conversation in the last two weeks?
- Do you see an opportunity to use this in the next week?
- What tools have you experienced to help with this conversation?
Effective leadership is putting first things first. Effective management is discipline, carrying it out.

Stephen Covey

Management is doing things right; leadership is doing the right things. Most of what we call management consists of making it difficult for people to get their work done.

Peter Drucker

**Conversation: Coaching**

Requires a “request”

Conversations around personal vision and relationship to future vision

Identify personal success strategies and barriers

Provide support
Conversation: Coaching

Requires a “request”

Conversations around personal vision and relationship to future vision

Identify personal success strategies and barriers

Provide support

- What came up in your conversations?
- What is your experience with this conversation?
- Have you had such a conversation in the last two weeks?
- Do you see an opportunity to use this in the next week?
- What tools have you experienced to help with this conversation?
  – Life purpose exercise

Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them.

Coaching for Performance:
GROWing Human Potential and Purpose –
The Principles and Practice of Coaching and Leadership, 4th Edition

Sir John Whitmore
2009
coaching

It is clear that coaching is more about asking the right questions than telling people what to do .... (Stober, D., Grant, A., Eds. p.4)

@ Crowe, Taylor, Moen

Connection ...

to evidence and other models
### Selected examples of transformational behaviors

Bernard Bass, Transformational Leadership 2nd Ed., 2006

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>My leader.......</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHARISMA</strong></td>
<td></td>
</tr>
<tr>
<td>Idealized Influence</td>
<td>....specifies the importance of a strong purpose</td>
</tr>
<tr>
<td></td>
<td>....instills pride just by being associated with her</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>...articulates a compelling vision of the future</td>
</tr>
<tr>
<td></td>
<td>...helps me find meaning in my work</td>
</tr>
<tr>
<td><strong>INTELLECTUAL STIMULATION</strong></td>
<td>...seeks differing perspectives to find solutions</td>
</tr>
<tr>
<td></td>
<td>...helps rethink old ideas we never questioned</td>
</tr>
<tr>
<td><strong>INDIVIDUAL CONSIDERATION</strong></td>
<td>...spends time teaching and coaching</td>
</tr>
<tr>
<td></td>
<td>...helps others develop themselves</td>
</tr>
</tbody>
</table>

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**The Leadership Challenge 5th Edition**

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart
We don’t need to motivate people...

...we need to stop demotivating people
These forces cause humiliation, fear, self-defense, competition for gold star, high grade, high rating on the job. They lead anyone to play to win, not for fun. They crush out joy in learning, joy on the job, innovation.

Intrinsic motivation (complete resignation to external pressure) gradually replaces extrinsic motivation, self-esteem, dignity.

Hamilton Consulting, LLC
When to Use Rewards: A Simple Flow Chart

Start Here

Is this task mostly routine?

YES

Can you increase the task's challenge or variety, make it less routine, or connect it to a larger purpose?

That is pretty hard

NO

Sure I can do that

Concentrate on building a healthy, long-term motivational environment that pays people fairly and that fosters autonomy, mastery, and purpose. Avoid "if-then" rewards in almost all circumstances. Consider unexpected, noncontingent "now that" rewards. And remember that those rewards will be more effective if:

1. They offer praise and feedback rather than things people can touch or spend
2. They provide useful information rather than an attempt to control

1. Offer a rationale for why the task is necessary
2. Acknowledge that the task is boring
3. Allow people to complete the task their own way

11/26/2012

Hamilton Consulting, LLC
Gallop 12 Questions
(Gallup Survey of @ 1 million employees over 35,000 organizations)

A. Do I know what is expected of me at work?
B. Do I have the materials and equipment I need to do my work right?
C. At work, do I have the opportunity to do what I do best every day?
D. In the last seven days, have I received recognition or praise for doing good work?
E. Does my supervisor, or someone at work, seem to care about me as a person?
F. Is there someone at work who encourages my development?
G. At work, do my opinions seem to count?
H. Does the mission/purpose of my company make me feel my job is important?
I. Are my co-workers committed to doing quality work?
J. Do I have a best friend at work?
K. In the last six months, has someone at work talked to me about my progress?
L. This last year, have I had opportunities at work to learn and grown?

Buckingham, M. and Coffman, C.
First Break All the Rules
1999
Barriers and Challenges

Lessons from Ikaria, Greece

Plan some down time!
(reduce our time urgency 😊 )
Warm Up
Lessons from Ikaria, Greece

• Pair Up
  – Person A (Alpha)
  – Person B (Beta)

• Round 1:
  – Alpha throws out a suggestion
  – Beta responds by saying, Yes, but...
  – Alpha responds by saying Yes...but
  – Continue the Yes – but conversation for one minute

• Debrief

Warm Up
Lessons from Ikaria, Greece

• Same Pair
  – change names
  – Person I (Inclusive – Inky) Person S (Synergy – Synie)

• Round 2:
  – Inky throws out a suggestion
  – Synie responds by saying, Yes, and...
  – Alpha responds by saying Yes...and
  – Continue the Yes ...and conversation for one minute

• Debrief
What are the lessons from our silly game?

Closing

“Great managers (leaders, coaches) ...remember....that each individual... is true to his unique nature. They recognize that each person is motivated differently, that each person has his own way of thinking and his own style of relating to others....they don’t bemoan these differences. Instead they capitalize on them. They try to help each person become more and more of who he already is.”

First, Break All the Rules, What the World's Greatest Managers Do Differently
Marcus Buckingham & Curt Coffman 1999
Questions?

The future ain't what it used to be.
## APPENDIX

### INTRINSIC MOTIVATION & BUILD HEALTHY RELATIONSHIPS

| Trust                          | Someone at work cares about me as a person (5)
|                               | I have a best friend at work (10) |
| Respect                       | At work my opinion seems to count (7) |
| Support                       | In the last 7 days, I have received praise or recognition for doing good work (4) |
| Communication                 | I know what is expected of me at work (1)
|                               | In the last 6 months, someone has talked to me about my progress (11) |
| Inspire Meaningful Work       | There is someone at work who encourages my development. (6)
|                               | The mission/purpose of CareSouth Carolina makes me feel my job is important (8) |
| Coach for and Expect Competence | I know what is expected of me at work (1) |
|                               | I have the materials and equipment to do my work right (2) |
|                               | At work, I have the opportunity to do what I do best every day (3) |
|                               | There is someone at work who encourages my development (6) |
| Create Choice                 | At work, my opinion seems to count (7) |
| Cheerlead for Progress        | There is someone at work who encourages my development. (6) |
|                               | My fellow workers are committed to doing quality work (9) |
|                               | In the last 6 months, someone has talked to me about my progress (11) |
|                               | In the last year, I have had the opportunity at work to learn and grow (12) |
### BUILD HEALTHY RELATIONSHIPS

<table>
<thead>
<tr>
<th>Category</th>
<th>Gallop Question</th>
<th>Action to Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>Someone at work cares about me as a person (5)</td>
<td>Trust building exercise (5)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Myers Briggs (5) (10) ?</td>
</tr>
<tr>
<td>Respect</td>
<td>At work my opinion seems to count (7)</td>
<td>Employee Council monthly (7)</td>
</tr>
<tr>
<td>Support</td>
<td>In the last 7 days, I have received praise or recognition for doing good work (4)</td>
<td>Medallion recognition coins (4)</td>
</tr>
<tr>
<td>Communication</td>
<td>In the last 6 months, someone has talked to me about my progress (11)</td>
<td>Mandatory six month performance evaluations (11)</td>
</tr>
<tr>
<td></td>
<td>I know what is expected of me at work (1)</td>
<td>Combined job description, competency assessment, and performance evaluation (1)</td>
</tr>
</tbody>
</table>

### COACH FOR AND EXPECT COMPETENCE

<table>
<thead>
<tr>
<th>Gallop Question</th>
<th>Action to Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know what is expected of me at work (1)</td>
<td>Job description, competency assessment, and performance evaluation combined in one tool (1)</td>
</tr>
<tr>
<td>I have the materials and equipment to do my work right (2)</td>
<td>Add this to the performance evaluation Discussion (2)</td>
</tr>
<tr>
<td>There is someone at work who encourages my development (6)</td>
<td>Discuss training and development needs during performance evaluation (6)</td>
</tr>
<tr>
<td>At work, I have the opportunity to do what I do best every day (3)</td>
<td>Do strengths based analysis <a href="http://www.authentichappiness.org">www.authentichappiness.org</a> and share with team or relevant staff (3)</td>
</tr>
</tbody>
</table>
### INSPIRE MEANINGFUL WORK

<table>
<thead>
<tr>
<th>Gallop Question</th>
<th>Action to Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission/purpose of CareSouth Carolina makes me feel my job is important. (8)</td>
<td>Keep focus and alignment on the Strategic Plan at all meetings (8)</td>
</tr>
<tr>
<td></td>
<td>Learn about and share success stories (8)</td>
</tr>
<tr>
<td></td>
<td>Use system level performance data to demonstrate that we &quot;make a difference&quot; (8)</td>
</tr>
<tr>
<td>There is someone at work who encourages my development. (6)</td>
<td>Use Staff Appreciation Days to make personal contact (6)</td>
</tr>
</tbody>
</table>

### CREATE CHOICE

<table>
<thead>
<tr>
<th>Gallop Question</th>
<th>Action to Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>At work, my opinion Seems to count (7)</td>
<td>Review the Employee Council activities at each site meeting (7)</td>
</tr>
<tr>
<td></td>
<td>Post Employee Council minutes to portal (7)</td>
</tr>
<tr>
<td></td>
<td>At quarterly Staff Meeting departmental breakouts, add &quot;opportunities for improvement&quot; to every agenda (7)</td>
</tr>
<tr>
<td>Gallop Question</td>
<td>Action to Support</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>My fellow workers are committed to doing quality work (9)</td>
<td>Share reliability audit outcomes in site meetings, departmental meetings, email (9)</td>
</tr>
<tr>
<td></td>
<td>Post system level measurement charts (9)</td>
</tr>
<tr>
<td>In the last 6 months, someone has talked to me about my progress (11)</td>
<td>Using the reliability audit data during the performance evaluation and focus on at least 5 strengths with one weakness (11)</td>
</tr>
<tr>
<td>In the last year, I have had the opportunity at work to learn and grow (12)</td>
<td>Determine a training / development plan during performance evaluation (12)</td>
</tr>
<tr>
<td>There is someone at work who encourages my Development (6)</td>
<td>Post kudos on portal for achievement (6)</td>
</tr>
</tbody>
</table>