

**IHI 30<sup>th</sup> National Forum**

Workshop C20, December 11, 2018

C20

# **Joy in Work**

## **The Risks and Magic of Small Actions**

Neil Baker M.D.

Neil Baker Consulting and Coaching

Bainbridge Island, Washington

[neil@njbaker.net](mailto:neil@njbaker.net)

# Nothing to Disclose

- The presenter, Neil Baker, has no relevant financial or nonfinancial relationship(s) within the services described, reviewed, evaluated, or compared in this presentation.

## Objectives

- Explain why small actions can have a high level of negative or positive impact on performance and well-being.
- Identify the components of a practice to sustain self-awareness and choose small actions that help to develop Joy in Work.

**Joy in Work**



**Conditions for Joy in Work**



**Open, honest conversations**

**which elicit and explore concerns, ideas, disagreements, negative feelings**



**Small Actions**

**Joy in Work**



**Conditions for Joy in Work**



**Open, honest conversations**

which elicit and explore concerns, ideas, disagreements, negative feelings



**Small Actions**

*increased risks of negative impact*



**Small Actions**

*increased chances for positive impact*



*A vulnerable,  
person-centered  
Way of Being*

**Situational Reflective Practice**

**Sustained Compassionate Awareness of Our Humanness**

# Agenda

## Part 1

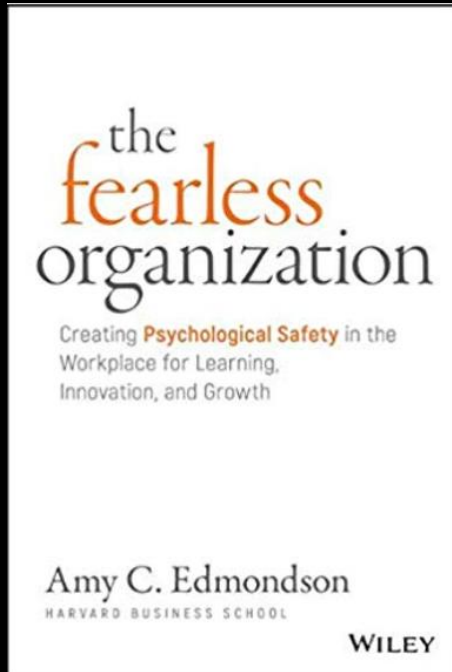
- Evidence for
  - Open, honest communication.
  - Small actions.

## Part 2

- Evidence for
  - Messy humanness.

## Part 3

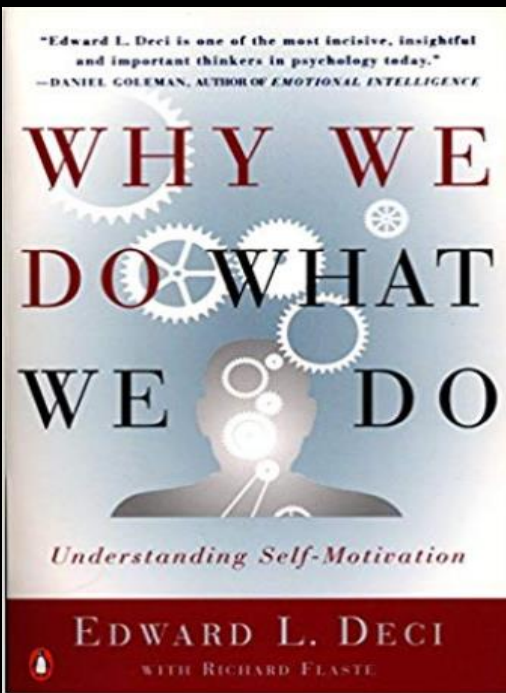
- Situational reflective practice.



The basic asymmetry of the psychological and sociological forces favor silence or self-protection over self-expression...Even the high-powered employees at Google need psychological safety to contribute.

Amy C. Edmondson in **The Fearless Organization** 2018

Amy C. Edmondson in **The Fearless Organization** 2018



[The findings of our research] are unsettling because all the events that were found to undermine intrinsic motivation are events that most people encounter regularly in their ongoing daily lives.

[Supporting intrinsic motivation...] requires being able to grasp what it is like to be an employee of yours.

Edward Deci in **Why We Do What We Do: Understanding Self Motivation** 1995

Edward Deci in **Why We Do What We Do: Understanding Self Motivation** 1995



# Engagement with intrinsic motivation

- Gallup: 28,000,000 participants, >1000 business units
  - My opinion seems to count.
- McKinsey: 115,000 participants, 500 companies  
An open and trusting environment that allows:
  - “I don’t know.”
  - “I don’t understand.”
  - “I don’t agree.”
  - “I have an idea.”

# Agenda

## Part 1

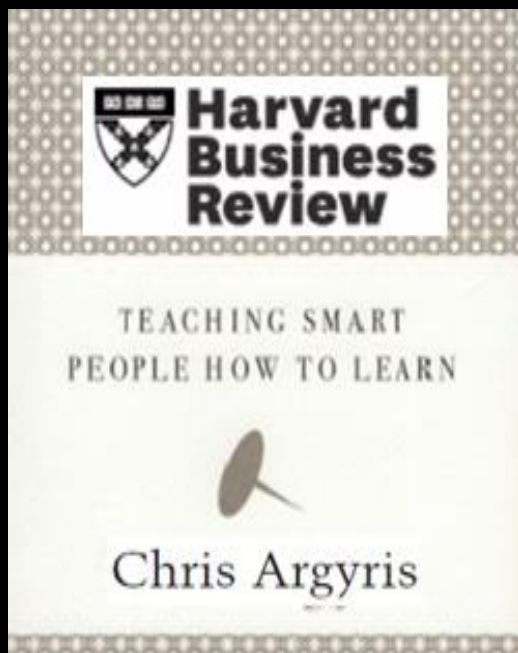
- Evidence for
  - Open, honest communication.
  - Small actions.

## Part 2

- Evidence for
  - Messy humanness.

## Part 3

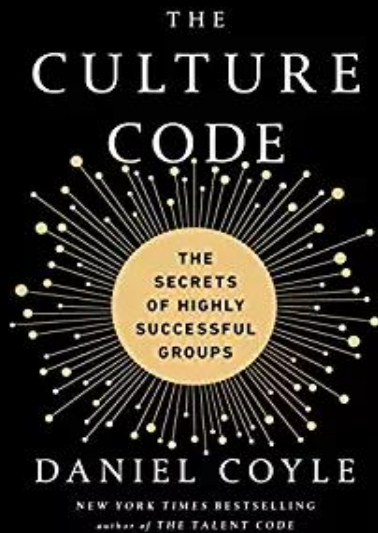
- Situational reflective practice.



Put simply, people consistently act inconsistently, unaware of the contradiction between the way they think they are acting and the way they really act.

Chris Argyris in **Teaching Smart People How to Learn 2008**

Chris Argyris in **Teaching Smart People How to Learn 2008**



A small signal can have a huge effect. But, the deeper thing to realize is that you can't just give a cue once. This is all about establishing relationships, conveying the fact that I'm interested in you...It's not unlike a romantic relationship. How often do you tell your partner that you love them? It may be true but it's still important to let them know over and over.

Gregory Walton PhD as quoted by Daniel Coyle in **The Culture Code** 2018

Gregory Walton PhD as quoted by Daniel Coyle in **The Culture Code** 2018

# Agenda

## Part 1

- Evidence for
  - Open, honest communication.
  - Small actions.

## Part 2

- Evidence for
  - Messy humanness.

## Part 3

- Situational reflective practice.

**Joy in Work**



**Conditions for Joy in Work**



**Open, honest conversations**

which elicit and explore concerns, ideas, disagreements, negative feelings



**Small Actions**

*increased risks of negative impact*



**Small Actions**

*increased chances for positive impact*



*A vulnerable,  
person-centered  
Way of Being*

**Situational Reflective Practice**

## Situational Reflective Practice

- Thinking about situations before, during, and after to improve our capacity for more consistent positive impact. It is promoted by self-inquiry and feedback.
- Cultivates a **vulnerable, person-centered Way of Being.**

## Situational Reflective Practice

- Thinking about situations before, during, and after to improve our capacity for more consistent positive impact. It is promoted by **self-inquiry** and **feedback**.
- Cultivates a **vulnerable, person-centered Way of Being**.



## Situational Reflective Practice

- Thinking about situations before, during, and after to improve our capacity for more consistent positive impact. It is promoted by self-inquiry feedback.
- Cultivates a **vulnerable, person-centered Way of Being.**

## Situational Reflective Practice

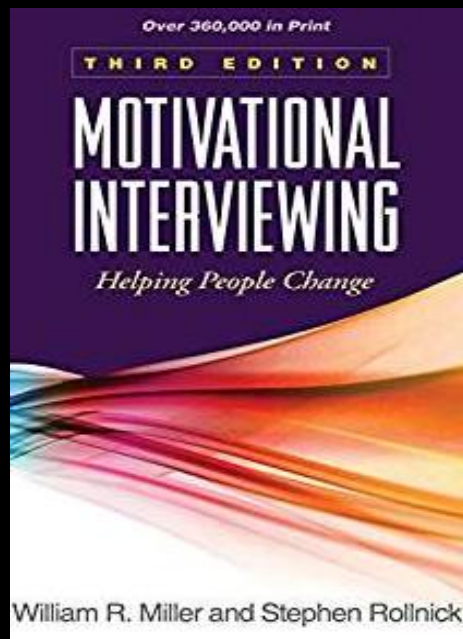
- Thinking about situations before, during, and after to improve our capacity for more consistent positive impact. It is promoted by self-inquiry and in-the-moment feedback.
- Cultivates a **vulnerable, person-centered Way of Being.**

## Situational Reflective Practice

- Thinking about situations before, during, and after to improve our capacity for more consistent positive impact. It is promoted by self-inquiry and feedback.
- Cultivates a **vulnerable, person-centered** Way of Being.

## Situational Reflective Practice

- Thinking about situations before, during, and after to improve our capacity for more consistent positive impact. It is promoted by self-inquiry and feedback.
- Cultivates a **vulnerable, person-centered Way of Being.**



Across a broad range of problems, settings, and cultures, there is something about a way of being with people that promotes change...What triggers change is a person connecting with something of intrinsic value in an accepting, empowering atmosphere making it safe to explore the possibility for change...The factors which create this condition are hard if not impossible to standardize by following a treatment manual.

Miller and Rollnick **Motivational Interviewing: Helping People Change 3<sup>rd</sup> Edition** 2012

# Questions for situational reflective practice

- Cultivating desired attitudes and mindsets
  - Where am I holding on to certainty about my views?
  - What is my vision for work outcomes and the quality of relationships I want to create?
- Conversations
  - Am I ready to explicitly and repeatedly:
    - set aside rushing to solutions to assure exploration and understanding of all views rather than debating?
    - express my views with “I” statements (i.e. not as The Truth) and invite countering views and concerns about what I say?

## Day to day small actions with negative impact

- In teams, lack of repeated reference to norms and checking in.
- Dominance of rational, analytic, technical problem solving.
  - Emergence of nice culture.
- Differing views are not consistently elicited or explored.
  - Emergence of a culture of fear without overt bad behavior.
- Feedback about what is and is not working is rare.
- Lack of regular 1:1 meetings with preparation for the conversation.

## To Build a Swing, by Hafiz

From *THE GIFT* by Daniel Ladinsky, copyright 1999, and used with permission



## **REMINDER**

**Sign-up form for free monthly articles and tools**

**You may unsubscribe at any time.**

**Questions about resources?**

**email: [neil@njbaker.net](mailto:neil@njbaker.net)**

**More resources**

**[www.neilbakerconsulting.com](http://www.neilbakerconsulting.com)**