Trust Building: A Strategy to Improve Vaccine Uptake, Patient Safety & Staff Wellbeing in Long Term Care
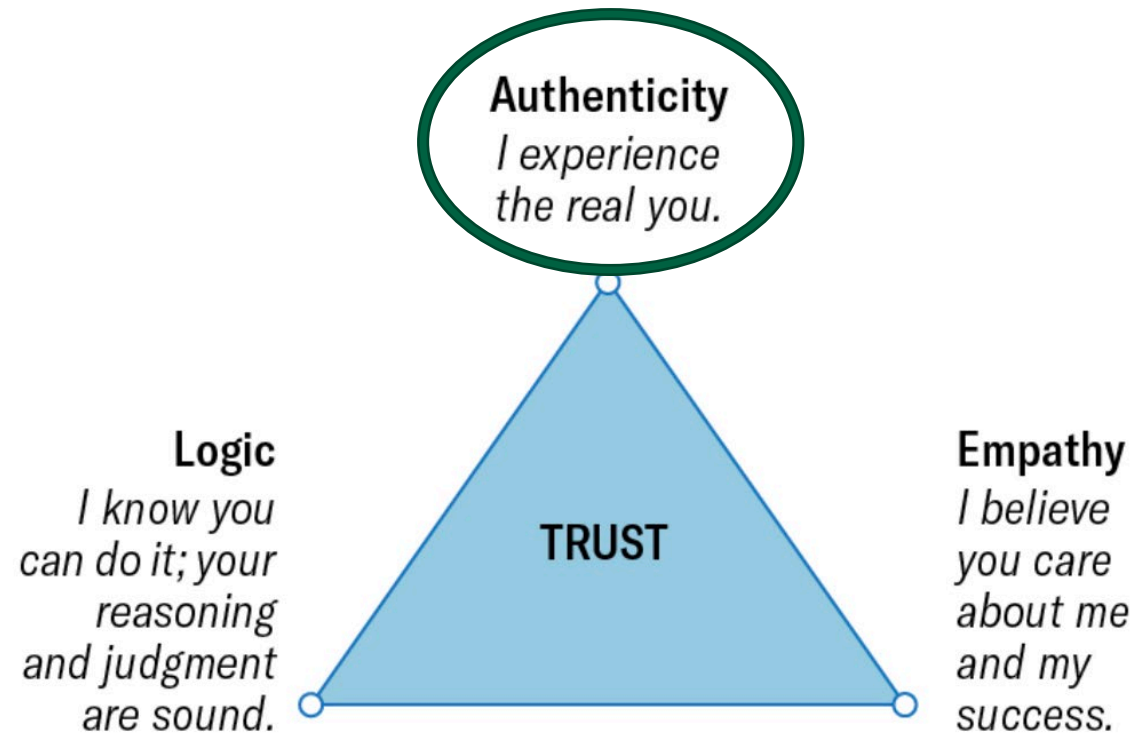
Lesson Four

Lecture One

Authenticity
I experience the real you.

Logic
I know you can do it; your reasoning and judgment are sound.

TRUST

Empathy
I believe you care about me and my success.

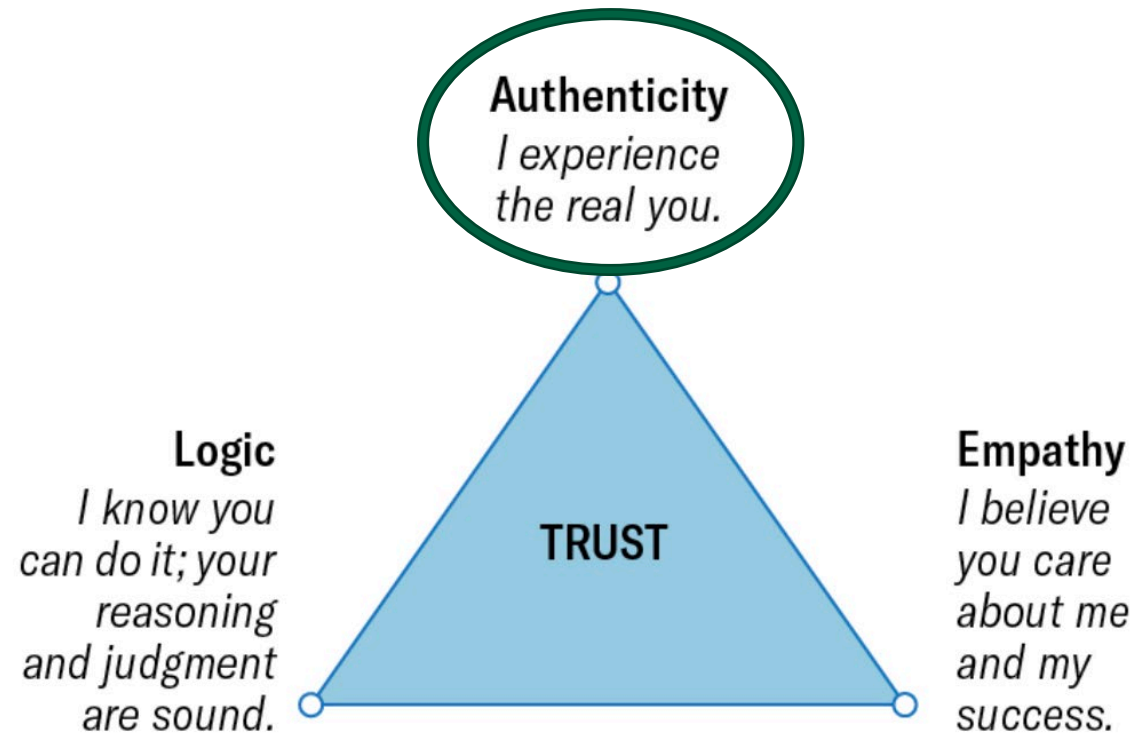From: "Begin with Trust," by Frances Frei and Anne Morriss, May–June 2020

HBR

- Discuss authenticity as a driver of trust

- Create the conditions for authenticity by:

  1. Identifying common values

  2. Building psychologically safe environments

- Practice techniques to develop psychological safety with your team(s)

Lecture Two

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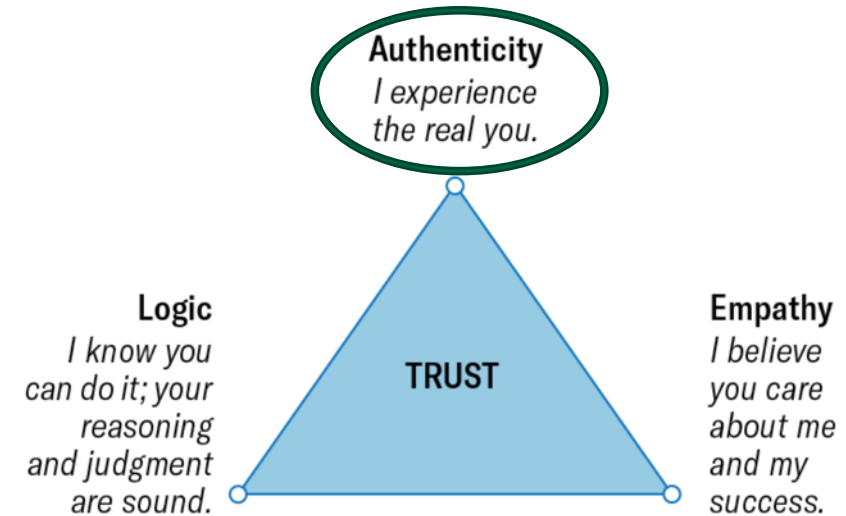
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What is Authenticity?

- Authenticity is experienced as a person showing up as their true self

- We demonstrate authenticity when we:

  - Are transparent

  - Share how we feel

  - Acknowledge different perspectives

  - Accept & act on feedback from others

  - Make sure people understand and see you act on your values, vision and goals

Authenticity Wobble

- Not transparent, withhold information

- Manipulate others, lie

- Not sharing authentic self or feelings

- Not creating psychological safety for others

- Not open to feedback, unwilling to change

- Fail to inspire

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What Motivates Inauthenticity?

- Existing cultural norms within our organization or society

- Our ideas about professional expectations & fears to step outside those lines

- Common stereotypes based on our gender, cultural or racial identities

Lecture Three

Communicate Why Something Matters

- One way to create conditions for authenticity is by communicating why something matters

- Communicating why something matters involves three parts:

  - Sharing why something matters to you

  - Eliciting why it matters to others

  - Communicating why it matters now and in the future

- This lecture will focus on sharing why something matters to you

What is a 'Personal Why' Story?

- Sharing a personal why story answers the questions:

    - Why does this matter to me?

    - What is my source of motivation?

    - Why do I care?

- Reveal how our personal and professional selves are one and the same

- Understand our choices, and values and emotions that guide decisions and actions

- Demonstrate how we handle uncertainty

Lecture Four

Shared Values Among Diverse Teams

- Diverse teams can be unbeatable performers **if** shared values are identified, and differences are honored and managed

- Shared values are discovered through each team members' particular experiences

Connect Our Shared Values to Our Organizational Mission

- Share your 'personal why'

- Elicit what matters to others

- Create an opportunity to connect our unique values to the values of our teams and organizations

- This enables team members to work together to achieve organizational mission

'What Matters' Conversations

- Rich learning conversations designed to listen and learn from people's motivations and values

- Invites people to bring their authenticity to one another

Questions to Elicit 'What Matters'

- What motivates you to work in long-term care?

- What makes you proud to work at our facility?

- What is the most meaningful part of working in long-term care?

- When do you know you are making a difference?

- What makes a good day at work?

- Why does [insert subject] matter to you?

When & How to Hold 'What Matters' Conversations

- When: One-to-one meetings, staff meetings, organizational retreats

- How: Ask 'what matters,' listen, then allow for deeper reflection about the initial comments

- Purpose: To understand what matters to others, and to help others identify what matters to them
  - Our motivations help us limit the fears associated with change

Facilitating 'What Matters' Conversations

- Be upfront about the purpose of the conversation

- Invite everyone to share but do not mandate it

- Invite positive and negative responses

- Do not assume what others will say

- Do not assume that people will agree

- Not a one-time activity but a grounding question to return to

What is Psychological Safety?

- Belief that:

    - No one will be judged, humiliated or punished for speaking up

    - People are secure and capable of changing

    - People are free to focus on common goals and problem prevention not self-protection

- Is a:

    - Team characteristic not an attribute of individuals

    - Created in relationship with others

    - Set up and maintained by leaders in the organization

Outcomes of Psychological Safety

- Authenticity

- Learning

- Innovation

- Risk management

- Job satisfaction

- Articulate what is at stake, why it matters and for whom

- Acknowledge uncertainties and potential failures

- Leaders' language:

  - "This is what we are facing. I'd like to hear everyone's ideas."

  - "This is new territory for us, so I'm going to need everyone's input."

- Outcome:

  - Generates shared expectations, meaning and motivation

Admit Your Own Shortcomings

- Demonstrate humility & acknowledge limits of your own knowledge

- Admit that you might miss things, make mistakes or even fail

- Leaders' language:

  - "Please flag things that you think I might miss."

- Outcome: Makes it safe for others to take risks, make mistakes and display vulnerability

Invite Participation

- Show curiosity by using open honest questions & listening to understand

- Provide guidelines for productive conversation

- Leaders' language:

  - "What are you seeing? What concerns do you have?"

  - "What are you up against? What help do you need?"

- Outcome: Builds people's confidence that their voices are welcome

Respond Productively

- Use kind and direct language

- Practice a growth mindset

- Highlight failures as learning opportunities and analyze results for solution-generation

- Leaders' language:

    - "Thank you for raising that. Let's see how we can address this together."

- Outcome: Orients people to continuous learning

The Inner Work of Leaders

- Enter with the presence of mind to think clearly

- Tolerate difficult thoughts and feelings and know that these anxieties will pass

- Find our own appropriate sources of support (i.e. coaching)

- Bring the temperature down when others display emotions

- Demonstrate emotional literacy by carefully naming the feelings that you are experiencing (and do not assign feelings to others)

Qualitative Measures

Psychological safety is present when you see these team behaviors:

Ask Questions

Take risks

Share Ideas

Speak your Mind

Admit Mistakes

Raise Concerns

Questions to assess psychological environment

How strongly do you agree (1) or disagree (5):	1	2	3	4	5
If you make a mistake on this team, it is often held against you?					
Members of this team can talk about problems and tough issues?					
People on this team sometimes reject others for being different?					
It is safe to take a risk on this team?					
It is difficult to ask other members of this team for help?					
No one on this team would deliberately act in a way that undermines my efforts?					
Working with members of this team, my unique skills and talents are valued and utilized?					

Lecture Six

- Why authenticity is and why it matter

- Demonstrating authenticity through:

  (1) Common values

  - Sharing your 'personal why'

  - Eliciting 'what matters' to others

  - Connecting shared values to organizational mission

  (2) Psychological safety

- Focus is on creating psychological safety on teams

- Share your "personal why" and use "what matters to you" questions to elicit shared values

Invitation to Advancing Trust Course

- Use the course and its materials to facilitate in-person skills workshops in your facility to build trust

  - Discussion guides

  - Exercises

- Apply in staff meetings, company & regional trainings

Lecture Seven

Congratulations!

Course Objectives

- Define core elements of trust

- Identify how to assess the presence of trust in your organization

- Discuss the impact of inequity in building trust

- Suggest approaches and techniques to build trust throughout your organization

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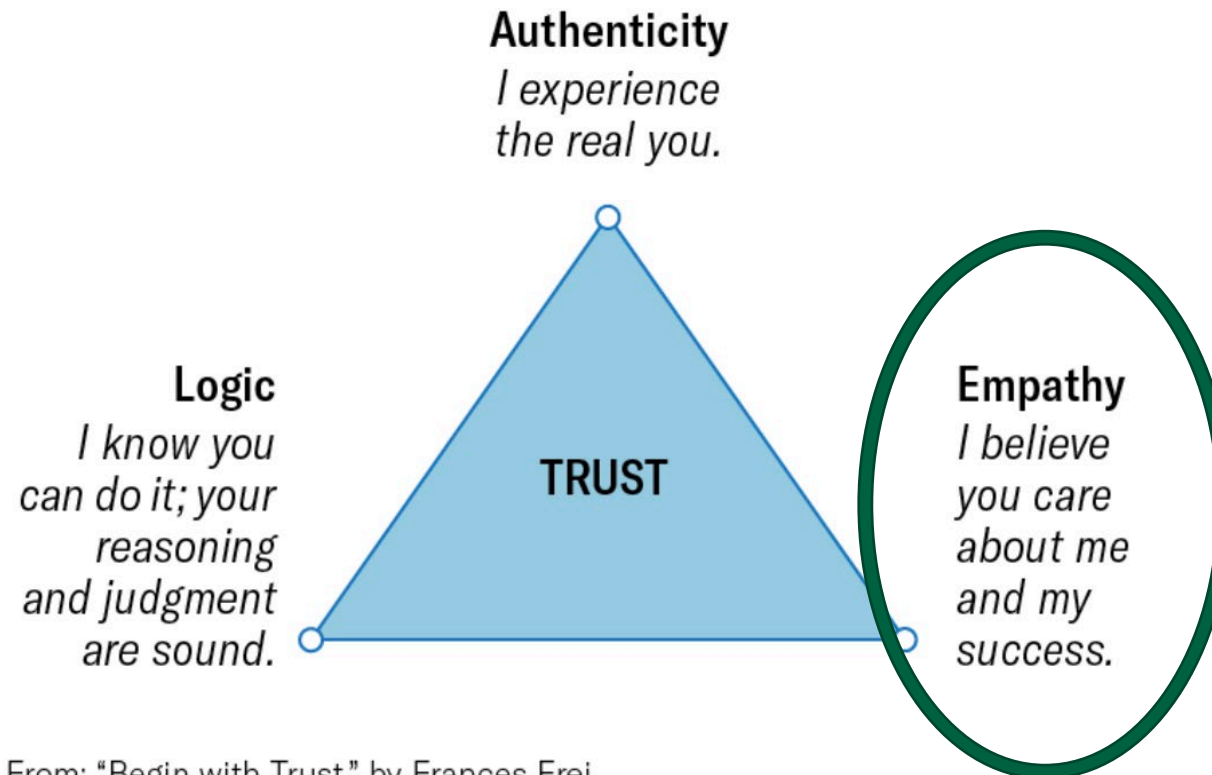From: "Begin with Trust," by Frances Frei and Anne Morriss, May–June 2020

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We all wobble sometimes

Barriers to Trust

- Resistance to change

- Staff and leader burnout

- Forms of inequity

- Impacts of systemic racism

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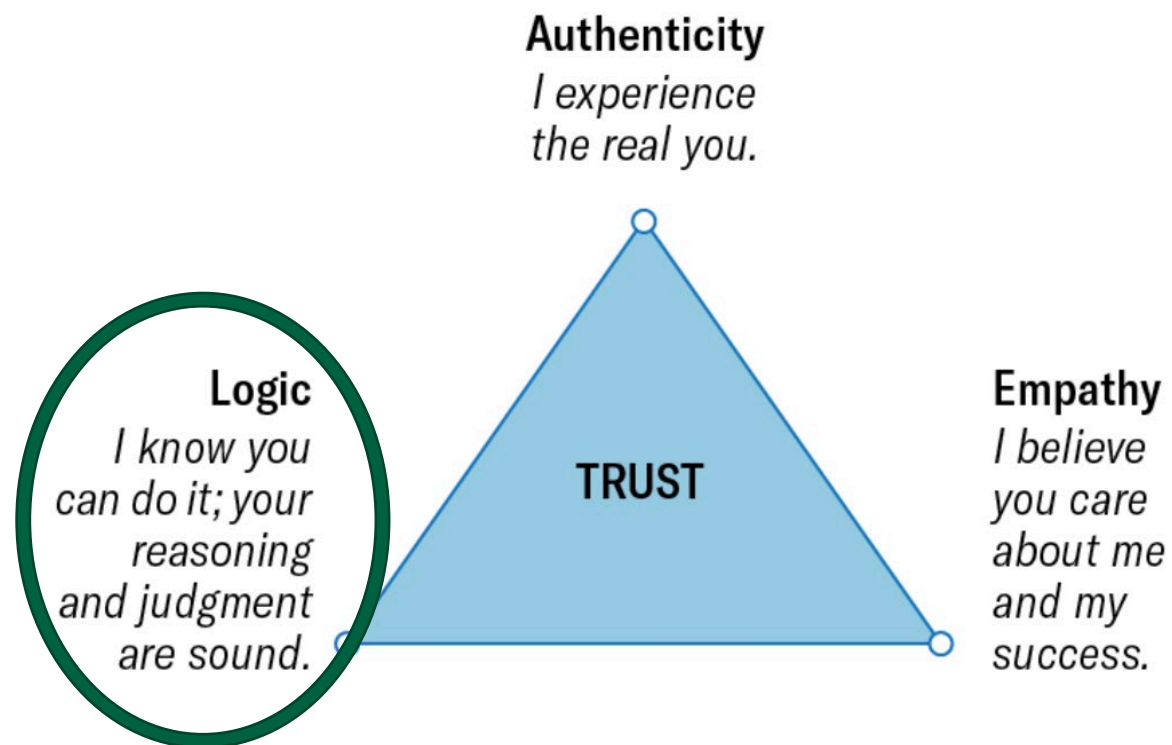
- Tips to help demonstrate our empathy:

  - Listening & observing

  - Getting curious & asking questions to learn more

  - Not making assumptions nor providing answers/solutions

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- Strategies to communicate logic effectively:

  - With those who may not think like us

  - In the face of misinformation

  - Across cultural context

  - With individuals who are a part of historically marginalized community

Communicating with Those Who Disagree
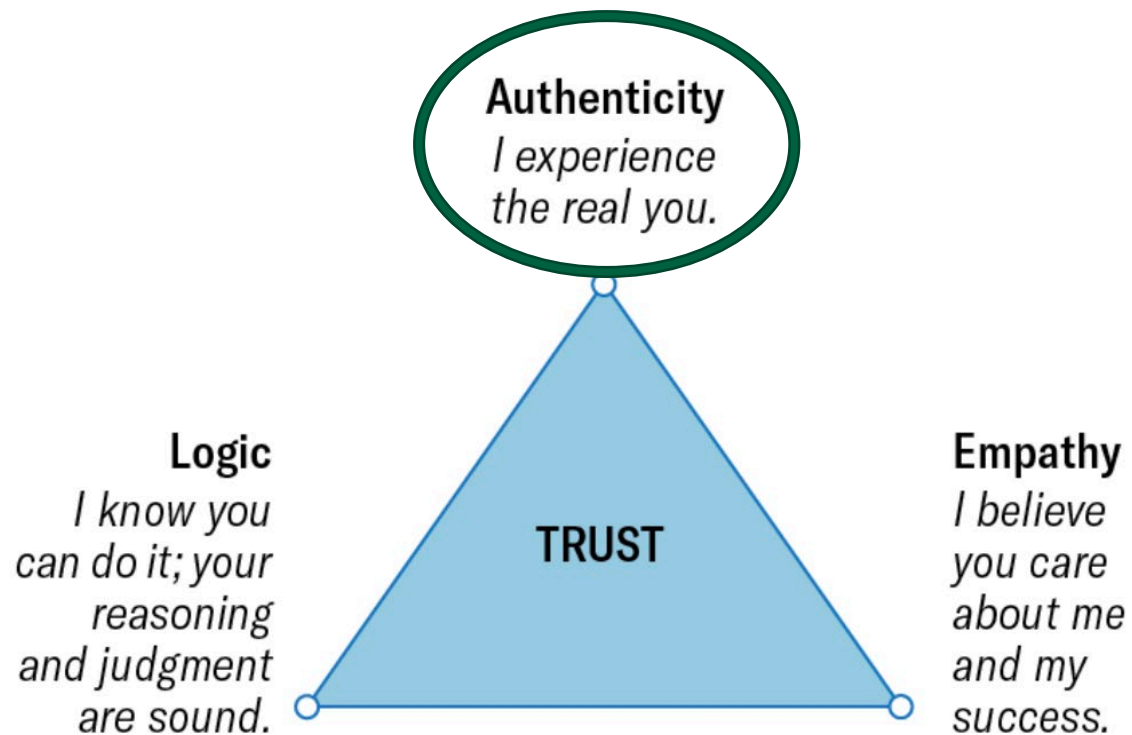
Ask → Listen → Reflect → Agree → Share

1. **Ask** open honest, genuinely curious, non-judgmental questions.

2. **Listen** to what people you disagree with say and deepen your understanding with follow-up inquiries.

3. **Reflect** back their perspective by summarizing their answers and noting underlying emotions.

4. **Agree** before disagreeing by identifying ways in which you agree with their point of view.

5. **Share** your perspective by telling a story about a personal experience.

Source: Dr. Karen Tamerius, Smart Politics

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    - Connecting shared values to organizational mission

  - Psychological safety

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Thank You

Building Trust in Long Term Care