



Coaching and Leading Teams to Get Results

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Where are your challenges?

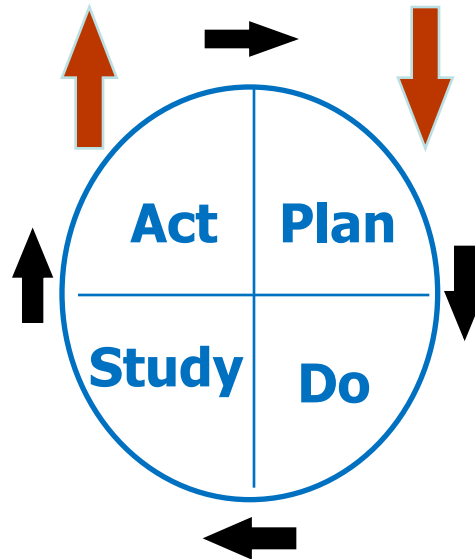
Improvement Trilogy

- Will
- Ideas
- Execution

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in an improvement?

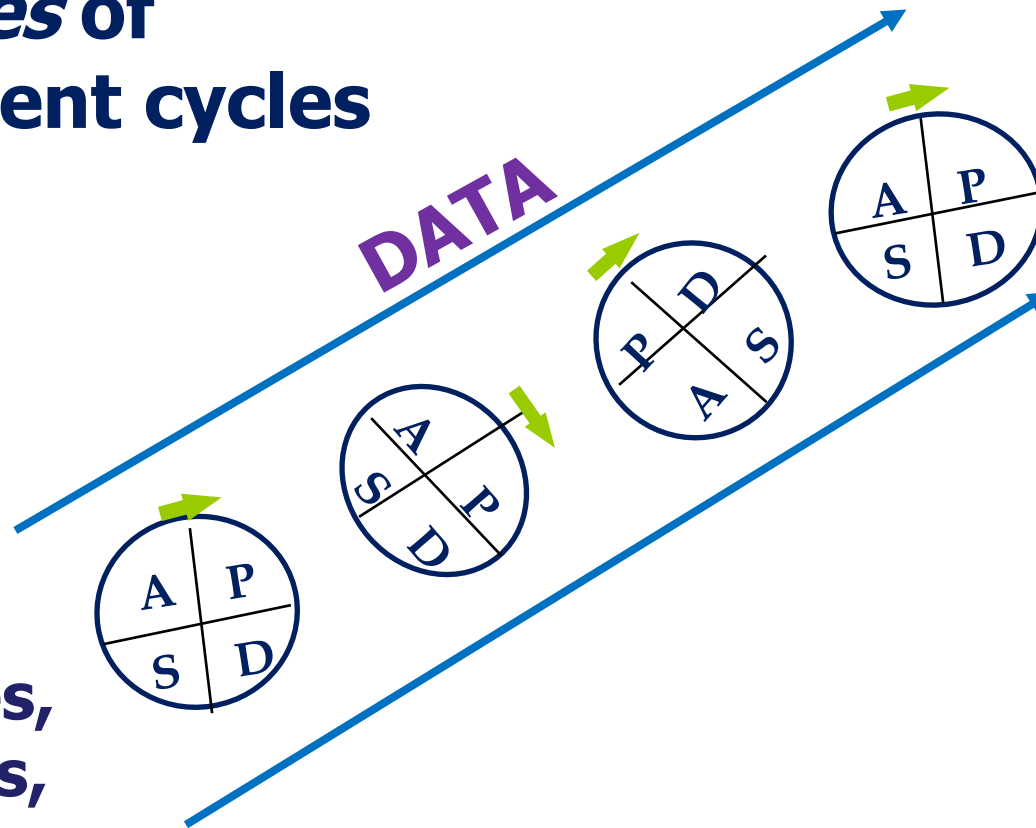


Continuous, Breakthrough Improvement...

...results from a *series* of improvement cycles

Changes that result in improvement

Hunches, theories, ideas



Aims and Methods

Spreading Innovation

Aim: Improvement

Methods:

- Test observable
- Stable bias
- Just enough data
- Adaptation of changes
- Sequential tests

Publishing Research

Aim: New knowledge

Methods:

- Test blinded
- Eliminate bias
- Just in case
- Fixed hypothesis
- One large test

Use of Questions in Consulting

- Socratic method - a method of inquiry using questions to guide someone to a solution
- Thinking is not driven by answers but by questions.
- Questions that stimulate our thought promote deeper thinking about the issue.
- Questions help define tasks, express problems and delineate issues.
- Answers on the other hand, often signal a full stop in thought.
- Only when an answer generates a further question does thought continue its life as such.

What is the Issue with the Team?

Will, Ideas, or Execution

Will:

- The team's aim is not being used to focus the project work
- Resources necessary to the project's success are not made available
- A few loud naysayers are blocking implementation and spread of good ideas
- Absence of any obvious connection between this project and key strategic goals
- Line managers appear to be on the sidelines, not responsible for project success

If it appears that Will is the problem, consider:

- **Refocusing the discussion on the health of patients**
- **Focused aims with deadlines**
- **Testing on very small scale to get movement**
- **External comparisons**
- **Negotiation of tests and changes**

What is the Issue with the Team? Will, Ideas, or Execution?

Ideas:

- The project team is not focused on the driver diagram or the change package
- There is not a clear project strategy for working with all the drivers of the project aim
- Few PDSA test cycles have been attempted
- The “Big Ideas” appear to be absent—changes being tested are safe, incremental, and small

What is the Issue with the Team? Will, Ideas, or Execution?

Execution:

- Project setup, and project management appear to be weak
- The project team is not all together on the strategy and sequence for testing, adapting, and implementing changes.
- The team runs lots of tests but has not moved to implementation on any of the changes
- The team is not using data for project review and learning.
- The team has moved to premature spread

Execution: Some Testing and Learning Maneuvers

- Annotated time series
- Identification of special causes of variation
- Replication over a variety of conditions
- 5x scale up: 1 - 5 - 25 - 125 - (implementation and spread)
- Show all the data
- Make the system of interest visible
- Study failures