



Module 4

Team Building &
Influencing Others



Team Building & Influencing Others



- Diversity and Inclusion
- Managing Effective Meetings
- Mentoring Your Team
- Delegation



Team Building & Influencing Others

1. Learn approaches to diversity
2. Understand how to apply inclusive practices
3. Verbalize how to promote a cohesive team
4. Comprehend how mentoring serves as a bridge between training, experience and opportunities and promotes self-development among team members.
5. Correlate how proper delegation fosters staff development, commitment and supports time management



Introductions

- Name and pronouns
- Location
- What's one non-work interest or hobby?
- Practice specialty
- Practice size
- What's one valuable thing you've learned so far?
- What's one thing you hope to learn from this module?



Definitions

Cultural competence

Diversity

Equity

Inclusion



In The News

AMA

[Health Equity Education](#)

[AMA Podcasts](#)

MGMA

[Insight Series: Battling Bias](#)

[MGMA Podcast: Leadership Strategies for Confronting Our Implicit Bias](#)









study diagnosis assumption
nurses clinical care bias research effect method
medical characteristics significant participants methods interaction
health explicit physician all data prejudice
towards negative study implicit patient measures included
ethnic evidence Black review white mental healthcare different
attitudes against



Creating a space of positive interactions
creates a safe space for all.



Adjusting Our Mindsets

- Start with a Donabedian framework
- Focus on prevention and early detection; be proactive rather than reactionary
- Process-based with measurable outcomes
- Seek feedback to focus on continuous improvement



Project Implicit



E P I C



Engage in perspective taking





Practice the right message



If thought corrupts language,
language also corrupts thought.

George Orwell



1. We really need to crack the whip to get this project back on track.
2. It's easy to turn a blind eye to suffering.
3. Your tribe can help you thrive!
4. Please, no comments from the peanut gallery.
5. This software patch will fix the chink in our security.



Individuate people







Challenge stereotypes

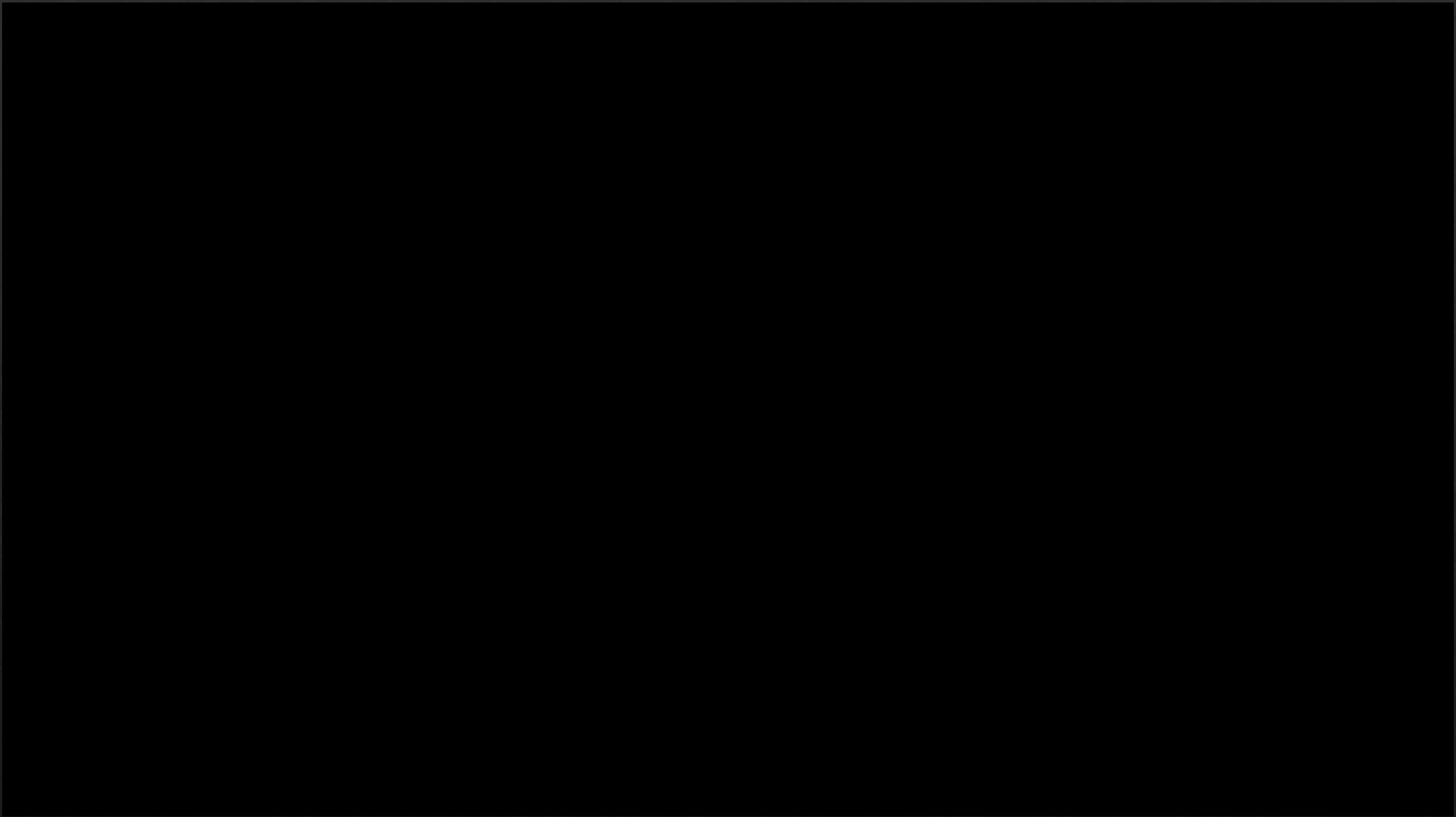


INSPIRED BY A PUBLIC SCHOOL STUDENT WITH DISABILITIES



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Why Does It Matter?

- A lack of diversity, equity, and inclusion can create a negative experience from the very first touchpoint.
- Consider the perspectives of those marginalized voices not currently “at the table.”



Reflection

- What were the circumstances? What is that person going through?
- What was their mood like? What is going on in this person's life that might be making them sad, anxious, scared, or angry?
- How did you interact with the person? How are you contributing to how this person is feeling?
- Do you think, knowing some of the things you know now, that your decisions or behaviors were potentially influenced by your own biases? If you took a side, was it the side of whoever you felt the most affinity with?
- What could you do or say to improve this person's situation?



Leading Change

- **Identify and eliminate bias in your organization whenever possible**
 - Job postings and position descriptions
 - Interview and hiring processes
 - Policies and procedures
 - Employee feedback, reviews, and promotions
 - Performance improvement action plans
 - Patient forms and education materials
 - Chart reviews for stigmatizing language



Leading Change

- **Make your case:**
 - Financial
 - Legal
 - Risk Management
 - Ethical Imperative
- **Acknowledge existing barriers**
- **Get buy-in from key stakeholders**



Leading Change

- **Be open to learning**
 - Make failure our ally by acknowledging mistakes
 - Seek to prevent recurrences rather than place blame
- **Be accountable for your own words and actions**
- **Create authentic, empathetic connections**
- **Have and show respect for others**
- **Create environments that are welcoming of all**



Less ME,
more WE!

No one can whistle a symphony.

Together
Everyone
Achieves
More!

We are greater
than the sum of
our parts!

Diamonds are nothing more than
chunks of coal that stuck together.

Teamwork means
never having to take
all the blame yourself.

There's no I in team!

Many hands
make light work!

If you take out the
team in teamwork,
it's just work.

If you want to go fast, go alone.
If you want to go far, go together.



Talent wins games, but teamwork and intelligence win championships.

Michael Jordan



Symptoms

- **Decreased productivity**
- **Conflicts or hostility among staff members**
- **Confusion about assignments, missed signals, and unclear relationships**
- **Decisions misunderstood or not carried through properly**
- **Apathy and lack of involvement**
- **Lack of initiation, imagination, innovation**
- **Complaints of discrimination or favoritism**
- **Ineffective staff meetings, low participation, minimally effective decisions**
- **Negative reactions to the manager**
- **Complaints about quality of service**



Creating safety for all

- **Fair and equitable compensation**
- **Frequent and effective communication**
- **Goal setting**
- **Collaboration**
- **Commitment to ongoing learning**
- **Respect**
- **Acknowledgement and appreciation**
- **Trust**
- **Empathy**



Teamwork at its Best

- **Good communications with participants as team members & individuals**
- **Increased department productivity and creativity**
- **Team members motivated to achieve goals**
- **A climate of cooperation & collaborative problem-solving**
- **Higher levels of job satisfaction and commitment**
- **Higher levels of trust and support**
- **Diverse co-workers working well together**
- **Clear work objectives**
- **Better operating policies and procedures**





Do the best you can
until you know better.
Then, when you know better,
do better.

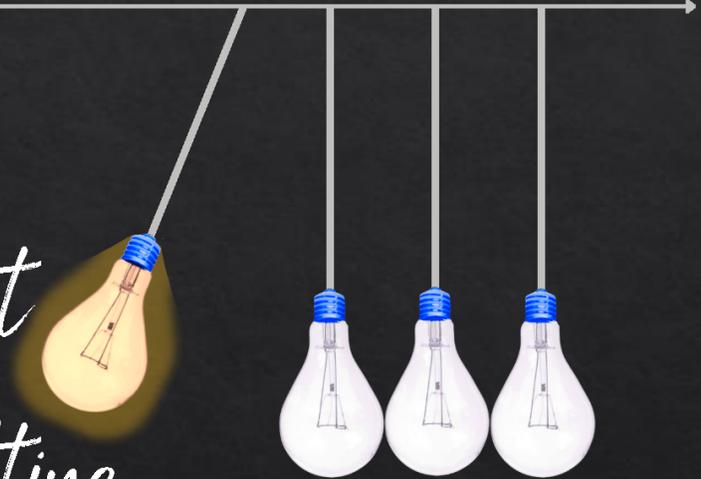
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Definitions

Cultural competence

a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals that enables effective work in cross-cultural situations.

Cultural competence can be further defined as the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services; thereby producing better outcomes.



Definitions

Diversity

a group or organization comprised of people from diverse backgrounds or communities

Equity

processes or programs that address disparities amongst marginalized communities and which seek a sense of fairness & equality

Inclusion

not just having diverse individuals involved but, more importantly, creating learning-centered organizations that value the perspectives and contributions of all people, and embracing equity by incorporating the needs, assets, and perspectives of marginalized communities into the design AND implementation of policies, procedures, and programs



Definitions

Cognitive empathy

the ability to understand how another person feels.
It's perspective taking, imagining yourself in
another person's shoes.

Affective empathy

the ability to share the feelings of another person.
It's the emotional component of empathy;
you feel what the other person is feeling.



Links to Videos

Cleveland Clinic – Empathy (download)

Cleveland Clinic – Empathy (streaming)

TV 2 Denmark – All That Unites Us (download)

TV 2 Denmark – All That Unites Us (streaming)



Additional Resources

- ◆ National Center for Cultural Competence (NCCC, Georgetown) Bias Primer
- ◆ State of Science on Unconscious Bias
- ◆ National Standards for Culturally and Linguistically Appropriate Services in Healthcare
- ◆ Inclusive Internship Program (How to Guide) - Dept. of Labor
- ◆ Building an Inclusive Workforce : A Four-Step Guide - Dept. of Labor



Additional Resources

- ◆ Getting to Equal: The Disability Inclusion Advantage (research report)
- ◆ APSE – The Association of People Supporting Employment First
- ◆ Cognitive Bias: Recognizing and managing our unconscious biases (whitepaper)
- ◆ Achieving Health Equity (whitepaper)
- ◆ Unequal Treatment (whitepaper)



Read More

- ◇ Blind Spot: Hidden Biases of Good People by Mahzarin Banaji and Anthony Greenwald
- ◇ Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do by Jennifer Eberhardt
- ◇ Blink: The Power of Thinking Without Thinking by Malcolm Gladwell
- ◇ “Misconceptions, Misinformation, and the Logic of Identity-Protective Cognition”
(& other papers) by Dan Kahan
- ◇ Thinking, Fast and Slow (& papers) by Daniel Kahneman
- ◇ Judgment Under Uncertainty: Heuristics and Biases by Daniel Kahneman, Paul Slovic, & Amos Tversky
- ◇ Mistakes Were Made (but Not by Me): Why We Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts
by Carol Tavis & Elliot Aronson
- ◇ Compassionomics by Stephen Trzeciak and Anthony Mazzealli
- ◇ The Empathy Effect by Helen Riess



Listen More

- ◇ All In The Mind (Cognitive Sciences podcast)
- ◇ Hidden Brain (podcast hosted by Shankar Vedantam)
- ◇ Kristin Pressner: Are You Biased? I Am. (TEDxBasel, May 2016)
- ◇ Melanie Funchess: Implicit Bias -- how it effects us and how we push through (TEDxFlourCity, Oct 2014)
- ◇ Denise Hernandez: Unpacking and Transforming Your Biases For A Better Community (TEDxSanAntonio, Apr 2016)
- ◇ Kori Carew: Just Belonging - Finding the Courage to Interrupt Bias (TEDxYouth@KC, Mar 2018)
- ◇ Valerie Alexander: How to Outsmart Your Own Unconscious Bias (TEDxPasadena, Oct 2018)

