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Thank you for joining. Your webinar will begin shortly. Thank you for your patience and for continuing to hold.

Thank you for joining. Your webinar will begin momentarily. Please continue to hold. Thank you for your patience.

Welcome to today's webinar. Leadership for coaching staff and direct strata during -- strategies.

Please know that this webinar is being recorded. I would now like to turn the webinar over to Michelle. You may begin.

Thank you. Good afternoon everyone. On behalf of quality health Associates of North Dakota I welcome you to this webinar. Our featured speaker is Lisa Novak.

The 60 minute webinar is a learning-in-action activity. During this webinar there will be a live chat box function that we encourage participants to use for comments and questions. We will be monitoring this box for anything that needs to be addressed. The phone lines are on mute right now. We will open the phone lines for questions at the end. This webinar will be recorded. And it will be available and posted on the website of the other QIN's.

It is my pleasure to introduce Lisa Novak. She brings new insights to today's healthcare leaders. She focuses on relationships, and quality. She has a Bachelor of Arts degree in communication and is completing her Masters course work in organizational behavior and executive coaching. With nearly 12 years in the quality improvement organization program, and her direct care experience as a nurse, she is committed to support transformational change in today's healthcare environment. Welcome Lisa.

Thank you so very much for that introduction. It is such a privilege and an honor for me to be here on this call today. And to have an opportunity to connect with Sony healthcare leaders across the country. We have a lot to talk about. And let's jump right into the slides. Before we do that, I wanted to mention with the background that Michelle shared with all of you, how excited I am. I wanted to convey the excitement with everyone on the call. When it comes to leadership and teamwork in coaching, it allows me to combine my professional experience with my educational experience in the background that I have and to bring it together to look at some new ways we can approach the topic of quality improvement in healthcare.

That is enough about me. What I would like to do is find out where all of you are coming from on the call. I see that we have a polling question. To see if people are coming from the hospital

setting. If we can put the polling question of, and if you can take about 30 seconds to answer that question, we will have a better understanding of where everyone is from today.

[participants being polled]

I think it may take us a few seconds to get the results posted. We will be patient.

It looks like a good portion of the folks that it out into the webinar are coming from the nursing home setting with a portion from hospitals, we have a couple of home health agencies and physicians offices in several folks who are present other parts of the healthcare system.

It looks like we have a nice mix. Please -- thank you for answering the question.

We have another polling question to better understand where everyone is coming from. We will put up one more polling question. Do you consider yourself a leader? It is a simple yes or no answer just to get the conversation started.

[participants being polled]

My hunch is that the majority on this call will identify themselves as a leader. One thing that I love about this topic is that we all have the same opportunity to use leadership skills. What I mean by that is, it makes no difference if you have a formal position of authority or not. You have an opportunity to use your own leadership skills. And at the very least you have a chance to have an impact as an informal leader. Not everyone can be the chief nursing officer or the CEO. If you have passion and desire and awareness, that what you do impact other people, you are in a prime position to stand out as an informal leader at the very least. Whether you work in nursing, the dietary department, environmental services or anywhere else in your organization.

It looks like the overwhelming majority do consider themselves to be a leader in their organization. And that is exactly what I would have suspected.

What we want to recognize is that when it comes to leadership strategy, we can check our titles at the door. Because the playing field in front of us is the level I. We are all equals here regardless of what our title or position is.

As we get into the presentation, I want to establish a definition for coaching. I think that this is something where a liberal -- everyone has a little bit of a different interpretation.

On the side we haven't 2 definition of coaching.

They say that to coach is to partner with the client in a process that is thought-provoking and creative in order to inspire the other person to maximize their personal and professional potential this Mac the other definition comes from the agency for healthcare research and quality. They say, to coach is to provide guidance. Feedback and interaction in order to ensure successful performance. Select one of the most important things is that a coach believes that their client is capable. They believe that their clients are resourceful and they have their own answers. It is the

coach's role to help the client find those answers for themselves. It is not that the coach is the expert. Not that the coach has all the answers. The coach is the one to facilitate the process with the client find the answers on their own.

There is no one right, true or correct definition of coaching. In simple terms, coaching can be thought of as a simple process where we work with someone in order to achieve better outcome. What does that process look like?

In a nutshell, coaching can be thought of a conversation that has a specific focus. The person being coached will bring the topic to the table. That may be a problem they want to be solved, they may be stuck or need to get some momentum. Or they may want to think about new ways to approach a situation. Or a new skill they want to develop.

Maybe they have been asked to give a presentation and they are terrified of public speaking. So developing new skills is something we can work on in coaching.

Maybe they know what the problem is. That they want additional clarity or some accountability as they make changes. And we see this often when it comes to things like people who want to quit smoking; the accountability partner can make a huge difference.

So the coach applies a series of coaching tools. That gives translated through these conversations, and there are a lot of different coaching tools and methods. A lot of coaches in the world who have their unique ways of doing things. But as the dialogue happens, whether immediately or over time, what we generally see is a result at the end.

The person who is being coached on a problem has found a way to solve that problem. They may have developed some new awareness or have a new perspective of what they can do to make a difference for themselves. Or whatever the outcome is that they were focused on. Something is different by the end of the coaching process.

Never we have a common understanding of coaching, we want to talk about how these techniques can enhance conversations and strengthen relationships.

And I have a question, what does it matter? Why should we care about relationships and communication in the workplace? What is the benefit of addressing these topics today?

If you want to chime in on the chat box, we would love to see your responses to these questions.

I see someone typing in collaboration for the benefit of morale.

Communication is key.

Workplace satisfaction and relationships are everything.

Customer service.

Inspires confidence.

I think I might hang up and go home. You already have great answers.

I would venture to say that as human beings, communication and relationships -- it may sound cliché, but it helps us to create the fabric of our lives. Thinking about a world we do not have relationships with one another. What would that life be like? I really believe that these two concepts come together to give meaning to our lives. And when we apply that begin to the organizational level, the ways that we relate to each other and communicate with each other, -- patient safety is the number one reason we should care at these topics.

We'll come back to patient safety in a moment. But I wanted to make mention of safety in another industry. And that is the airline industry.

While we hear about the unfortunate accidents the still occur, but overall the number of accidents has decreased in the last 25 and 30 years. In 2014, the number of fatal accidents was down to 21 major airliners with 990 fatalities. So traveling by air is still a fairly safe way to travel. And as we can see, safety improvements make a difference in the outcomes.

Let's turn our attention back to healthcare. And maybe some of you were around when the 1999 landmark publication of [Indiscernible] came out.

This report was titled, to air is human. -- To Err is Human.

This report served as a wake-up call to a lot of healthcare facilities around the world.

Here we have 2 screenshots from two different reports. The one on the left is from hospitals and the one on the right is from nursing homes.

And these were both released in 2014 and they are fairly recent. The hospital version contains data from 653 hospitals. In the nursing home report contains data from 263 from nursing homes around the country. And if you are not familiar with the survey, it is administered to staff to assess how they perceive the way that their organization addresses patient safety culture. The survey measures 12 domains like teamwork, communication, feedback, staffing, supervisor expectations, etc.

So it gives us the percentage of positive responses to the questions that make up each of these domains. And as we can see at the very bottom of both reports, the domain with the lowest out of the 12 were both hospitals and nursing homes is the domain that represent the nonpunitive response to air her. -- error.

We have a close-up of what that domain entails.

The wording is somewhat similar. -- I'm sorry, the wording is different but he gives to the same thing. Which is how the staff perceive that their organization response when a mistake happens.

You may say what is wrong with having the punitive response? Don't we hold people responsible?

And the answer to that is yes of course. We need to hold people accountable when things happen because, there are repercussions with things go wrong. A policy being violated, or someone is not following the procedure. Consequences still need to be imposed. We are not during accountability out of the window. But we are saying that maybe there is another, additional way that we can begin to make some improvements in the safety culture.

After IOM the release there survey in 1999. There was another report in 2001. In this report they said that the biggest challenge to moving towards a safer health care system is changing the culture. By using the errors as opportunities to make improvement. That was the statement in 2001. I find that it is interesting that in 2014, we are still seeing that nonpunitive response to error as the lowest scoring domain on the ARC and surveys.

We are not talking about eliminating the accountability piece, but to stretch our culture so we are all learning from the same mistakes that happen or the near misses that come up. So that we are understanding what that wrong or almost went wrong so that we are preventing the heart and not letting the same things happen over and over again. Select so we need to hold our staff accountable while creating an environment where it is safe for them to speak up. Where they are not relet didn't to bring ideas to the table. We want to create an environment where we are all learning together. And where we are solving those problems through making changes to the system, not just saying, something happened and we wrote of the staff member.

When you stop and think about it, if we leave it at that, we are putting blame on the person without fixing the system. And when that happens, that speaks to the culture where a staffer is reluctant to speak up because they may be the one getting in trouble next time.

In my research, I found that safety improvements and innovations are not likely to occur in a culture where team members feel that they are being blamed. Whether they are afraid or ashamed. When you think about that, it makes sense. We want to make sure that we are fostering a culture of safety and that we are not fostering that culture of fear or blame.

Looking at the rest of the domains, on the ARC survey, we see that a lot of these domains have to do with teamwork and communication. How do supervisors and managers communicate their expectations? And how do we get that feedback? A lot of these domains have to do with how do we deliberately create the culture were staff feel like they are being supported in that we are all learning from what went wrong or almost went wrong.

The question then as I see it, is can we use coaching techniques to improve the culture? We know Austin that we have this punitive culture. We know that we have tools available to us to assess our culture and measure it and to quantify the culture. The can we use the information from the safety patient culture say they to recognize that if there is a punitive culture there are things that we can do to move in a direction will be have system improvements happening. We know that getting all staff to the table for this conversation is critical. Especially the ones that are

providing care. Those staff members closest to the patient. They have an important voice that needs to be heard in this conversation. So often we are not hearing it. What is there reluctantly?

Finally we know that we could do some coaching around this topic so that we are creating better awareness about how we respond to errors when they happen. That, in my opinion with some of these dialogues can begin to occur.

That was a really long introduction to the topic. But I wanted to set the stage for why it is an important topic. Here, we see the coaching process. And we want to turn our attention to these [Indiscernible] in the middle of the slides. So that we can use some of these techniques to improve our culture. Select we have 4 coaching skills that we will spend our time. There are hundreds of coaching tools and techniques out there in the world. But today I want to focus on some of them that can help us begin to make a difference in how we communicate and relate to one another in the workplace.

With that said we will start with the topic of establishing trust. And that is one of these coaching competencies that is represented from the international coaching Federation. I am not a Latin scholar, but when you look at the origin of the word trust, we see that it does come from the Latin language.

It comes from the Latin word meaning faith or confidence. And we see some of the English words that come from the same root word. We have the delegate. That implies faithfulness. We see the word affidavit. That is something that is sworn if it is true. And bona fide. Something that is authentic or genuine. I would like to invite everyone to think about a person who you trust implicitly. You do not question their motives or their behavior. You do not question their values. You know that the two of you are in sync and on the same page.

I am hoping that you can all identify someone. A family member or your best friend. Someone that you can count on.

I am hoping that everyone can think of at least one person. Next, I will ask you to think about someone that you have crossed paths with. Someone that you learned from the hard way that you could not trust from -- you cannot trust them at all.

You may feel that something is a little bit off. You are always on guard when they are around. Hopefully, you cannot identify too many of those people in your life. But I guessing it is something we can all relate to peers that we know what it is like to trust others and we know what it's like when we cannot trust others.

Let's turn the tables on that.

What is it like to be trusted?

What is it like when someone has the confidence in you? I would love to see some answers in the chat box. What is it like when you know that someone trusts you? That you have their best interest at heart, that you will not bring harm to them?

If you feel so inclined, please share in the chat box.

With someone comes to you with the situation or problem, doesn't it feel good to know that they are coming to you because they believe you can help?

I am seeing some people chime in. They feel secure, there is pride.

Self worthiness.

Happiness and empowered.

When you have a situation with the other person feel safe enough to come to you and open up. For me, it makes me feel all of these things that you are typing into the chat box.

Maybe it is hard for the other person to open up that way. But they do because they trust you. As a culturally talk about establishing trust with the client, we do so in order to establish the comfort level. To create the atmosphere where the other person feels safety and they can say what is on their mind or their heart. So when we take time to create trust with another person, these actions can lead to that space were together, we can be transparent. We can be honest with one another. We can create a space for on her ability to happen. And, over ability, that is not always a bad thing.

In the workplace, without having that save place where you can have these open and transparent dialogue, we are shutting down possible opportunities will be can make deeper and more meaningful connections with one another. As leaders, we want to demonstrate to others that we can be trusted. Otherwise, staff will continue to feel an easy about bringing concerns to light.

We want to keep our promises. These are just go -- these are good rules in life. When it comes to demonstrating respect, or demonstrate concern, we should slow down a little bit. I think it is easy to inadvertently judge someone. And I know in my own life, I have been guilty of this. But when we judge someone, we are not respecting them. And as an example, suppose that we work together and I am on your team. If you asked me to join yet another committee, and I tell you I do not have time, I cannot go to another meeting, are you thinking in the back of your mind that I am just another one of those lazy leaders from second shift?

We need to make sure that we are like -- that we are not making those kinds of judgment. It might come from the silos that we work in. We don't know about all of our coworker some time. We don't know those people who work on the other shift. Since we do not know them that well, it is more likely that we will assign labels to them.

We see that it is in us against them mentality. We may say, night shift is not doing anything around here. But we may not have a relationship across departments or teams. I think that Lee's us wide open to be susceptible to making these judgments sometimes.

Another thing we want to recognize is that people are resistant, but when we are wearing a coaching hat, we want to make sure we are not pushing them. And we can use some gentle nudging.

I think it comes down to knowing what techniques that the person response to best peer

And if I tell you that I don't want to join the committee, but if you remind me about the benefits of my participation, or, if you ask me, what my objections are to joining the committee, we can have a dialogue about where I am coming from and our conversation is truly representing the partnership, and it is not just a one-sided conversation. If I tell you I do not have time to sit on another committee, and you respect that, then maybe you can work with me to juggle my priority or maybe I can find someone else to take my spot.

But as a leader I want to listen to my perspective about that.

So another technique to build trust is to ask permission to talk to someone about a difficult topic.

You may say, you may seem reluctant to talk about this. Do you want to come together another time? Let's talk about it tomorrow. Or you may see something like -- or you may say something like, may I give you feedback on how to talk to the family member?

Meeting the other person on that level will demonstrate to them that you do care. To the point that you are willing to respect them when they say no. These are some really simple things that we can do to ground ourselves and be in that trusting relationship.

Next, we want to talk about coaching presence. We can think about our presence as the way we present ourselves or how we show up with another person. This can include our attitude and emotions. It is our demeanor. It is where we are and where we are coming from. And when we talk about having a coaching presence, we are deliberately showing up in a way that is open and attended to the other person. We are being vulnerable and confident. And that might include intuition or being spontaneous.

It is about going with the flow with confidence and in an opening way. It is also about creating a place where both of you in the conversation are equal. You are partners. The coach is not the expert in the client's life. The coach can deliberately create that place for the other person. In the other person is equally validated and respected. With a true sense of partnership.

This coaching tool goes a long way in helping us to create a conversation with the other person does feel validated and knowledge. It helps us to create a partnership with respect and rapport. And helps to develop honesty and synergy and can really merge when we create this type of presence with one another. So when we are deliberate in establishing our own presence, we can use that to acknowledge and affirm the other persons present peers met if we are having a coaching conversation and I am the one wearing the coaching hat, I come to the conversation as a coach dealing completely centered. I am not distracted by anything. I know what the focus of the conversation will be. In our conversation, my only focus is my conversation peer

I can zero in on you and where you are coming from. And that allows me to pick up on any subtleties or nuances about what might be going on for you. Then, I can reflect those things back to you. This is a way to validate and acknowledge the other person. And that is huge. Let's stop and think about sometimes in your own life with someone has recognized you in that way, or egg knowledge to or in knowledge where you were coming from.

Just as a simple illustration, when was the last time you pass someone in the hallway and you said, hi, how are you? But then you kept on walking. So they may or may not have answered that because you did not stop to hear the response. And this is something that happens all of the time in the real world. You go to the grocery store in the cashier asked, how are you today? And you wonder, do they really want to hear how I am today?

But when someone says to you, how are you today? And they wait for your response and they comment on your response, doesn't that tell you that the connection is important to them?

Think about the message that it says to the other person when you are totally present in zero been on someone.

It can be incredibly affirming and empowering peer

So how do we go about creating that coaching presence? That we want to be fully present in the conversation. We need to set aside the electronics in turn off the ringer on your telephone. Shut the door so you have privacy. Whatever it takes to let the person know that they have your full attention peers met you can make sure that you are in control of your emotions. So that you do not get tired up when someone is pushing your buttons. Here, we want to watch our tone of voice and body language. And think about what the message is that you are conveying through your body language. And know that it is okay to use your intuition sometimes. You can say something like, my gut is telling me that you rather not pick up any extra shifts right now. Am I right about that?

That intuition is susceptible to all of us. We can also use humor here and there. I would not overdo it with the humor. Sometimes it can add a little bit of levity to the conversation.

One really important thing that we can do is to clarify meaning. And rather than just making an assumption, do not be afraid to ask him some questions.

You may say, tell me more? What do you mean when you say you have had enough?

Asking people to clarify is a way to get them to continue to talk and to continue the dialogue and to share more details.

We also have to be careful to not get entrenched in someone's story.

We're talking about not getting hung up on every detail that the other person is saying. Spec we know those folks who are great storytellers and they like to try things out. If you find yourself saying things like, and what did you say next? And what happened next? There is a good chance

that you are entrenched in the story. And of course it's okay in some situations, but with our coaching hat on, we want to make sure we do not get too involved in someone's story. Then we lose our perspective. We have left objectivity and we're trying to help them. Not being able to see the big picture can be a hindrance in that situation. In that instance, we want to gently interrupt the other person and say something like, wow, it sounds like you had a bad night last night. Instead of letting her go on and on with everything that went wrong on her shift.

We want to help her get to the bottom line. What is the just of what she is trying to say?

We also want to avoid speaking of our map of the world.

That is the way that we filter or process information. It is determined and shaped by everything that we experience in our lives. Do we grow up on the east or west coast? Do we move to this country from somewhere else? Did we graduate from college? Who are we when we get to our values? It is easy to assume that other people are a lot like us. But we might say things that have no -- that they have no frame of reference for. This happens when we used too much jargon or medical terminology. That can be applied to our cultural norms as well. We should not assume that everyone understands life the same way that we do. Or that they have the same values that we do.

Having a coaching presence helps us to connect with someone in a way that feels authentic for both of us.

Our third coaching skill is active listening.

This is an embodiment of what it means to be actively listening.

Who want to think of ourselves as a sponge for all that is being said and not being said. We want to use our ears in our hearts and brains. We want to listen in between the lines and hear the underlying message of what someone is trying to convey to us.

We want to hear their words but we also want to include that nonverbal communication. In piece that together with everything else that we are seeing. So if you smile and tell me that you would be thrilled to pick up the extra shift this weekend, but you are also clenching your teeth and making a face, that tells me that you are angry. I might be inclined to say, I hear you are saying that you're willing to work, but I'm wondering if you really want to do that.

We want to piece together all of the information that we are taking in as we actively listen.

Listen to the essence of what the other person is saying. And when we do that, it's amazing how deep that connection can get.

Have you then so entrenched in a conversation that you lose track of time?

That is what active listening can do for us. It helps us to build trust and establish the coaching presence. When we are good at listening, we can improve our synergy and come up with better

ideas together. In the conversation can take on a whole new flavor. We can identify some of the nuances between us and ask better questions. Now, we are tuned into each other in a whole new way. We can reduce the possibility of any confusion. We can make sure we clear up any misunderstandings. Now that we are really listening, we can get a lot of clarity about what the truth is.

In terms of the how to use of listen actively, you need to use idiosyncratic language. For the nurses on the call, we do this all the time. We call it a check back process. You do that when you get a doctor's order and we repeat it back to them. It is when you repeat verbatim someone else's words so that you are confirming that you got the right message.

Suppose that you have an angry family member who came to you and said that her mother did not get the eggs and toast she was supposed to have for breakfast, that she got oatmeal.

You can say, so you are saying that your mother got oatmeal instead of eggs and toast? Sumac the benefit in doing this is that the other person knows beyond a shadow of the doubt, that they have been heard and you heard them so well that you are using their own words.

There is always a chance that it could backfire and the other person may say, of course it's what I said, what you listening to me? If that happens, that is okay. Use it as an opportunity to let them know that you are truly trying to understand and you want to make sure that you heard them correctly.

Managing distractions is also important. In today's world, it is hard to illuminate all of the distractions that we have. But when possible, put the phone away and turn away from the computer. Don't multitask when you are in the middle of an important conversation with someone. We also want to talk about internal chatter. I hope that I am not the only person on this call who can identify internal chatter in my head. Many of us have that nagging voice inside of our head. That voice might be judgmental or says, what is for dinner tonight? It is a voice that takes us off-track from that moment where we are having a dialogue with someone who is right in front of us. Being able to identify when that internal chatter starts taking our attention away is very important. And lastly, we do not want to interrupt the other person or make assumptions.

The last coaching tool that we have is the topic of powerful questions. The important thing about asking questions as a coach is that we want to understand the reasons that we ask questions in the first place. Think about this with me. In the course of your workday, how often are you asking questions in order to get information?

There is someone who needs an answer. Maybe your boss needs an answer or you are looking for answers. Maybe you are asking questions to get data or numbers. Maybe you need an explanation about something. Maybe you need an update or a status on something. But the questions we ask are usually for the purpose of getting information.

As a coach, we do not necessarily ask questions to get information; we ask questions that get the other person thinking. You might do this through some probing. You may help them dig a little deeper and get to the bottom of whatever they are trying to figure out.

A probing question could be one that challenges someone in a challenging way or inspires them. One of my favorite questions is, if you had a magic wand, how would you use it?

You know it is a powerful question when you see light bulbs going off. Or having reflective behavior. You really got them thinking.

There are some important reasons that we use powerful questions. In the right situation, this can help to deepen the relationship, because there is now natural interest and curiosity between two people. These questions can also be disarming. They can also help us and still in someone a better sense of themselves. It can give them better self-awareness with a good powerful question. And helping them connect with their own capabilities of their own competence. You can do some amazing things to helpful and build self-esteem and self empowerment. Some really good questions -- all of this leads to better and more effective solutions. It can be a real game changer for someone. We have seen some pretty incredible transformation happen because of some powerful questions that were asked her

We ask a powerful question, we want to make sure that it is open ended. That we are of boarding questions that begin with the word why? Those questions automatically feel like those people are in the hot seat and that they need to justify themselves. This is true when the person asking the question does not intend to be threatening or blaming. It is the use of the word itself, it does not bring out the best answers from other people. Select when we think about it, sometimes there is not a good reason that something happens. Why is the sky blue? I don't know, it just is.

We need to be careful with this question peer

Instead we want to ask questions that begin with the words how or what. These get people thinking in new ways. And that is what the goal is with coaching. I have a situation yesterday, I was working with a group and we were talking about why questions. One of the members wanted to approach one of the staff members and find out why Mr. Smith did not get a shower that morning. How might that question be reworded without using why?

Our first inclination is to go to that staff member and ask why? Instead, we can say, I noticed that Mr. Smith did not get a shower this morning. What came up with you during your shift that came up during the shower schedule?

You're getting the same information without using the why question and putting that staff member on the hot seat.

And this changes the tone of the conversation. Other examples of powerful questions might be, what to you imagine that could be possible in the situation? How might you get started with those new ideas you are talking about? What benefits might be obtained if you decided to take that risk?

The questions that begin with what or how are the most powerful ones.

Lastly, we want to avoid questions that might be considered leading question. This is where we tell the other person what answer we want them to give peer

It is assuming that we know what is best for them. As an example, we can say, you do want that Apple instead of that piece of cake don't you?

That is a leading question. It does not allow the other person to give an answer that is authentic to them. We want to make sure we do not use those leading questions. Just as the final take away on the questions topic, just remember that one single powerful question can be life-changing. And I have seen that happen many times over peer

I have done enough talking for now. I would like to stop the presentation and find out if anyone on the presentation has any questions?

We will begin the question and answer session. If you have a question, press*in the 1 on your phone.

[Waiting for question]

I am not showing any questions on the phone, do you have any of the web?

There is a question about that 5 wise -- why's for critical thinking.

We want to peel back the onion by asking the word why? Why did Mr. Smith not get a shower? Then we answer that question and we say, you did not get a shower because the day shift staff had three new admissions that came in and there was not enough time.

And then we can say why did that happen? Why was the schedule not better coordinated? We keep answering the questions that start with the word why so that we can get to the bottom of something.

I think it has its place in quality improvement because we want to get to the bottom of something. And I think the 5 why's has its place. We want to be careful to avoid that why question when we are working one-on-one. Because we are putting them in a place where they have to justify themselves. I encouraged people to think about the setting.

There is one more question in the chat box. At what point do you decide that coaching someone is not working?

That's a very good question. When coaching is not working. I think the performance side of coaching. If you have a staff member who you have counsel. You have done the education and the counseling approach with them. And they are still violating the policy, we have the employment side where we have the procedures to follow for corrective action and corrective discipline that we need to follow. In terms of a general coaching conversation, as a professional coach, if I am working with someone who does not seem to do the work. I say to them, we have been meeting three weeks in a row and I am not seeing that you are not taking any new action

steps or progress toward your goals. Let's talk about what is going on for you and what is getting in the way. I don't want to waste your time if you're not getting any benefit.

We can approach that as a coach in that context. But when it comes to performance issues, we need to default to whatever the organization's policies are on that.

This is Michelle. We are right at 2:30 PM. I don't think we will have time for more questions. I am so sorry about that.

Lisa did provide her contact information on one of the slides and her research information. I will give you a second to give a final thought.

In closing, I would encourage everyone to take a look at the case studies and as a group, and see what you might be able to pick apart from the material today. And feel free to stay in touch.

Thank you, Michelle.

Link you Lisa very much. Thank you to all of the participants that joined us today. Lisa gave us some inspiration to work with our colleagues. That concludes today's presentation, and have a great rest of the day, everyone.

[Event Concluded]