

TEMPERATURE CHECKS: A LEADERSHIP VITAL SIGN TO ENSURE A CULTURE OF BELONGING

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Deborah Center, PhD, MSN, RN, CNS, CTA-CC
Chief Program Officer – Colorado Center for Nursing Excellence

Session Objectives: By the end of the session, participants will -

- 1) Be able to understand the difference and outcomes between warm and cold environments.
- 2) Have a three-strategy action plan for using temperature checks to create a culture of belonging.

Definition of Belonging:

Creating a Collaborative Climate (temperature):

Impact of belonging and climate on outcomes in healthcare:

First Impressions Exercise: “What words represent your impression?”

Case 1:	Case 2:

Debrief:

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Models for Consideration:

- 1) LaFasto & Larson – *When Teams Work Best* → Energy Drains
- 2) Sinek → *Circle of Safety*

Assessing a Collaborative Climate:

- Meeting Check
- Team Temperature Check → For use in 1:1 Conversations, Remote Team meetings, and Face-to-Face Huddles
- Example Demonstration: Remote Teams

Breakout Exercise: Briefly discuss your experience with warm and cold leaders and environments. What was the impact of the temperature on you and your team? Then, identify three strategies to use as a leader to create a culture of belonging (warm environment):

- 1.
- 2.
- 3.

Debrief: Additional strategies

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Summary Table of Best Practice Evidence from the Literature:

Element	Effective Team (SYNERGY/CLARITY) WARM—Collaborative	Ineffective Team (LACK OF SYNERGY/CLARITY) - COLD—Competitive
Working Environment	Informal, comfortable, relaxed Warm Engaged & Open Collaboration Delegation and cooperation Accountability and Ownership	Indifferent, bored; tense, stiff Cold Disengaged & Actively Disengaged Competition Micro-management and silos No accountability or responsibility
Team Member Discussion	Focused Shared by everyone Civil Behaviors Agenda planned in Advance (to allow introverted personalities prep time) Face-to-face a priority (<i>ensures understanding of words, tone and body language</i>)	Frequently unfocused Dominated by a few Uncivil Behaviors No agenda (leads to meetings after the meeting) Communication via email (limits understanding - unable to interpret tone and body language – missing 93% of communication)
Objectives	Clear Vision and Purpose Well understood and accepted Clarity of Roles and Scope of Practice	Vague or absent vision Unclear, or many personal agendas Unclear roles and assignments
Listening	Respectful – encourages participation Equal space for all to speak Listen for understanding – not to speak	Judgmental, blaming or “Grandstanding” Interruptions & Sidebar Conversations Avoidance or Silence Listen to speak
Ability to handle conflict	Proactive – Briefing, Huddles, Debriefing Comfortable with disagreement Open discussion of conflicts See as learning opportunity	Reactive or Avoidance Uncomfortable with disagreement Disagreement usually suppressed, or one group dominates Blame and defensiveness
Decision making	Usually reached by consensus Often done using a shared input model Formal voting kept to a minimum General agreement is necessary for action; dissenters free to voice opinions	Often occurs prematurely Often leader driven and limits input from team (mandates or required) Formal voting occurs frequently Simple majority is sufficient for action; minority is expected to go along
Feedback	Done in private or with only individuals involved Frequent, regular, frank relatively comfortable (radical candor), constructive Growth Mindset: learning opportunity Includes both strengths and challenges Focused on improving performance	Often public or directed at the group when involves only one or few staff Embarrassing & tension-producing; destructive – Fixed Mindset Directed personally <u>at</u> others Infrequent or delayed Only addresses failures
Leadership Assignments	Shared; shifts occasionally Clearly stated Consensus - Accepted by all despite disagreements Fair, Just and Ethical	Autocratic remains clearly with chair/lead Unclear Resented by dissenting members May be perceived as unfair or favoritism
Feelings	Freely expressed, open, or invited to provide room for discussion Huddles called to debrief incidents Focused on building relationships & trust	Hidden, considered “explosive” and inappropriate for discussion Triangulation and passive-aggressive Limited or no trust

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Self-reflection:

My greatest learning from this session is:

As a result of this learning, I will take the following three actions:

- 1.
- 2.
- 3.



Please Join Us:
You and your friends/colleagues are invited to join us for our “Ripple Effect: Tools & Strategies to Thrive in a Changing World” Program

Following the start of the pandemic, the Center team has developed a rich and powerful program that can be individually tailored to meet your personal development needs. Our three-part program includes:

- 1) **Facilitated Discussions** – these 1 hour facilitated support groups are led by a Licensed Social Work and are intended to focus on real-time challenges and group support. Topics for these sessions are based on the needs of the participants.
- 2) **Learning Series** – the series includes six vital topics related to compassion fatigue, growth mindset, moral distress, grief & loss, resiliency, and self-care. Each session is one hour long and includes interactive small group exercises for peer learning and networking. Each topic covers concepts and tools to be immediately applied to your practice. Participants may register to attend one or all the sessions.
- 3) **Individual 1:1 Leadership Coaching** – If you are interested, we will partner you with one of the Center Executive/Leadership Coaches for 3 or more 1-hour coaching sessions. Together you will co-create your relationship and the coach will be your strategic thinking partner to help you maximize your leadership potential!

For more information go to <https://www.coloradonursingcenter.org/the-ripple-effect/> or email Deb Center at Deb@ColoradoNursingCenter.org. We hope to see you there!