



Coaching and Mentoring

California
Patient Safety Action Coalition

CAPSAC

*Presented by K. Scott Griffith
Chief Operating Officer
Outcome Engineering, LLC
Curators of the Just Culture Community
sgriffith@outcome-eng.com*



What Is the Difference Between...

- Role-Modeling?
- Mentoring?
- Consoling?
- Coaching?
- Counseling?
- Disciplining?





Role-Modeling



Role-Modeling: “Walking the Talk”

- In a Just Culture, role modeling can be the first step in building the four cornerstones:
 - Creating a Learning Culture
 - Creating an Open and Fair Culture
 - Designing Safe Systems
 - Managing Behavioral Choices



Role-Modeling: “Walking the Talk”

- Creating a Learning Culture
 - As managers, you should lead by example, demonstrating that not only can you learn from your own mistakes, but that you have a genuine interest in learning from the experiences of others.
 - Learning from others is the best way to avoid the hazards latent in any high-consequence organization.



Role-Modeling: “Walking the Talk”

- Creating an Open and Fair Culture
 - Employees will want to know that they will be treated fairly when they report their mistakes, and understand that they will be accountable for the quality of their choices, and not simply the outcomes they produce.
 - In any situation involving an employee’s actions, ask yourself “what is the right thing to do,” and “what is the response to the individual that best aligns with our shared organizational values?”



Role-Modeling: “Walking the Talk”

- Designing Safe Systems
 - Understanding the strategies important to managing risk is the first step in designing safe systems.
- Managing Behavioral Choices
 - Consistent use of the Just Culture Algorithm will demonstrate that you are managing behavioral choices at the same time you are examining your systems.



Mentoring





Mentoring

Mentoring is an activity between two (or more) people, one helping another to learn to navigate often competing values, and the many, varied risks attached to each.

- Ideally, mentoring should occur *before* an at-risk behavioral choice is made in hopes of providing safer choices.
- This often means helping employees to face day-to-day dilemmas that arise when there are competing values or responsibilities.



Mentoring

Mentoring can include one or more of the following:

- Sharing stories of personal experiences, including mistakes and risky choices that you may have made or observed
- Providing information or lessons learned from past events and reports in a specific work area
- Sharing information and lessons learned from relevant events outside of the organization (e.g., industry events at other organizations)
- Brainstorming with employees, identifying strategies for mitigating and managing risk in the organization
- Acknowledging, recognizing, and thanking individuals for their safe choices and for self-reporting errors and at-risk behaviors



The Three Behaviors

Human Error	At-Risk Behavior	Reckless Behavior
<p><i>Product of Our Current System Design</i></p> <p>Manage through changes in:</p> <ul style="list-style-type: none">• Processes• Procedures• Training• Design• Environment	<p><i>A Choice: Risk Believed Insignificant or Justified</i></p> <p>Manage through:</p> <ul style="list-style-type: none">• Removing incentives for at-risk behaviors• Creating incentives for healthy behaviors• Increasing situational awareness	<p><i>Conscious Disregard of Substantial and Unjustifiable Risk</i></p> <p>Manage through:</p> <ul style="list-style-type: none">• Remedial action• Disciplinary action
Console	Coach	Discipline



Consoling

(The Response to Human Error)

- A Learning Conversation
 - Discussing why the event happened and what can be done to prevent it from happening again
- Alleviating the Grief, Sense of Loss, or Trouble by Comforting the Employee
- Remember, the Manager Also Investigates the System and Makes Changes as Appropriate



Coaching





Coaching

(The Response to At-Risk Behavior)

Coaching can be defined as a values-supportive, learning discussion with an employee in response to an at-risk behavior. Coaching often involves raising awareness and/or changing the perceptions of risk, and establishing an understanding of the consequences. Like mentoring, the purpose of coaching is to improve performance, often by eliminating, mitigating, or reducing risk.



Coaching

(The Response to At-Risk Behavior)

To understand how to effectively coach, let's look at the following four basic steps representing human behavior whenever risk is present:

- Perception
- Interpretation
- Decision-Making
- Action



Coaching

(The Response to At-Risk Behavior)

- Recognize That Each Person Has Their Own:
 - Beliefs
 - Attitudes
 - Emotions
 - Theories
 - Experiences
 - Backgrounds





Behavioral Change

Want to Change Behavior

		Yes	No
See Risk?	Yes	Receptive	Disregarding
	No	Compliant	Unconvinced



Coaching

(The Response to At-Risk Behavior)

- We Are Creating a Learning Opportunity by:
 - Understanding the situation from their point of view
 - Describing the at-risk behavior
 - Explaining how the at-risk behavior does not align with our shared values
 - Establishing a plan, if necessary, with follow-up actions



Coaching

(The Response to At-Risk Behavior)

- Use the Algorithm as Your Guide
 - Ensures that employees will be treated fairly and consistently
 - Establishes a standard throughout the system
 - Helps to reduce anxiety
 - Increases credibility and rapport





Peer-to-Peer Coaching





Peer-to-Peer Coaching

- A Strong Marker of Culture is an Openness to Peer-to-Peer Coaching
 - The willingness to approach a peer in a productive manner
 - The receptiveness of the peer being coached
- Managers Should Model Effective Coaching Behaviors and Be a Resource to Employees



Encourage and Support

- Managers Should Encourage Personal Accountability for Behavioral Choices That Mitigate Risk
 - Support employees that practice peer-to-peer coaching when they see a peer engaging in a risky choice
 - Peers hold each other accountable through coaching, an important marker for a learning culture



Benefits of Coaching and Mentoring

- Behaviors will be Aligned with Values
- Increased Personal Accountability
- Employee Satisfaction will Increase
- Work Environment will be Safer
- Patients (and employees) will Experience Better Outcomes



When Coaching is Not Enough

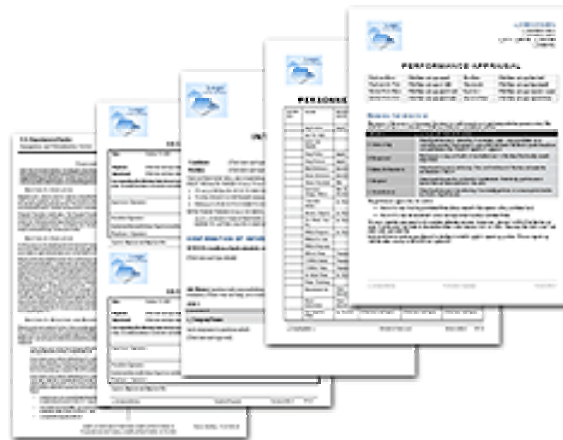
- Repetitive Human Errors and At-Risk Behaviors
 - Are there system performance shaping factors that are causing the repetitive behavior?
 - Are there personal performance shaping factors causing the repetitive behaviors?
 - Is the employee capable and willing to address these personal performance shaping factors?
 - If not, then the employee should be put on notice that further human errors and/or at-risk behaviors in the area being addressed may result in disciplinary action – i.e., *counseling*



Counseling

(Repetitive Human Error or At-Risk Behavior)

A first step disciplinary action: putting the employee on notice that performance is unacceptable





When Coaching is Not Enough

- Reckless Conduct
 - Demonstrated by a conscious disregard of a substantial and unjustifiable risk of causing harm
 - It is the one behavior we should expect our employees to absolutely avoid
 - It is important to take action with the reckless breach *before* an adverse outcome occurs – discipline is an effective deterrent



Disciplining

(The Response to Reckless Behavior)

- Behavioral choice to consciously disregard a substantial and unjustifiable risk
- Manager through
 - Remedial action
 - Disciplinary action



Summary

Risk management is not about building a risk-free organization. As managers, it is about knowing your organizational values, and setting expectations for employees by:

- Role-Modeling to establish the four cornerstones
- Mentoring in advance to navigate competing values
- Consoling in response to human errors
- Coaching in response to at-risk behaviors
- Counseling when behaviors become repetitive
- Disciplining when behaviors become reckless



Thank You!

Please visit us at:

Outcome Engineering, LLC
Curators of the Just Culture Community
214-778-2010
www.justculture.org