PRACTICING

EXCELLENCE

ELEVATING PERFORMANCE
USING PRACTICING EXCELLENCE TO DEVELOP YOUR TEAM
TOOLKIT

ABOUT THE "ELEVATING PERFORMANCE: USING PRACTICING EXCELLENCE TO DEVELOP YOUR TEAM" TOOLKIT

The scenarios and guidance you are about to read will offer you a roadmap for integrating Practicing Excellence in skill development for your teams, what we call "Elevating Performance: Using Practicing Excellence to Develop Your People."

The guidance and scenarios you'll find in this toolkit support you as a leader with a range of situations and opportunities for bringing Practicing Excellence along for the journey in bridging skill gaps and advancing skills for all levels of performance by the individuals on your teams.

ABOUT PRACTICING EXCELLENCE

Practicing Excellence partners with health systems and medical groups to solve their biggest challenges. We inspire and coach the entire care team to build skills that fuel purpose and impact while driving measurable improvements in organizational performance.

ELEVATING PEOPLE IN ALL DOMAINS:

Professional Practice

Team Collaboration

Patient Connection

Leadership

BUILT FOR THE WHOLE TEAM:

Leaders will build purpose-driven, growth-oriented leadership skills that empower and inspire their teams.

Physicians and Advanced Practice Providers will build patient connection and local leadership skills that boost engagement and performance.

Nurses and Other Clinical Team Members will build communication, mentorship, and work-life balance skills that inspire excellence and fulfillment.

Non-Clinical Team Members will build patient communication and connection skills, resulting in a better experience for both their teammates and their patients.

ELEVATING PERFORMANCE: USING PRACTICING EXCELLENCE TO DEVELOP YOUR TEAM TOOLKIT

TABLE OF CONTENTS

SECTION 1: ELEVATING PERFORMANCE: USING PRACTICING EXCELLENCE TO DEVELOP YOUR TEAM

- ELEVATE YOUR SKILLS: LEADERSHIP
- HOW TO USE THIS RESOURCE
- INVEST TO ELEVATE
- PREPARING TO ELEVATE AND DEVELOP YOUR TEAMS
- APPLYING PRACTICING EXCELLENCE
- DEVELOPMENT CONVERSATIONS IN ACTION
- SCENARIOS AND STEPS
- SKILLS TO ELEVATE YOUR TEAM (TIPS)

SECTION 2: ELEVATE YOUR SKILLS: PROFESSIONAL PRACTICE

- SCENARIOS
- SKILLS TO ELEVATE YOUR TEAM (TIPS)

SECTION 3: ELEVATE YOUR SKILLS: TEAM COLLABORATION

- SCENARIOS
- SKILLS TO ELEVATE YOUR TEAM (TIPS)

SECTION 4: ELEVATE YOUR SKILLS: PATIENT CONNECTION

- SCENARIOS
- SKILLS TO ELEVATE YOUR TEAM (TIPS)

APPENDIX

- PRACTICING EXCELLENCE TALKING POINTS
- SESSION FOLLOW-UP EMAIL SCRIPTING TEMPLATE

ELEVATING PERFORMANCE: USING PRACTICING EXCELLENCE TO DEVELOP YOUR TEAM

ELEVATE YOUR SKILLS: LEADERSHIP

IT BEGINS WITH YOU!

Self-reflection and skill development are foundational to strong leadership. Leaders who invest time and effort in their personal development are better equipped to lead effectively, inspire their teams, and drive positive organizational outcomes. When a leader commits to their development, it sets the stage for a culture of growth and continuous improvement within an organization, ultimately making their teams more successful and fulfilled.

HOW TO USE THIS RESOURCE

Creating a positive and productive atmosphere for development conversations is a key responsibility of the leader. This takes thoughtful preparation and planning prior to meeting with team members. Use this resource as a guide to walk you through the preparation, delivery, and follow up of development conversations.



INVEST TO ELEVATE

Investing in your own skill development as a leader is not just important; it's a fundamental necessity for effective leadership in today's dynamic and ever-changing landscape. If you take the time to elevate your own skills, you in turn will see the outcomes it has on your team. Here are some compelling reasons why leaders should prioritize their own skill development:

1. First and foremost, leadership is not a static role but an **evolving one**. The challenges and complexities leaders face today are different from those they encountered in the past. To remain effective, leaders must continuously acquire new skills and knowledge. By investing in their skill development, leaders can adapt to emerging trends, technologies, and management methodologies, ensuring they stay ahead of the curve.
    a. Check out these skills: Growth Mindset and Growth Mindset Part 2

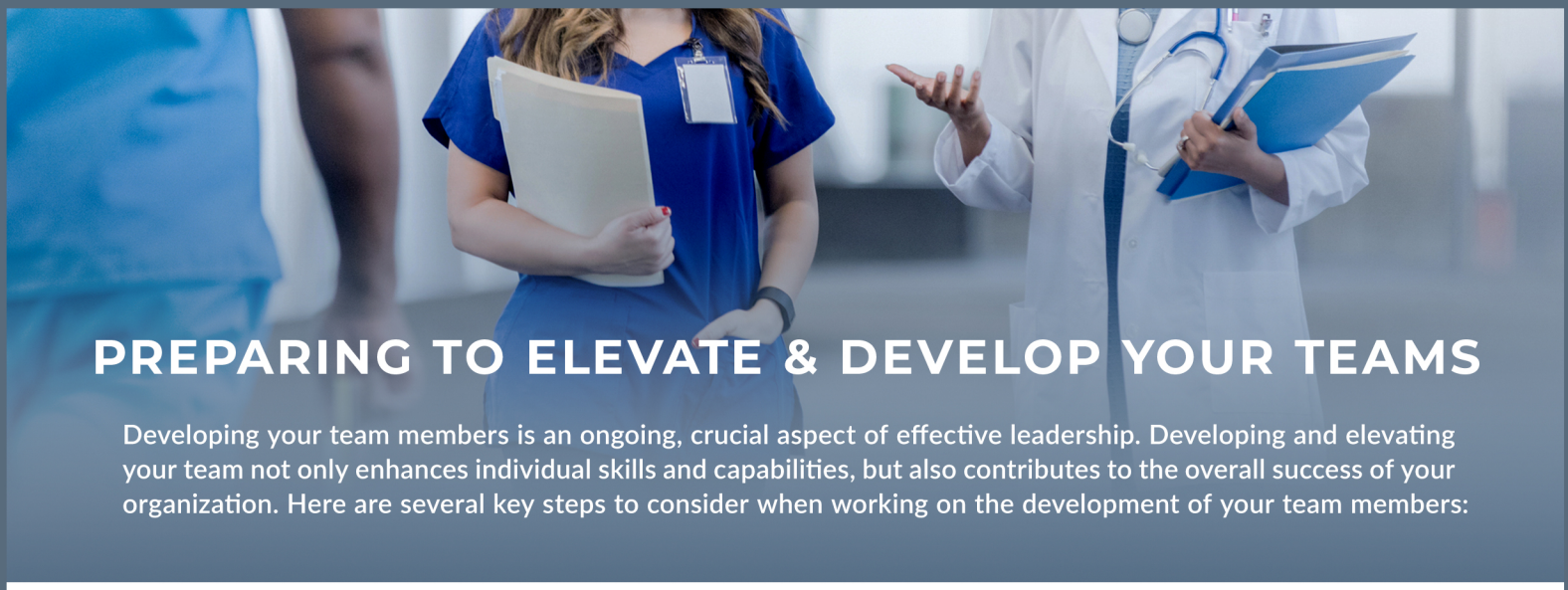
2. Effective leadership requires a **diverse set of skills**. Leaders need to be proficient in areas such as communication, decision-making, conflict resolution, emotional intelligence, and strategic thinking, to name a few. Investing in skill development enables leaders to sharpen these competencies, leading to better decision-making, stronger relationships with their teams, and improved overall leadership performance.
    a. Try out the skill of "Leading Self" to learn more

3. Skill development fosters **innovation and creativity**. Leaders who continuously learn and explore new ideas are more likely to inspire their teams to do the same. When leaders demonstrate a commitment to learning and growth, it sets a positive example for their employees, creating a culture of innovation within the organization.
    a. Here are some tips on being a Modeling Leader

4. Skill development also enhances **problem-solving** capabilities. Leaders who invest in improving their problem-solving skills can tackle complex challenges with greater confidence and effectiveness. This ability to navigate obstacles and find solutions is invaluable in a leadership role, where decision-making often carries significant consequences.
    a. Dive into these tips to build your skills of Leading Change

5. Investing in skill development as a leader strengthens **team dynamics and collaboration**. Effective leadership isn't just about individual performance but also about the ability to inspire and guide a team. Leaders who continually develop their interpersonal and communication skills can foster better collaboration, trust, and engagement among their team members.
    a. Try out building your skill of Training & Development

6. Lastly, **self-awareness** is a critical component of leadership. Investing in skill development often includes self-assessment and reflection, which can lead to greater self-awareness. Leaders who understand their strengths and weaknesses are better equipped to leverage their strengths and work on areas that need improvement, ultimately becoming more effective leaders.
    a. Check out these tips to elevate your Self-Awareness



PREPARING TO ELEVATE & DEVELOP YOUR TEAMS

Developing your team members is an ongoing, crucial aspect of effective leadership. Developing and elevating your team not only enhances individual skills and capabilities, but also contributes to the overall success of your organization. Here are several key steps to consider when working on the development of your team members:

1. **Assessment and Goal Setting:** Begin by assessing the strengths and weaknesses of each team member. Understand their career aspirations, interests, and areas they wish to improve. Set clear and specific development goals that align with both their individual ambitions and the team's objectives.
2. **Provide Training and Resources:** Identify the necessary training, resources, and tools required for skill development. This might include workshops, online courses, mentorship, or access to relevant literature. Ensure that team members have the resources they need to grow. Practicing Excellence serves as one of these resources that provides skill building development for both you and your teams.
3. **Regular Feedback:** Offer constructive and timely feedback to team members. Encourage open and honest communication, focusing on both successes and areas that need improvement. Create a feedback-rich environment that fosters a culture of continuous learning.
4. **Mentorship and Coaching:** Pair team members with mentors or coaches who can provide guidance and support. These mentors can offer valuable insights, share experiences, and help team members navigate their career paths effectively.
5. **Stretch Assignments:** Provide opportunities for team members to take on challenging projects or tasks that push them outside their comfort zones. These "stretch assignments" help develop new skills and build confidence.
6. **Recognition and Reward:** Acknowledge and reward the efforts and achievements of your team members. Recognizing their contributions not only boosts morale but also motivates them to continue their development journey.
7. **Create a Learning Culture:** Foster a culture of continuous learning within your team and organization. Encourage knowledge sharing, peer-to-peer learning, and the pursuit of professional development opportunities.
8. **Track Progress:** Regularly review and track the progress of your team members towards their development goals. Adjust strategies and provide additional support as needed.
9. **Celebrate Milestones:** Celebrate individual and team milestones and achievements. This can include promotions, certifications, or successful project completions. Such celebrations reinforce the importance of development and create a positive atmosphere.
10. **Model the Right Behavior:** As a leader, demonstrate your commitment to personal and professional growth. Lead by example, showcasing your own willingness to learn and develop, which can inspire your team members to follow suit.

Developing your team members is an ongoing process that requires dedication, patience, and adaptability. By investing in their growth and helping them reach their full potential, you not only build a stronger and more capable team, but also contribute to the long-term success of your organization. Click here to watch tips that will help you prepare for your development conversations.

APPLYING PRACTICING EXCELLENCE

Practicing Excellence has resources to help you with all types of development conversations with your team. Our skill-building coaching tips provide a practical and effective way to put coaching in everyone's hands.



COACHING AND DEVELOPMENT

- Real-time skill-building and support via access to the Practicing Excellence content library
- Tapping provided Practicing Excellence resources such as tip sheets, personal reflections, and skill activation challenges
- Engaging with weekly tips via Practicing Excellence learning programs



TEAM ENGAGEMENT

- Learning at team meetings and huddles
- Sharing new techniques learned, how skills were applied, and stories of impact
- Creating fun and creative ways to engage with Practicing Excellence



MAPPING TO KEY INITIATIVES

- Aligning Practicing Excellence programs and content to support desired goals and outcomes
- Mapping Practicing Excellence content based on data and desired metric improvement in a specific domain
- Using Practicing Excellence to support existing improvement efforts



LEADER ENGAGEMENT

- Tapping Practicing Excellence for team development, annual evaluations, and development conversations
- Engaging in Practicing Excellence leadership programs for personal leader development
- Rewarding and recognizing participants for skill application and improvement

DEVELOPMENT CONVERSATIONS IN ACTION

Here you will find common scenarios leaders may encounter when approaching development conversations with their teams. Keep in mind every leader's experience level, skill set, team dynamics, and practice setting is unique. Apply the steps and recommendations that feel best to you based on each individual situation, and adapt as necessary.



SCENARIO 1

Javier is a nurse manager in a busy hospital, and he has a team member Emily who works in the emergency department. Emily is a skilled nurse with extensive nursing knowledge, but she sometimes struggles with self-awareness, particularly in high-stress situations. Javier recognizes the importance of helping Emily develop her self-awareness to enhance patient care and teamwork.

Here's how Javier might address this situation:

Private Discussion: Schedule a private meeting with Emily in a quiet and confidential setting to ensure a focused and respectful conversation.

Start with Recognition: Begin the conversation by acknowledging Emily's expertise and dedication to patient care. Make it clear that you value her contributions and that you're invested in her professional growth.

> *Example: "Emily, I appreciate the exceptional medical knowledge and dedication you bring to our team. Your expertise is crucial in the emergency department."*

Share Specific Examples: Provide specific examples of situations where her lack of self-awareness may have affected patient care or team dynamics. Emphasize that your goal is to help her enhance her performance.

> *Example: "There was an incident last week when a patient's family member expressed frustration with the way a situation was handled. I believe improving self-awareness in high-pressure situations can help us provide even better care."*

Active Listening: Encourage Emily to share her perspective on the situations you mentioned. Allow her to express any challenges or concerns she might have faced.

> *Example: "Emily, how do you feel about the way you handled that situation? Were there any factors that made it particularly challenging?"*



SCENARIO 1

Introduce Self-Awareness Concepts: Explain the concept of self-awareness, especially in healthcare settings, where it can impact patient outcomes. Practicing Excellence has an abundance of resources available to develop the skill of self-awareness. You might recommend that Emily review the skill of Care As A Team.

Set SMART Goals: Collaborate with Emily to set Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals related to self-awareness and emotional intelligence. Ensure these goals align with her role and responsibilities in the emergency department.

> *Example: "Let's work together on a goal to enhance your self-awareness during high-stress situations. By the end of the quarter, we aim to see improvements in patient satisfaction scores and team collaboration."*
>
> *Provide Support: Offer your support and guidance throughout her self-awareness development journey. Be available for regular check-ins and consider involving a mentor or coach with expertise in healthcare and emotional intelligence.*

Feedback and Reflection: Encourage Emily to seek feedback from colleagues and patients to track her progress. Encourage her to reflect on her experiences and identify areas where she can apply self-awareness techniques.

> *Example: "Emily, after every shift, take a moment to reflect on how you managed stress and interacted with patients and colleagues. Consider what went well and where you can improve."*

Celebrate Success: Celebrate Emily's achievements and improvements along the way. Positive reinforcement can motivate her to continue working on her self-awareness.

> *Example: "I noticed that during yesterday's shift, you handled a challenging situation with a great deal of empathy and composure. That's a significant step forward in enhancing your self-awareness."*

In this scenario, Javier can help Emily develop her self-awareness by providing ongoing support which will ultimately lead to improved patient care and a more harmonious and effective healthcare team.

DEVELOPMENT CONVERSATIONS IN ACTION



SCENARIO 2

Sarah is a new practice manager, and she is about to conduct her first development conversation with Alex, who used to be her peer. Sarah is feeling apprehensive and unsure how to approach the conversation as she doesn't want to damage her working relationship with Alex.

Here's how Sarah might address this situation:

Preparation: Sarah starts by thoroughly preparing for the conversation. She reviews Alex's team member file and reflects on his engagement, attendance, project work, clinical knowledge, and feedback from colleagues and patients. This gives her a clear understanding of both Alex's strengths and areas for improvement.

Self-Reflection: Sarah takes some time to reflect on her own emotions. She acknowledges her apprehension and reminds herself that the development conversation is an opportunity for growth and development, both for Alex and herself as a leader.

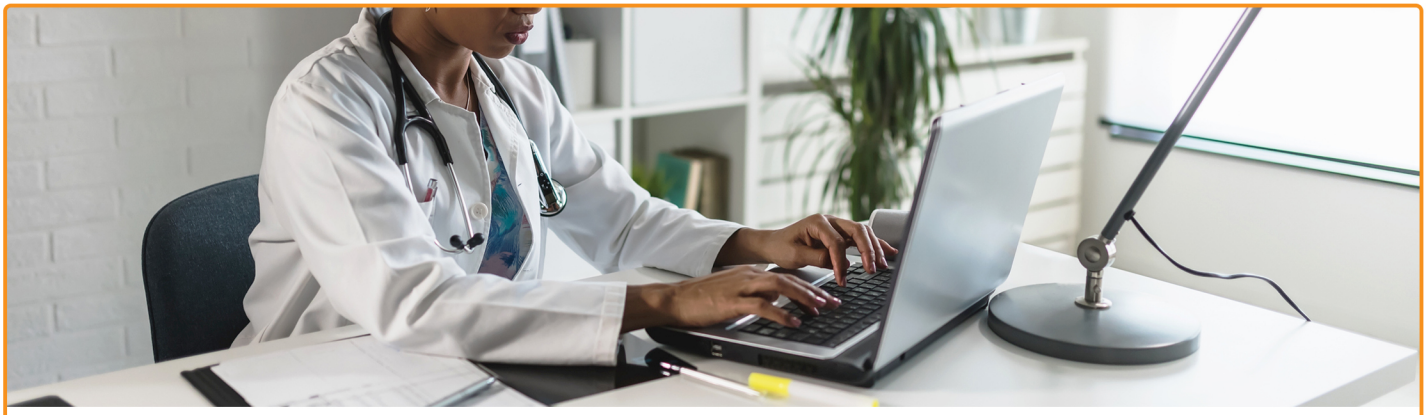
Scripting Key Points: To help keep the conversation structured, Sarah writes down key points she wants to cover during the development conversation. This includes positive feedback, areas for improvement, and specific examples to illustrate her points.

Practice: Sarah practices delivering the feedback aloud, which helps her feel more confident in her ability to communicate effectively. She also practices active listening techniques to ensure she can respond appropriately to Alex's reactions and questions.

Choose the Right Setting: Sarah selects a comfortable, private meeting room for the development conversation. She ensures there are no distractions and schedules enough time for a thorough discussion.

Begin Positively: Sarah starts the conversation on a positive note. She genuinely praises Alex for their achievements and contributions to the team, highlighting specific instances where Alex excelled.

Be Open and Supportive: Sarah emphasizes that the conversation is an opportunity for growth and development and she wants to be a supportive leader to him. She encourages Alex to share their perspective, concerns, and career goals.



SCENARIO 2

Address Areas for Improvement: Sarah addresses the areas where Alex can improve, using constructive feedback. She offers specific examples and suggests actionable steps to elevate their performance. Sarah ensures her feedback is focused on behaviors and actions, not personal traits.

Active Listening: As Alex responds to the feedback, Sarah actively listens, showing empathy and understanding. She acknowledges Alex's feelings and concerns, demonstrating that she values their input.

Collaborative Goal Setting: Sarah and Alex work together to set SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) for improvement. They discuss strategies, Practicing Excellence resources, and timelines to help Alex succeed. Alex bookmarks the Practicing Excellence A3 Thinking skill.

Feedback Loop: Sarah schedules follow-up meetings to track progress on the goals and offers ongoing support. She assures Alex that they can discuss their progress and any challenges openly.

Express Confidence: Sarah expresses her confidence in Alex's ability to overcome challenges and improve. She reiterates her commitment to Alex's development and success within the team.

Reflect and Learn: After the evaluation, Sarah takes time to reflect on the conversation and her own performance. She identifies areas where she can improve her feedback delivery and communication skills for future evaluations. She bookmarks to her library the Practicing Excellence skills of Giving Feedback and Leading Self to support her development.

Seek Feedback: In the spirit of continuous improvement, Sarah asks Alex for feedback on her leadership and how she can better support Alex's growth and development.

In this scenario, Sarah manages to overcome her initial apprehension and conducts a productive and supportive performance evaluation that benefits both her and Alex by taking her time to prepare for the development conversation and following these steps. This experience helps her become more confident and effective as a leader in future evaluations.

DEVELOPMENT CONVERSATIONS IN ACTION



SCENARIO 3

Jane is a team leader, and she is preparing to have a performance development conversation with a challenging individual named Mark. Mark has consistently underperformed, displayed a negative attitude, and resisted feedback in the past. Jane knows this conversation will be challenging, but she is determined to handle it professionally and constructively.

Here's how Jane might address this situation:

1. **Preparation:** Jane starts by preparing thoroughly for the development conversation. She gathers his team member file, reviews previous feedback, and collects specific examples of Mark's behavior and performance issues.

2. **Self-Reflection:** Jane takes a moment to reflect on her own feelings and biases. She acknowledges her frustration and reminds herself that the goal of the evaluation is to help Mark improve and contribute positively to the team.

3. **Choose the Right Setting:** Jane selects a private meeting room for the development conversation to ensure confidentiality and minimize distractions. She schedules enough time for a comprehensive discussion.

4. **Begin with Positive Reinforcement:** Jane begins the evaluation on a positive note, acknowledging any areas where Mark has shown improvement or contributed positively to the team. She praises his skills and potential.

5. **Focus on Specific Behaviors:** Jane addresses Mark's performance issues by focusing on specific behaviors and outcomes. She uses concrete examples to illustrate her points, avoiding generalizations.

6. **Active Listening:** As Mark responds to the feedback, Jane actively listens, showing empathy and understanding. She asks open-ended questions to encourage him to express his perspective and concerns.

7. **Use "I" Statements:** Jane uses "I" statements to communicate her observations and feelings, which can be less confrontational. For example, she might say, "I've noticed that your recent work has been inconsistent," instead of, "You have been inconsistent."

8. **Offer Constructive Feedback:** Jane provides constructive feedback by identifying areas for improvement and suggesting actionable steps Mark can take to address his performance issues. She emphasizes the impact of his behavior on the team and the organization.



SCENARIO 3

9. **Set Clear Expectations:** Jane sets clear expectations for future performance, outlining specific goals and timelines. She ensures that Mark understands the consequences of not meeting these expectations.

10. **Reinforce the Purpose:** Throughout the conversation, Jane reiterates that the purpose of the development conversation is to help Mark succeed and contribute positively to the team. She expresses her belief in his potential for growth.

11. **Address Attitude and Behavior:** If Mark's attitude and behavior have been problematic, Jane addresses these issues directly but tactfully. She emphasizes the importance of a positive workplace culture. To navigate this portion of the conversation, Jane prepared by watching the Practicing Excellence skills of Managing Bad Behavior and The Modeling Leader.

12. **Document the Conversation:** Jane keeps detailed records of the development conversation, including performance improvement goals and action plans. She shares these records with Mark to ensure clarity and alignment.

13. **Follow-Up Plan:** Jane schedules regular follow-up meetings with Mark to track progress and provide ongoing support. She communicates her willingness to help and guide him as he works on his development.

14. **Seek HR Guidance:** If necessary, Jane consults with HR or higher management for guidance on addressing severe performance or behavioral issues. She ensures that her actions align with the organization's policies and procedures.

15. **Maintain Professionalism:** Throughout the conversation, Jane maintains professionalism and composure. She avoids getting defensive or emotional, even if Mark becomes defensive or confrontational.

In this scenario, Jane applies her leadership skills of preparation and self-reflection to remain professional and constructive during her development conversation with Mark. While Jane cannot control how Mark will respond or react to the feedback, she has a clear outline of how she plans to communicate her observations, expectations, and follow up plan. Jane's willingness to have this crucial conversation demonstrates her commitment to Mark's development, creating a positive team culture, and her own leadership development.

DEVELOPMENT CONVERSATIONS IN ACTION



SCENARIO 4

Marcus is a seasoned manager, and he has scheduled a development conversation for Seema, an emerging leader on his team. Marcus has recognized Seema's potential and is committed to nurturing their leadership skills. Marcus wants to ensure that the development conversation serves as an opportunity to recognize and elevate Seema.

1. **Preparation:** Marcus starts by thoroughly preparing for the development conversation. He reviews Seema's team member file, reflects on her skills, contributions to the team, and any leadership training or initiatives she has participated in.

2. **Self-Reflection:** Marcus reflects on his role in developing emerging leaders like Seema. He reminds himself of his responsibility to provide constructive feedback and guidance to help Seema grow.

3. **Choose a Supportive Setting:** Marcus selects a private and comfortable meeting room for the development conversation. He creates a welcoming atmosphere to put Seema at ease.

4. **Acknowledge Growth:** Marcus begins the development conversation by acknowledging the progress Seema has made since their last conversation. He highlights specific instances where Seema demonstrated leadership potential.

5. **Discuss Leadership Qualities:** Marcus engages in a discussion with Seema about leadership qualities and skills. He encourages Seema to share her aspirations and areas of interest within the organization.

6. **Active Listening:** As Seema talks about their goals and challenges, Marcus actively listens and asks clarifying questions. He wants to understand Seema's perspective fully before moving to the next part of their conversation. Marcus applied what he learned from the Practicing Excellence The Listening Leader tips, to actively listen to Seema's responses and ask her clarifying questions.

7. **Identify Strengths and Areas for Development:** Marcus provides feedback that emphasizes Seema's strengths and potential. He also identifies areas where Seema can further develop her leadership skills, always using specific examples.



SCENARIO 4

8. **Set Development Goals:** Marcus collaborates with Seema to set clear and SMART (Specific, Measurable, Achievable, Relevant, Time-bound) development goals. These goals align with both Seema's career aspirations and the organization's needs.

9. **Offer Guidance:** Marcus offers guidance on how to achieve these goals. He suggests Practicing Excellence leadership development resources such as Growth Mindset and Leading Self skills to begin her journey. Marcus also recommends other training opportunities, shadowing, and mentorship as applicable.

10. **Encourage Initiative:** Marcus encourages Seema to take the initiative in her development. He emphasizes that leadership development is a partnership, and Seema's commitment is vital.

11. **Create a Supportive Environment:** Marcus commits to creating an environment where Seema feels comfortable seeking guidance, asking questions, and taking calculated risks to gain leadership experience.

12. **Regular Check-Ins:** Marcus schedules regular check-in meetings with Seema to monitor progress and provide ongoing support. He ensures that there is ample opportunity for feedback and adjustment of goals.

13. **Recognize Potential:** Throughout the conversation, Marcus recognizes and reinforces Seema's leadership potential. He expresses confidence in Seema's ability to grow as a leader.

14. **Document the Conversation:** Marcus maintains detailed records of the development conversation, including agreed-upon development goals and action plans. He shares these records with Seema for reference.

15. **Follow Up and Celebrate Successes:** Marcus follows up with Seema to celebrate successes and milestones in their leadership development journey. He uses positive reinforcement to motivate and encourage Seema.

In this scenario, Marcus uses the development conversation as a platform to nurture Seema's leadership potential. His approach is supportive, constructive, and focused on aligning Seema's growth with the organization's needs. The goal is to develop Seema into a successful leader who can contribute effectively to the team and the organization's goals.

SKILLS TO ELEVATE YOUR TEAM

Here are relevant skills you can engage with to elevate your leadership skills in advance of development conversations with your teams.

- RECOGNITION OF TEAM MEMBERS
- LEADING SELF - 9 TIPS
- MODELING LEADER - 4 TIPS
- GIVING FEEDBACK - 3 TIPS
- APPRECIATIVE LEADERSHIP
- GIVING FEEDBACK
- GROWTH MINDSET
- GROWTH MINDSET PART 2
- LEADER AS TEACHER
- LEADER ROUNDING
- LEADER CHANGE
- LEADING IN DYADS
- LEADING SELF
- MANAGING BAD BEHAVIOR
- POWER OF WHY
- RUNNING MEETINGS
- SELF-AWARENESS
- TAPPING FEEDBACK
- TRUSTED LEADERSHIP
- EXPRESSING GRATITUDE
- IMPROVING TEAM COMMUNICATION
- THE MODELING LEADER
- THE APPRECIATIVE LEADER
- THE LISTENING LEADER

ELEVATE YOUR SKILLS: PROFESSIONAL PRACTICE

Developing the professional qualities of your team members of all roles/positions is an ongoing process that requires dedication, patience, and adaptability. By investing in their growth and helping them reach their full potential, you not only build a stronger and more capable team but also contribute to the long-term success of your organization.

Upon review of scenarios and selection of your focus, return to page 8 for the Development Conversations In Action steps

SCENARIO 1

Andy is a skilled nurse, but his **mounting struggles** with work-life balance appear to be challenging his ability to navigate the stresses of his daily workload. He seems tired often and is **failing to communicate well**. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these challenges.

SCENARIO 2

Heidi is a **solidly performing** non-clinical staff member who has recognized her tendency to get wrapped up in the reactive responding and mundane routine of putting out fires. She approaches you as her leader to find **strategies to be more proactive** in her approaches to her day's tasks. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these circumstances.

SCENARIO 3

Mateo would like to be considered for a promotion and would like to **begin developing skills in leadership**. He has determined that actively learning about more communication would be great preparation for the direction he's taking in self-awareness and **progressing in his talents**. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these circumstances.

By following these steps and providing ongoing support, you can help each person develop their skills around their professional practice.

TAPPING TEAM INTELLIGENCE | SELF-AWARENESS | WORK LIFE BALANCE

PROGRESSION | COMMUNICATION/ACTIVE LISTENING | TRAINING & DEVELOPMENT

ELEVATE YOUR SKILLS: TEAM COLLABORATION

Developing your team members' relationship skills is an ongoing process that requires dedication, patience, and adaptability. This applies to your team members of all roles/positions. By investing in their growth and helping them reach their full potential, you not only build a stronger and more capable team but also contribute to an effective environment.

Upon review of scenarios and selection of your focus, return to page 8 for the Development Conversations In Action steps

SCENARIO 1

Ben is a charge nurse who **struggles to inspire the nursing staff** at shift change and **does not regularly offer recognition or gratitude** in huddles. Several team members have expressed that they are feeling deflated and overwhelmed at times without much encouragement at the huddle setting. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these challenges.

SCENARIO 2

Raisha is a new clinical educator who intends to **share techniques** with staff on topics like **common purpose and self-care** to perform at a better, healthier level at work. She **wants to find ways to build a strong foundation** in these areas. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these circumstances.

SCENARIO 3

Lina is a front-desk supervisor who has approached you seeking a growth opportunity and states that she's l**ooking for advice on a new stretch goal that will allow her to promote stronger collaboration** and problem solving in the front-desk staff environment. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these circumstances.

By following these steps and providing ongoing support, you can help each person develop their skills that contribute to a more harmonious and effective healthcare team.

TEAMWORK/ COLLABORATION	I BELONG HERE	EVERYONE COUNTS	EMPATHY IN TEAMS
PROBLEM SOLVING/ SOLVING CHALLENGES	THE IMPACT OF COLLABORATION	BUILDING TRUST	EXPRESSING GRATITUDE
COMMON PURPOSE	BEYOND THE WORK	A3 THINKING	IMPROVING TEAM COMMUNICATION

ELEVATE YOUR SKILLS: PATIENT CONNECTION

Building patient connection skills is crucial for fostering trust, effective communication, and harmonious relationships in both personal and professional spheres. These skills enable individuals to genuinely understand and support others, ultimately contributing to improved overall well-being and the success of collaborative efforts.

Upon review of scenarios and selection of your focus, return to page 8 for the Development Conversations In Action steps

SCENARIO 1

Lee is a non-clinical staff member who is consistently efficient with tasks but who has **addressed patients and family members in abrupt tones** in various situations. Lee has stated that patients can be rude and that he **doesn't know how to respond well** to those behaviors. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these challenges.

SCENARIO 2

Rachel is a nurse who has **excellent clinical skills** but would like to grow in her ability to connect better with her patients and their family members while delivering exceptional care. She states that she **wants to learn how to better communicate** with compassion, listen well, and more clearly explain the care plan. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these circumstances.

SCENARIO 3

Kamal is a physical therapy assistant who is **seeking ways to grow professionally**, including **improving his time management skills** while ensuring his patients don't feel rushed. He wants his patients to experience strong rapport and empathy during Kamal's care. Sharing the tips here and following these steps as part of development conversations can create an opportunity for conversations around these circumstances.

By following these steps and providing ongoing support, you can help each person develop their skills with patient care.

ELEVATE YOUR SKILLS:
PATIENT CONNECTION

COMPASSION/EMPATHY	TIME MANAGEMENT/ PRIORITIZING	BUILDING RAPPORT
CREATING PATIENT CONFIDENCE	LISTENING WELL	LISTENING WELL PART 2
CONVEYING COMPASSION	FINISHING STRONG	EXPLAINING CARE
ENGAGING PATIENTS	TIME PERCEPTION	RESPECTING PATIENTS
CONNECTING AS A TEAM	CARE AS A TEAM	EMPATHY
PROVIDING KINDNESS	MANAGING DIFFICULT ENCOUNTERS	MANAGING PATIENT EXPECTATIONS
CHOOSING THE BEST WORDS	MATCHING EMOTIONS FOR BURDENED PATIENTS	CARING FOR DIVERSE POPULATIONS
CHALLENGING PATIENT COMMUNICATION SCENARIOS	COMMUNICATION WITH YOUR ACTIONS	PATIENT CONNECTION DESPITE TASK DEMAND
INTRODUCING YOURSELF	KNOWING THE MEDICAL HISTORY	MANAGING ANTIBIOTIC REQUESTS
MANAGING LATE PATIENTS	MANAGING NOTE TRANSPARENCY	NONVERBAL COMMUNICATION
BODY LANGUAGE	OPIOID MANAGEMENT	OPIOID MANAGEMENT PART 2
MANAGING PATIENT FEAR	MANAGING RUDENESS	WHEN THINGS GO WRONG

WHAT'S NEXT...

Your organization is continuing to engage clinicians and teams in elevating their performance. We commend your efforts in taking your Practicing Excellence engagement approach to this aspect of your leadership role. It bears repeating, by investing in your team's growth and guiding them to reach their full potential, you not only build stronger and more capable caregivers but also contribute to an effective environment.

We are here to support you in your endeavors!

Please see the Appendix for added resources to help you on your journey in Using Practicing Excellence to Develop Your Team.

APPENDIX

TALKING POINTS

WHO IS PRACTICING EXCELLENCE?

Practicing Excellence provides healthcare coaching and development solutions for clinicians, leaders, and teams to improve patient connection, team collaboration, and leadership effectiveness.

THE VISION OF PRACTICING EXCELLENCE:

Every clinician, nurse, and team member inspired and empowered to be their best.

THE MISSION OF PRACTICING EXCELLENCE:

Practicing Excellence uses coaching and development to help clinicians become their best and improve patient and organizational outcomes, while amplifying purpose and contentment.

WHAT IS THE PRACTICING EXCELLENCE PROJECT?

Practicing Excellence combines clinician-designed micro-learning with a proven approach for driving engagement and measurable outcomes.

The video-based programs are accessible via a mobile app or desktop and generate powerful results in just 5 minutes a week.

The PE community includes more than 40 healthcare organizations and 40,000 clinicians and leaders.

HOW DOES THE PRACTICING EXCELLENCE PROJECT WORK?

- Each user will have access to the mobile app and the desktop version
- Most video tips are 2-5 minutes in length
- More than 2,000 tips can be found inside the Practicing Excellence library
- Video tips are categorized and organized by skills to make it easy to find a topic of interest
- Users can watch video tips individually
- Users can also show video tips in meetings or huddles to engage the care team in learning and development
- Users can also share tips with each other via text or email

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PRACTICING EXCELLENCE IS BUILT ON THE PREMISE CALLED LEARN, TRY, AND SHARE

- Users learn by watching a video tip
- Users then try what they learn, putting it into practice during their next patient or team encounter
- Lastly, users share what happened when they applied what they learned
- Practicing Excellence is not just about watching videos. It's about learning a new skill, trying that skill, and sharing what happened. It's pursuing skill mastery – individually and together

As an organization, we will participate in specially chosen Practicing Excellence programs. These programs include targeted content laid out in a stepwise curricular structure to help build skills on topics that matter.

- Users can view their program progress on the app or desktop versions at any time
- Users can earn CME and CNE as they engage with Practicing Excellence

WHY ARE WE ENGAGING WITH THE PRACTICING EXCELLENCE PROJECT?

Participating clinicians, leaders, and teams become inspired to be their best and connect more effectively with patients and each other. Using Practicing Excellence, greater contentment, higher performing leaders, and care teams, and improved patient experiences all become possible.

This is a great opportunity to share why your organization chose Practicing Excellence and what you hope to accomplish. Whether you are investing in your clinicians' growth and development, desiring to create a culture of continuous learning, or beginning an improvement journey, your communication is key to setting the tone and expectations for engaging with Practicing Excellence.

It is also important to note that PE is not "another thing to do;" rather, we view it as the engine that can help fuel efforts toward achieving your imperatives and initiatives.

FOLLOW-UP EMAIL TEMPLATE

This email template may be used in follow up to your sessions with your team members.
You may edit according to the focus and circumstances of your session, including applicable points and plans.

Subject: Follow-Up on Your "Elevate Your Skills" Skill Development Session

Dear _____,

I wanted to reach out and follow up after our recent "Elevate Your Skills" skill development session. Your commitment to your own growth and development is truly commendable, and I am excited to see your progress. During our session, we discussed several important aspects related to your skill development, and I wanted to recap some of the key points:

- **Identified Skill Areas:** It was insightful to hear your thoughts on the specific skills you'd like to develop. Your clarity in this regard will be invaluable as we move forward.
- **Skill Goals:** We discussed setting clear, achievable goals for each skill. These goals will serve as our roadmap and help us measure your progress effectively.
- **Development Strategies:** I appreciated your proactive approach in brainstorming strategies for skill enhancement. Your ideas and enthusiasm are important drivers in this process.
- **Practicing Excellence Tips: Viewing and reflecting on the tips we discussed (include your tip hyperlink(s) here) is foundational to our ongoing plan. Please watch the tip(s) prior to our next meeting.**
- **Feedback Loop:** Effective skill development is an ongoing journey. As we move forward, we'll establish a feedback loop to regularly assess your progress, address any challenges, and make necessary adjustments to your development plan.

I want to emphasize that your growth as a professional is a priority. Your dedication to improving your skills not only benefits you personally but also contributes significantly to our team's success. As we proceed with your "Elevate Your Skills" skill development plan, I encourage you to continue exploring new challenges and opportunities within your role. Remember that growth often comes from stepping outside your comfort zone.

I look forward to our continued collaboration and witnessing your skills flourish. Please feel free to reach out at any time if you have questions, need additional support, or wish to discuss your progress further. Your success is our success, and I am here to assist you in every way possible.

Thank you for your commitment to your professional development. I have great confidence in your ability to achieve your skill development goals.

Best regards,