

# TEAM DISCUSSION GUIDE

## COMMITMENT: COLLABORATE FOR OUTCOMES



### Orient Your Team

Use these points to quickly set the context for the conversation.

- *Welcome! Today we are going to take the next 15 minutes to talk about the **Collaborate for Outcomes** Commitment.*
- *Together we will review the session handout and I'll ask some questions to get the conversation started.*
- *This is an opportunity to build a common understanding to 1 of our 10 commitments that help guide our behaviors and I encourage you to participate.*
- *Let's begin by taking a closer look at the session handout. (distribute handout)*



### Make the Connection

Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.

- *This topic is important to our team because we are better together when we collaborate. Collaboration can lead to more innovative outcomes and better customer experiences than if we tackled challenges alone.*
- *Today we will explore how we collaborate and identify opportunities to drive outcomes.*



### Ignite the Conversation

Use the questions and key points to start an authentic dialogue with your team.

#### Questions to Start the Conversation:

#### Key Points to Reinforce:

1.	Ask someone to read the bolded commitment description from handout. Then ask: <b>What are examples of how you have collaborated for outcomes at work?</b>	>>	<ul style="list-style-type: none"> <li>• <i>Reinforce:</i> Collaboration can take place in many forms, no matter how small or big the action, it can contribute to a better outcome.</li> <li>• <i>Do:</i> Share an example of how you've witnessed the team collaborate.</li> <li>• <i>Do:</i> Ask "tell me more" if short responses.</li> </ul>
2.	Ask someone to read the key behaviors from handout. Then ask: <b>What key behaviors does our team exceed in? Where could we be stronger?</b>	>>	<ul style="list-style-type: none"> <li>• <i>Reinforce:</i> Key behaviors include consider all perspectives, value connections, take ownership and exhibit teamwork. (Refer to handout grid for examples)</li> </ul>
3.	<b>In pairs, discuss how we can increase collaboration in our work to provide a better customer experience at Fairview.</b>	>>	<ul style="list-style-type: none"> <li>• <i>Do:</i> Give pairs 2 minutes to discuss and then ask 2-3 people to share what they discussed.</li> </ul>



### Apply and Practice

The learning doesn't end with the discussion. Do this brief activity to put learning into action. If you don't have time today, do the activity in the next week.

- **Calling for Collaboration:** *Identify one action you will take to increase collaboration in your work. Find a partner on the team and share what action you will take and when you intend to complete it.*
- **Promote the next discussion:** *This is one of ten [Fairview Commitments](#) for us to explore as a team. Let's decide together which one we'd like to discuss next!*

# Collaborate for Outcomes

A Fairview Commitment grounded in the principle of **Continuous Improvement**

**Whether it is with a customer or a peer, I recognize that we are better together and collaborate to share goals, knowledge, and expertise to drive outcomes.**

## Key Behaviors of Collaborating for Outcomes:

1. Consider All Perspectives
2. Value Connections
3. Take Ownership
4. Teamwork

**Example Actions:** When collaborating for outcomes, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Collaborate for Outcomes. To help understand what actions are expected of us, examples actions are provided for each of the key behaviors.

Key Behaviors	Below Expectations	Achieves Results	Exceeds Expectations
<b>Consider All Perspectives</b>	Drives a personal agenda and builds solutions that don't account for impact to other departments.	Considers departmental- and organizational-impacts when making decisions about their work. Understands how own work fits into larger whole.	Actively seeks out conversations with others to enhance systems perspective. Partners with others to build solutions for the organization.
<b>Value Connections</b>	Lacks understanding of how their work supports and affects the organization's vision.	Uses differences as an asset, to improve how we work and relate with each other.	Fosters connections across work groups to drive organization goals and support the success of others.
<b>Take Ownership</b>	Overlooks his/her role in situations. Finds fault with others or makes excuses for lack of accountability.	Consistently meets obligations and delivers results.	Reaches out to others across the organization to offer support and expertise.
<b>Exhibit Teamwork</b>	Does not share information that would be beneficial to others.	Proactively shares knowledge and information with others.	Reaches out to others across the organization to offer support and expertise.

# TEAM DISCUSSION GUIDE

## COMMITMENT: SET AND HOLD STANDARDS



### Orient Your Team

Use these points to quickly set the context for the conversation.

- *Welcome! Today we are going to take the next 15 minutes to talk about the **Set and Hold Standards** Commitment.*
- *Together we will review the session handout and I'll ask some questions to get the conversation started.*
- *This is an opportunity to build a common understanding to 1 of our 10 commitments that help guide our behaviors and I encourage you to participate.*
- *Let's begin by taking a closer look at the session handout. (distribute handout)*



### Make the Connection

Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.

- *This topic is important to our team because it ensures that we are consistently delivering results and creates a foundation for continuously improving our work.*
- *Today, we will explore as a team how to be clear in how we set and hold standards to be more effective and efficient in our work.*



### Ignite the Conversation

Use the questions and key points to start an authentic dialogue with your team.

#### Questions to Start the Conversation:

#### Key Points to Reinforce:

1.	<p>Ask someone to read the bolded commitment description from handout. Then ask:</p> <p><b>What standards have you set for yourself in your work and what outcomes did you experience?</b></p>		<ul style="list-style-type: none"> <li>• <i>Reinforce:</i> As individuals, we can set standards for ourselves to help push us and keep ourselves accountable for our actions and results.</li> <li>• <i>Do:</i> Share an example of how you've seen the team set standards.</li> <li>• <i>Do:</i> Ask "tell me more" if short responses.</li> </ul>
2.	<p>Ask someone to read the key behaviors section. Then ask:</p> <p><b>As a team, what key behavior do we need to work on the most? Where are we strongest?</b></p>		<ul style="list-style-type: none"> <li>• <i>Reinforce:</i> Key behaviors include set standards, apply standards, accountability, and transparency.</li> <li>• <i>Reinforce:</i> Point out example actions in the grid area of the handout.</li> </ul>
3.	<p><b>In pairs, discuss how the quality of our outcomes for Fairview as a health system would be impacted if we consistently set and held standards in our work.</b></p>		<ul style="list-style-type: none"> <li>• <i>Do:</i> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed to the team.</li> </ul>



### Apply and Practice

The learning doesn't end with the discussion. Do this brief activity to put learning into action. If you don't have time today, do the activity in the next week.

- **Act on & Follow Up:** *Identify one action you can take to improve your work and determine how you can hold yourself accountable to completing it. Share your action with a teammate and set a time in the near future to follow up to see what progress you have made.*
- **Promote the next discussion:** *This is one of ten [Fairview Commitments](#) for us to explore as a team. Let me know if you have a preference for what's next!*

# Set and Hold Standards

A Fairview Commitment grounded in the principle of **Continuous Improvement**

**I set standards and hold myself and others accountable to those standards.**

## Key Behaviors of Set and Hold Standards:

1. Set Standards
2. Apply Standards
3. Accountability
4. Transparency

**Example Actions:** When setting and holding standards, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Set and Hold Standards. To help understand what actions are expected of us, examples actions are provided for each of the key behaviors.

Key Behaviors	Below Expectations	Achieves Results	Exceeds Expectations
<b>Set Standards</b>	Makes decisions to avoid conflict and/or personal discomfort when setting standards.	Makes decisions in a timely manner, under tight deadlines and pressure.	Integrates new information and learning to change course mid-stream as necessary.
<b>Apply Standards</b>	Fails to use standards to guide work.	Effectively applies existing standards to work.	Continuously improves existing standards/ methods.
<b>Accountability</b>	Tolerates and makes excuses for inefficiency in their work.	Openly acknowledges opportunities to improve their work.	Provides peer-to-peer coaching to make sure standards are followed and support the work.
<b>Transparency</b>	Withholds data or outcomes that may be seen as "poor."	Tracks work progress and outcomes to evaluate the work against expectations.	Makes the work and outcomes visible and transparent. Uses data to drive improvements.

# TEAM DISCUSSION GUIDE

## COMMITMENT: IDENTIFY AND SOLVE PROBLEMS



### Orient Your Team

Use these points to quickly set the context for the conversation.

- Welcome! Today we are going to take the next 15 minutes to talk about the **Identify and Solve Problems** Commitment.
- Together we will review the session handout and I'll ask some questions to get the conversation started.
- This is an opportunity to build a common understanding to 1 of our 10 commitments that help guide our behaviors and I encourage you to participate.
- Let's begin by taking a closer look at the session handout. (distribute handout).



### Make the Connection

Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.

- This topic is important to our team because identifying and solving problems is core to continuously improving our processes and outcomes so we can best serve our customers. By tackling challenges with a problem-solving mindset and a focus on solutions, we will be more efficient and proactive in achieving results.
- Together, we will discuss how we identify and solve problems in our work and how we can improve.



### Ignite the Conversation

Use the questions and key points to start an authentic dialogue with your team.

#### Questions to Start the Conversation:

#### Key Points to Reinforce:

1.	Ask someone to read the bolded commitment description for on the handout. Then ask: <b>What are examples of problems you have identified and solved at work? What was the impact?</b>		<ul style="list-style-type: none"> <li>• <b>Reinforce:</b> Problems can include improving a process, embracing change by anticipating new needs, fixing something that isn't correct, etc.</li> <li>• <b>Do:</b> Share an example of how you've witnessed the team solve problems.</li> <li>• <b>Do:</b> Ask "tell me more" or "what was the impact" if short responses.</li> </ul>
2.	Ask someone to read the key behaviors and the correlating content in the Exceeds Expectations column. Then ask: <b>How have you seen us exceed expectations in any of the key behaviors? In what key behaviors can we improve?</b>		<ul style="list-style-type: none"> <li>• <b>Reinforce:</b> Key behaviors include think critically, solution focused, problem solve, and embrace change.</li> <li>• <b>Do:</b> Keep the conversation focused on behaviors.</li> </ul>
3.	<b>In pairs, discuss how making problems visible will help us better realize our vision of driving a healthier future.</b>		<ul style="list-style-type: none"> <li>• <b>Do:</b> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed with the team.</li> </ul>



### Apply and Practice

The learning doesn't end with the discussion. Do this brief activity to put learning into action. If you don't have time today, do the activity in the next week.

- **Two-Part Challenge:** Identify your biggest problem at work. Come up with two ideas to make it visible and two solutions. Share it with your leader or the team.
- **Promote the next discussion:** This is one of ten [Fairview Commitments](#) for us to explore as a team. Let's decide together which one we'd like to discuss next!

# Identify and Solve Problems

A Fairview Commitment grounded in the principle of **Continuous Improvement**

**I make problems visible and actively work to solve them.**

## Key Behaviors of Identify and Solve Problems:

1. Think Critically
2. Solution Focused
3. Problem Solve
4. Embrace Change

**Example Actions:** When identifying and solving problems, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Identify and Solve Problems. To help understand what actions are expected of us, examples actions are provided for each of the key behaviors.

Key Behaviors	Below Expectations	Achieves Results	Exceeds Expectations
<b>Think Critically</b>	Lacks a disciplined thought process when evaluating data and inputs to drive action.	Evaluates data using a process that is clear, rational and data driven to take action.	Reflects on thought process and its outcomes to improve the efficiency of decisions and actions.
<b>Solution Focused</b>	Frequently complains about a current situation and does not offer solutions for what could be done to improve or fix the situation.	Recognizes opportunities to improve work and brings creative ideas forward.	Evaluates internal and external factors to determine how plans might need to be altered to be successful.
<b>Problem Solve</b>	Does not make the efforts to increase the efficiency of work. Unwilling to consider new ideas.	Proactively identifies problems and provides possible solutions and action plans.	Analyzes the work to identify opportunities for improvement and uses systems thinking to consider impacts.
<b>Embrace Change</b>	Discounts business drivers as reasons to change. Unwilling to incorporate new solutions into work.	Understands business drivers and uses them to advocate for change. Regularly incorporates new ideas to improve the work.	Engages in challenges to the work and sees change as an opportunity for growth and improvement.

# TEAM DISCUSSION GUIDE

## COMMITMENT: ACHIEVE RESULTS



### Orient Your Team

Use these points to quickly set the context for the conversation.

- *Welcome! Today we are going to take the next 15 minutes to talk about the **Achieve Results** Commitment.*
- *Together we will review the session handout and I'll ask some questions to get the conversation started.*
- *This is an opportunity to build a common understanding to 1 of our 10 commitments that help guide our behaviors and I encourage you to participate.*
- *Let's begin by taking a closer look at the session handout. (distribute handout)*



### Make the Connection

Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.

- *This topic is important to our team because overcoming obstacles and driving for results is critical to our success as a healthcare organization. When we are able to execute effectively and deliver measurable outcomes, we are actively driving towards healthier patients and a healthier organization.*
- *Together, we will discuss how our team achieves results and how we can be more effective.*



### Ignite the Conversation

Use the questions and key points to start an authentic dialogue with your team.

#### Questions to Start the Conversation:

#### Key Points to Reinforce:

1.	<p>Ask someone to read the bolded commitment description on the handout. Then ask:</p> <p><b><i>What is an example of an obstacle you've encountered and how did you overcome it to achieve results?</i></b></p>		<ul style="list-style-type: none"> <li>• <b>Reinforce:</b> Removing barriers, large or small, helps increase our efficiency and ability to deliver results.</li> <li>• <b>Do:</b> Share an example of how you've seen the team overcome obstacles.</li> <li>• <b>Do:</b> Ask "how did you overcome it" if short responses.</li> </ul>
2.	<p>Ask someone to read the key behaviors and the correlating content in the Exceeds Expectations column. Then ask:</p> <p><b><i>How have you seen us exceed expectations in any of the key behaviors as a team? In what key behaviors can we improve?</i></b></p>		<ul style="list-style-type: none"> <li>• <b>Do:</b> Keep the conversation focused on behaviors.</li> <li>• <b>Reinforce:</b> Key behaviors include prioritize, execute effectively, action oriented, and manage resources.</li> </ul>
3.	<p><b><i>If we are successful in achieving results on our team, how does that impact the overall performance of Fairview as a system? Discuss this question together in pairs.</i></b></p>		<ul style="list-style-type: none"> <li>• <b>Do:</b> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed with the team.</li> <li>• <b>Reinforce:</b> Our results impact more than just our department but contribute to better customer experiences, Fairview's reputation, etc.</li> </ul>



### Apply and Practice

The learning doesn't end with the discussion. Do this brief activity to put learning into action. If you don't have time today, do the activity in the next week.

- **Taking Action:** Ask team member to share a strategy you use when tackling projects with the team. Ask someone to take notes and share compiled list of strategies with the team.
- **Promote the next discussion:** This is one of ten [Fairview Commitments](#) for us to explore as a team. Let's decide together which one we'd like to discuss next!

# Achieve Results

A Fairview Commitment grounded in the principle of **Continuous Improvement**

**I drive for measurable results and make an effort to overcome obstacles.**

## Key Behaviors of Achieving Results:

1. Prioritize
2. Execute Effectively
3. Action Oriented
4. Manage Resources

**Example Actions:** When achieving results, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Achieve Results. To help understand what actions are expected of us, examples actions are provided for each of the key behaviors.

Key Behaviors	Below Expectations	Achieves Results	Exceeds Expectations
<b>Prioritize</b>	Unable to describe organization priorities and align work to those priorities.	Manages priorities effectively, ensuring aligned to leader expectations.	Effectively prioritizes all projects or initiatives, taking action to align with departmental and organizational priorities.
<b>Execute Effectively</b>	Fails to meet minimal expectations for work. Settles or gives up when faced with barriers.	Identifies barriers to achieving results and plans accordingly.	Establishes and achieves realistic objectives, addressing challenges as they occur.
<b>Action Oriented</b>	Focuses on individual outcomes and interests.	Takes appropriate action, including collaborating, to meet set and agreed-to expectations.	Tackles complex and challenging projects, collaborating with others to ensure success.
<b>Manage Resources</b>	Wastes time and resources pursuing non-essential tasks.	Responsibly and effectively uses resources within the department.	Utilizes the organization's resources strategically to accelerate results and overcome barriers.

# TEAM DISCUSSION GUIDE

## COMMITMENT: SEEK PERFECTION



### Orient Your Team

Use these points to quickly set the context for the conversation.

- *Welcome! Today we are going to take the next 15 minutes to talk about the **Seek Perfection** Commitment.*
- *Together we will review the session handout and I'll ask some questions to get the conversation started.*
- *This is an opportunity to build a common understanding to 1 of our 10 commitments that help guide our behaviors and I encourage you to participate.*
- *Let's begin by taking a closer look at the session handout. (distribute handout)*



### Make the Connection

Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.

- *This topic is important to our team because when we seek perfection, we are actively driving towards better outcomes and experiences for our customers. Seeking perfection isn't about being perfect. It is about always driving to be better than we were yesterday and pushing to create a better future for Fairview and those we serve.*
- *Together, we will discuss what it means for our team to seek perfection.*



### Ignite the Conversation

Use the questions and key points to start an authentic dialogue with your team.

#### Questions to Start the Conversation:

#### Key Points to Reinforce:

1.	Ask someone to read the bolded commitment description on the handout. Then ask: <b><i>When pursuing excellence, we are bound to make mistakes. What is an example of how you learned from a mistake at work?</i></b>		<ul style="list-style-type: none"> <li>• <i>Reinforce:</i> It isn't about perfection, it's about always trying to get better.</li> <li>• <i>Reinforce:</i> We all make mistakes. It is what we learn from mistakes that matters and can lead to growth and improved processes and outcomes.</li> <li>• <i>Do:</i> Focus on the learnings, not the mistake.</li> </ul>
2.	Ask someone to read the key behaviors from the handout. Then ask: <b><i>In pairs, discuss what key behaviors does our team exceed in and where could we be stronger.</i></b>		<ul style="list-style-type: none"> <li>• <i>Do:</i> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed with the team.</li> <li>• <i>Reinforce:</i> Key behaviors include seek improvements, experiment, learn from mistakes and think strategically. Use the grid for example actions.</li> </ul>
3.	<b><i>If we seek ways to improve and perfect our work, what would it mean for our customers?</i></b>		<ul style="list-style-type: none"> <li>• <i>Reinforce:</i> The world is advancing at a rapid pace, we need to make sure our processes and outcomes are relevant to our customer's demands of today. Exhibiting these key behaviors help us seek perfection in delivering an exceptional customer experience.</li> </ul>



### Apply and Practice

The learning doesn't end with the discussion. Do this brief activity to put learning into action. If you don't have time today, do the activity in the next week.

- **Improving Self:** *We should seek improvements in our work, but also in ourselves. In pairs or as a team, discuss how you can improve your own behavior to seek perfection in your work. Be specific and identify what action you will take as a result.*
- **Promote the next discussion:** *This is one of ten [Fairview Commitments](#) for us to explore as a team. Let's decide together which one we'd like to discuss next!*

# Seek Perfection

A Fairview Commitment grounded in the principle of **Continuous Improvement**

**I continuously pursue excellence.**

## Key Behaviors of Seek Perfection:

1. Seek Improvements
2. Experiment
3. Learn from Mistakes
4. Think Strategically

**Example Actions:** When seeking perfection, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Seek Perfection. To help understand what actions are expected of us, examples actions are provided for each of the key behaviors.

Key Behaviors	Below Expectations	Achieves Results	Exceeds Expectations
<b>Seek Improvements</b>	Accepts the status quo and does not offer solutions for improvements.	Identifies ways to do the work better (faster, more safely, etc.) and takes actions to drive improvements forward.	Challenges the status quo and pushes for new goals when the current goal is achieved.
<b>Experiment</b>	Unwilling to try to new things and/or challenge self to do better.	Willing to try new things and adjust based on the outcome.	Supports and encourages peers to try new things, even when it means their work will change.
<b>Learn from Mistakes</b>	Does not try again when things go wrong.	Reflects on what worked and what didn't and moves on quickly to try something else.	Uses learning from mistakes to improve their work and shares learning.
<b>Think Strategically</b>	Takes information out of context leading to incorrect conclusions.	Can think through and understand implications of actions and decisions.	Proactively identifies opportunities beyond the given task-at-hand and maximizes new opportunities.