

TEAM DISCUSSION GUIDE

COMMITMENT: CREATING AN EXCEPTIONAL EXPERIENCE



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 **Creating an Exceptional Experience** 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 for 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 is directly connected to the high value we place on caring for our customers and while making every effort to understand and respect each other.*
- *Today, we will explore how we gain perspective to create value through meaningful experiences and to deliver above our customer's expectations.*



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: What does this commitment mean to you personally?	>>	<ul style="list-style-type: none"> • <i>Reinforce:</i> When we commit to creating an exceptional experience, we contribute to our vision (to drive a healthier future) by building trust and collaborating. • <i>Do:</i> Share your personal connection to this commitment.
2.	Ask someone to read the key behaviors from handout. Then ask: How do these key behaviors show up in our everyday work?	>>	<ul style="list-style-type: none"> • <i>Reinforce:</i> Key behaviors include customer focused, build trust, accept responsibility, and collaborate • <i>Do:</i> Share an example of what you see and hear your team doing to reflect these behaviors.
3.	Ask the group to review the Below/Achieves/Exceeds examples. How can we ensure that we are exceeding expectations with every interaction?	>>	<ul style="list-style-type: none"> • <i>Reinforce:</i> Our commitments are actions we must take to live out our mission, vision and values. • <i>Reinforce:</i> The commitments outline behaviors and actions we should all be taking every day, no matter your role.



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.

- **Empowering Exceptional Experiences:** *Select one Key Behavior to focus on to create an even greater experience for our customers. Identify 1-2 ways that you will empower your actions to promote an exceptional experience and share with the team.*
- **Promote the next discussion:** *This is one of the ten Fairview Commitments for us to explore as a team. Let's identify the next commitment we'd like to discuss in a future session.*

Creating an Exceptional Experience

A Fairview Commitment grounded in the principle of **Respect for People**

I work to exceed expectations in every interaction with patients, families, guests, customers, teams, and each other.

Key Behaviors of Creating an Exceptional Experience:

1. Customer Focused
2. Build Trust
3. Accept Responsibility
4. Collaborate

Example Actions: When creating an exceptional experience, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Create an Exceptional Experience. 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
Customer Focused	Inconsiderate and unresponsive to the needs of others.	Considers others as key members of a customer-focused team.	Actively advocates for those we serve as a member of a customer-focused team.
Build Trust	Words and actions are untrustworthy and divisive.	Words and actions are trustworthy and inclusive.	Words and actions promote trust in the individual, team and organization.
Accept Responsibility	Reluctant to accept responsibility and take action.	Accepts responsibility and takes action.	Holds self and others accountable and promotes action.
Collaborate	Inconsistent in providing and promoting an exceptional experience with team members and those we serve.	Consistently demonstrates a willingness to collaborate with others to create a positive, system-wide experience.	Actively promotes collaborative efforts to create a positive system-wide experience.

TEAM DISCUSSION GUIDE

COMMITMENT: HONOR RELATIONSHIPS



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 **Honor Relationships** 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 building and maintaining relationships is core to the work we do. When we mindfully connect with others, we are more fulfilled in our work and our customers and employees feel valued.*
- *Together, we will establish a clear understanding of how we honor relationships in our work and identify opportunities to strengthen them.*



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 the handout. Then ask: <i>In what ways have you honored relationships in your role?</i></p>		<ul style="list-style-type: none"> • <i>Reinforce:</i> It is our responsibility to honor relationships with other employees, customers, families, community members, etc. This should be done with every person, every interaction. • <i>Do:</i> Share an example of how you've seen the team honor relationships. • <i>Do:</i> Ask "tell me more" if short responses.
2.	<p>Ask someone to read the key behaviors section. Then ask: <i>What key behaviors does our team exceed in? Where could we be stronger?</i></p>		<ul style="list-style-type: none"> • <i>Reinforce:</i> Key behaviors include mindfully connecting, showing empathy, being adaptable and addressing conflict. • <i>Reinforce:</i> Point out example actions in the grid area of the handout.
3.	<p><i>In pairs, discuss how we can improve our relationships to ensure our customers and employees feel valued.</i></p>		<ul style="list-style-type: none"> • <i>Do:</i> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed with the team.



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.

- **Gathering Perspectives:** *As a team or in pairs, discuss what your expectations are when it comes to addressing conflict? Are they the same? Different? Identify one action you can take as a result.*
- **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!*

Honor Relationships

A Fairview Commitment grounded in the principle of **Respect for People**

I value the unique perspective of every person and build and maintain authentic relationships.

Key Behaviors of Honor Relationships:

1. Mindfully Connect
2. Show Empathy
3. Adaptable
4. Address Conflict

Example Actions: When honoring relationships, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Honor Relationships. 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
Mindfully Connect	Presents self as disagreeable, defensive, distant or aloof to others.	Is present and engaged during interactions.	Engages with positivity and a clear demonstration of respect for others and their cultures, values, beliefs, traditions and perspectives.
Show Empathy	Disregards others' needs, concerns and experiences.	Listens to and expresses understanding of individual and team needs, views and concerns.	Demonstrates accurate insights into others' needs, feelings or perceptions. Understands another's experiences and emotions while supporting and empowering them.
Adaptable	Reacts to people and situations inappropriately and/or is unwilling to adapt interaction style. Is unaware of own emotional responses and impact on others.	Adapts interaction styles to best support the audience and message. Acknowledges own emotional responses and needs.	Has a keen understanding of audience and works to tailor messages and interactions accordingly. Understands the impact their emotional response has on others and adapts.
Address Conflict	Involves others in conflict that does not affect them by using gossip, rumors and innuendo.	Is willing to address conflict and involves supervisor/ manager when appropriate.	Understands that conflict is a necessary part of any team and is always willing to respectfully address it with an open mind, involving supervisor/ manager when appropriate.

TEAM DISCUSSION GUIDE

COMMITMENT: COMMUNICATE INTENTIONALLY



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 **Communicate Intentionally** 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 more effective when we are intentional and thoughtful about how we communicate. If we are intentional about how we communicate, we will be more efficient, transparent, and better able to build relationships with one another and our customers.*
- *Together, we will discuss what communication looks like in our work and identify opportunities to enhance our communication.*



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 the handout. Then ask: <i>What is an example of when you have used direct, transparent or adaptive communication at work?</i>	»»	<ul style="list-style-type: none"> • <i>Reinforce:</i> We must communicate intentionally with every interaction, but adapt our style to be most effective for the situation. • <i>Do:</i> Share an example of how you've seen the team communicate intentionally. What was the outcome?
2.	Ask someone to read the key behaviors and the correlating content in the Exceeds Expectations column. Then ask: <i>These are just some examples of how we can exceed expectations. What key behaviors are we strongest in? Where can we improve?</i>	»»	<ul style="list-style-type: none"> • <i>Reinforce:</i> Key behaviors include actively listen, seek to understand, clear & respectful, and adaptive. • <i>Do:</i> Keep the conversation focused on behaviors.
3.	<i>In pairs, discuss how intentional communication can make us more efficient in our work at Fairview.</i>	»»	<ul style="list-style-type: none"> • <i>Do:</i> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed with the team.



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.

- **Transparent Improvement:** *Identify one of the four key behaviors you would like to improve on the most personally. Outline what specific action you will take and tell this to the team or a peer. Check-in after a month and report back on the outcome and experience.*
- **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!*

Communicate Intentionally

A Fairview Commitment grounded in the principle of **Respect for People**

I proactively use direct, transparent, and adaptive communication in all interactions.

Key Behaviors of Communicate Intentionally:

1. Actively Listen
2. Seek to Understand
3. Clear and Respectful
4. Adaptive

Example Actions: When setting and communicating intentionally, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Communicate Intentionally. 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
Actively Listen	Easily distracted and unfocused during conversations. Discounts others' viewpoints.	Practices attentive and active listening, respectfully hearing the views/ concerns of others.	Summarizes and presents others' perspectives before adding a new thought.
Seek to Understand	Pushes own point of view without listening to what others have to say. Or, alternatively, does not speak up at all.	Effectively separates fact from opinion. Asks questions and appreciates they don't know everything.	Shares opinions with clear and respectful tone and message content.
Clear and Respectful	Messages are often hard to decipher or come across as rude or abrasive.	Is direct, transparent, and respectful in communications and builds trusts. Messages are clear, concise, accurate and timely.	Conveys respect for others and belief in their capacity. Actively pursues ways to improve open communication.
Adaptive	Ignores others' needs and concerns.	Accurately restates the opinions of others.	Monitors and adjusts to how others are responding in the moment.

TEAM DISCUSSION GUIDE

COMMITMENT: ENGAGE AND INSPIRE



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 **Engage and Inspire** 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 engaging and inspiring others and yourself builds resiliency and pride for our work. The more we can recognize others for their good work, model positivity and extend trust, the stronger we will be individually, as a team and as a healthcare system.*
- *Together, we will explore how we can create more opportunities to engage and inspire as a team.*



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: Share an example of how you have seen someone on the team engage or inspire others at work.		<ul style="list-style-type: none"> • Reinforce: Opportunities can include recognizing others, building trust, thinking creatively, cheering someone up, being a role model, etc. • Do: Share an example of how you've seen the team engage and inspire. • Do: If limited dialogue, ask "what was the impact?"
2.	Ask someone to read the key behaviors. Then request: In pairs, discuss what key behaviors our team is strongest in. Where could we improve?		<ul style="list-style-type: none"> • Do: Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed with the team. • Reinforce: Challenge the team to consider how things could be improved. • Reinforce: Key behaviors include think outside the box, recognize others, extend trust, take ownership, and model positivity. Use the grid for example actions.
3.	How can intentionally living out this commitment strengthen employee engagement?		<ul style="list-style-type: none"> • Reinforce: Fosters resiliency, makes people feel included and empowered, builds relationships, leads to high performing teams, creates pride, etc.



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.

- **Recognizing Recognition:** People like to be recognized in different ways. Share how you prefer to be recognized with our team. (Leader, consider taking notes for ongoing reference of how people prefer to be recognized.)
- **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!

Engage and Inspire

A Fairview Commitment grounded in the principle of **Respect for People**

I create and sustain high levels of energy and pride while seizing opportunities to influence the future of our health system.

Key Behaviors of Engage and Inspire:

1. Think Outside the Box
2. Recognize Others
3. Extend Trust
4. Take Ownership
5. Model Positivity

Example Actions: When engaging and inspiring, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Engage and Inspire. 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
Think Outside the Box	Often avoids or seldom acts to improve outcomes, think creatively, or try new things.	Incorporates creative problem solving while staying within the parameters of good practice.	Always looks for better ways to do things and generates unique and useful solutions.
Recognize Others	Disregards others' strengths and accomplishments.	Routinely recognizes team members' unique contribution of each employee and makes them feel valued.	Understands and supports the need to recognize and celebrate everyone's accomplishments.
Extend Trust	Withholds information and resources, negatively impacting outcomes.	Shares information and resources needed to move work forward; is consistent in words and actions.	Thoughtfully and skillfully, demonstrates advanced skill and tact when handling difficult situations, information, or matters.
Take Ownership	Overlooks his/her role in situations. Finds fault with others or makes excuses for lack of accountability related to work responsibilities and actions.	Consistently meets obligations, delivers results and develops self to ensure continued success.	Shows pride in ownership of work and successes. Takes responsibility when things go wrong and actively works to resolve the problem.
Model Positivity	Exhibits behaviors that negatively impact the morale and accomplishments of the work environment.	Expresses optimism and excitement about the work to be done.	Respectfully encourages others who negatively impact morale to consider the positive.

TEAM DISCUSSION GUIDE

COMMITMENT: COMMIT TO DEVELOPMENT

 <h3>Orient Your Team</h3> <p>Use these points to quickly set the context for the conversation.</p>			
<ul style="list-style-type: none"> • <i>Welcome! Today we are going to take the next 15 minutes to talk about the Commit to Development Commitment.</i> • <i>Together we will review the session handout and I'll ask some questions to get the conversation started.</i> • <i>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.</i> • <i>Let's begin by taking a closer look at the session handout. (distribute handout)</i> 			
 <h3>Make the Connection</h3> <p>Use these points to help identify and connect the importance of this topic to your team and reinforce the goal of the session.</p>			
<ul style="list-style-type: none"> • <i>This topic is important to our team because when we push ourselves and others to develop we produce better outcomes and are more efficient and fulfilled in our work. It is important that we aren't just interested in development, but actively seize ways, both small and large to develop and improve every day.</i> • <i>Together, we will discuss how we can commit to development and increase opportunities to develop self and others.</i> 			
 <h3>Ignite the Conversation</h3> <p>Use the questions and key points to start an authentic dialogue with your team.</p>			
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Questions to Start the Conversation:</td> <td style="width: 50%;">Key Points to Reinforce:</td> </tr> </table>		Questions to Start the Conversation:	Key Points to Reinforce:
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><i>How have you pushed yourself to develop personally or professionally?</i></p>		
			
	<ul style="list-style-type: none"> • <i>Reinforce:</i> Development isn't just about taking courses or workshops, it can be done through asking for feedback, trying something new, shadowing, researching a new topic, sharing knowledge with others, etc. • <i>Do:</i> Share an example of how you've seen the team commit to develop. • <i>Do:</i> Ask "tell me more" if short responses. 		
2.	<p>Ask someone to read the key behaviors. Then ask:</p> <p><i>In pairs, discuss what key behaviors does our team exceed in and where could we be stronger.</i></p>		
			
	<ul style="list-style-type: none"> • <i>Do:</i> Give the team 2 minutes to discuss. Ask for 2-3 people to share what they discussed to the team. • <i>Reinforce:</i> Key behaviors include try new things, stretch self, share learning, and open to feedback. Use the grid for example actions. 		
3.	<p><i>How can committing to development foster our value of innovation at Fairview?</i></p>		
			
	<ul style="list-style-type: none"> • <i>Reinforce:</i> Innovation is one of our Fairview Values and can be achieved by pushing yourself or others to try something new, stretch what you know, and being open to failing now and then. 		
 <h3>Apply and Practice</h3> <p>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.</p>			
<ul style="list-style-type: none"> • Feed Forward: Ask someone on your team for feedback about your work. Determine what action you will take to address that feedback moving forward. • 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! 			

Commit to Development

A Fairview Commitment grounded in the principle of **Respect for People**

I push myself and support others to continuously learn, apply, and develop personally and professionally.

Key Behaviors of Commit to Development:

1. Try New Things
2. Stretch Self
3. Share Learning
4. Open to Feedback

Example Actions: When committing to development, our key behaviors are demonstrated in many ways. We must always strive to achieve or exceed expectations in how we Commit to Development. 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
Try New Things	Unaware of new trends and practices in their area of responsibility; resistant to learning about industry trends.	Open to learning about new trends and best practices in their area of responsibility.	Actively seeks out trends and best practices in their area of responsibility, finding ways to integrate learning into work practices.
Stretch Self	Stays stagnant; fails to seize opportunities to learn and grow.	Takes advantage of opportunities learn (attends development classes; works on special projects; etc.) and actively applies the learning.	Sees failures and mistakes as learning opportunities and moves on quickly to try something else.
Share Learning	Keeps information to self and withholds knowledge from other team members.	Shares information to accelerate the performance and development of other team members.	Eagerly shares knowledge and new learning with others; identifies and advocates for opportunities to embed learnings into team practices.
Open to Feedback	Little to no action is taken to incorporate constructive feedback into work performance.	Is responsive to feedback; incorporates constructive feedback to improve performance.	Continuously seeks out performance feedback, incorporates constructive feedback to improve performance.