

51st ASHE
Annual Conference & Technical Exhibition
2014
ashe.org/annual

Building Consensus

A Key to Accessing the C-Suite

Presented by
Brad Pollitt
John Williams
Jonathan Flannery
August 2014

SURVIVAL
OF THE **FITTEST**

Consensus – What is it?

- Root is CONSENT
 - Give permission
- Group process
 - Synthesize the wisdom of all
- Desired Outcome
 - What best meets the needs of the group
- Collaboration is vital

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Consensus – What it is not!

- Debating
- Majority vote
- Unanimous agreement

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Consensus – Why?

- Better Decisions
- Better Implementation
- Better Relationships
- Working together for the long term

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Initiate and grow vital professional relationships to support collaboration across a health care organization



51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

“Competition makes us Faster; Collaboration makes us Better.”

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Complexity of the Organization

- Hospitals are one of the most politically complex organizations
 - Multiple layers of politics
 - Diverse work force
 - Financial constraints
 - Urgency of mission
 - STRESS
 - And it gets worse from there



51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Wisdom of Crowds

- A sophisticated world needs specialists
- Governance brings order
- Rigid flexibility
- The power of collisions
- The error of group think



51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Look for "go to" team members

- Across department
- Across personalities
- Across genders
- Diverse skills



51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Awareness

- Self awareness
 - Know your strengths
 - More importantly know your weaknesses
 - Surround yourself with people who support you and that you can support
- Situational Awareness
 - What is my role in this process- public health, safety and welfare, EOC

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual



SITUATIONAL AWARENESS
SOME LESSONS CAN ONLY BE LEARNED ONCE!

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Wear Multiple Hats

- Think like a board member
- Work to make the CEO look good
- Solve your customers problem
- Don't take ownership beyond your control or authority



ashe.org/annual

Horizontal and vertical connections



- EVS is everywhere and they tell me all kinds of stuff about the facility, and what they see.
- Administration must make do a lot of times when things go wrong, they are good resources as well.



Begin with the end in mind

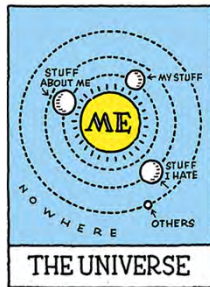
- Who is the external customer?
- Who is the internal customer?
- Who will be working in the area?
- In the end, what will success look like?
- Directionally correct-not laser locked



ashe.org/annual

WIIFM

- Follow the money
- Incentives can create bizarre behaviors
- Understand all the benefits and who receive them
- How do you get all these people to the table?
- Its not about you... its about them
- Find a Win-Win-Win opportunity



51st ASHE Annual Conference & Technical Exhibition

ashe.org/annual

Its amazing what can get done when it doesn't matter who gets the credit!

Foster Participation

- Seek input from the beginning
- Let them get their hands dirty
- Builds ownership and buy-in

You can't give everyone everything they want, but if they are involved in the discussions and decisions, they will understand how and why decisions were made, and feel they were participants.

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Use your resources

- Don't forget to build relationships with the training and communications departments! Inevitably, there will have to be training or a news release. Get those folks involved in the beginning!

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual



© Can Stock Photo - csp10236742

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Understanding Different Positions

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Always test your assumptions

http://www.youtube.com/watch?v=NZ_FOmMqXfE

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Avoid Labels

US ————— ***Them***

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

imagine
~~Assume~~
Positive
Intent

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Find Safe Ground

“Our Similarities bring us to a common ground; Our Differences allow us to be fascinated by each other.”

Tom Robbins

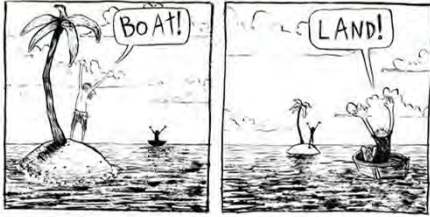
51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Remove the personal pronoun

~~My~~ idea....
thought ~~of yours~~
~~his~~ position....
~~Your~~ goal....

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Separate from positions...

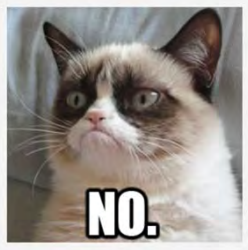


...and allow yourself to fully understand the issue.

51st ASHE Annual Conference & Technical Exhibition

ashe.org/annual

Facilitating Difficult Discussions



51st ASHE Annual Conference & Technical Exhibition

ashe.org/annual

Position versus Purpose

- Most Conflicts are Positional Based
- Positions are Specific
- Purpose is Desired Result
 - Rarely are They the Same
- Example:
 - ASHRAE 188 P
 - Positions are a risk base vs. prescriptive base
 - Purpose is to save lives

51st ASHE Annual Conference & Technical Exhibition

ashe.org/annual

Positional Based

- Draw a Line
 - Usually Starts Out Extreme
 - Stubbornly Hold to Line
- Strategies
 - Dragging of Feet
 - Walking out
 - Stone Walling
- Time Consuming & Difficult

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Positional Based

- Problems with Positional Based Conflicts
 - Endanger Relationships
 - May Get What They Want but...
 - Multiple Parties Increase Difficulty Exponentially
 - Too Many Chefs
 - Being Nice Hinders True Progress
 - Bullies Tend to Run the Show

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

People – The Problem and The Solution

- People are the Problem
 - Emotions
 - Communication
 - Perspective
- People are the Solution
 - Recognize Emotions
 - Actively Listen
 - Share Perspectives

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Emotions

Problem	Solution
<ul style="list-style-type: none">• Cause disruption• Often hidden• Get in the way• Seldom expressed• Stimulate outbursts	<ul style="list-style-type: none">• Acknowledge them• Solicit them• Tolerate them• Analyze them• Respond to them

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Communications

Problem	Solution
<ul style="list-style-type: none">• Non communication• Non listening• Misunderstanding• Irrelevant communication	<ul style="list-style-type: none">• Seek to understand• Seek to be understood• Speak about me• Speak for a purpose

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Perspective

Problem	Solution
<ul style="list-style-type: none">• Them• People• Positions	<ul style="list-style-type: none">• Us• Problem• Intrest

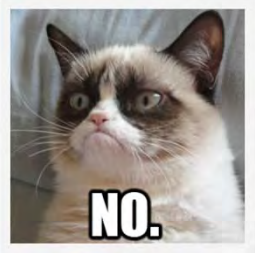
51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Purpose Based

- Focuses on Holistic Approach
 - People
 - Objective
 - Criteria
 - Options
- Conflicts Managed via Win-Win-Win
 - Based on Objectives not Positions

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

What About Grumpy Cat?



51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

What's the Impact

<p>Negative Energizers</p> <ul style="list-style-type: none"> • Deplete Enthusiasm • Create Conflict • Seek Isolation • Hinder Progress 	<p>Positive Energizers</p> <ul style="list-style-type: none"> • Create Vitality • Create Opportunities • Seek Partnership • Facilitate Progress
--	--

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

What to do with Grumpy Cat?

- Acknowledge Grumpy Cat Exists
- Reinforce Positive Energy
- Build Positive Energy Networks
- Provide Direct Honest Feedback
- Encourage Development
- Place in Non-Central Sphere
- Encourage Success Elsewhere

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Knowing When to Not Say What

- Remember – THINK FIRST
- Consider the consequences
 - Impact to Purpose
 - Impact to Perspectives
- Understand your audience
 - Cultivate interest in other people
 - Be a student of your colleagues
 - Listen and watch for cues and trigger points

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Example of Importance of Timing

- ASHRAE 188 P
 - Abrasive Grumpy Cat
 - Offended Many
 - Direct Honest Feed Back Needed
 - Waffled on When
 - Major Decision Approaching
 - Just Knew it was Time
 - Fostered Increased Understanding
 - Strengthened Relationship

51st ASHE Annual Conference & Technical Exhibition
ashe.org/annual

Consensus

- Must be Developed
 - Individually
 - Organizationally
- Perspectives Important
 - Understand Position vs Purpose
- People
 - The Problem
 - The Solution

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Consensus

- Be the Positive Energizer
 - Work Toward Greater Good
 - Focus on What's Right for All
- Build Consensus
 - Watch for the right time
 - Help others see
- Be the Key

51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual

Building Consensus
A Key to Accessing the C-Suite
Questions?

Brad Pollitt pollib@shands.ufl.edu
 John Williams John.Williams@DOH.WA.GOV
 Jonathan Flannery jflannery@aha.org

SURVIVAL OF THE FITTEST
 51st ASHE Annual Conference & Technical Exhibition
 ashe.org/annual
