Culture of Engagement & Change - Art and Science

STRATEGIES AND TECHNIQUES FOR ENHANCING FRONTLINE ENGAGEMENT

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On-Site Brainstorm Event

HA-C Fitchburg Family Practice
12 Ideas in Progress
23 New Ideas
104 Resolved (15 months)

CMG CMOGA
10 Ideas in Progress
12 New Ideas
126 Resolved (14 months)

Single Billing Office
7 Ideas in Progress
41 New Ideas
54 Resolved (12 months)

Hybrid Brainstorm Event

4 Events Combined
36 Ideas in Progress
81 New Ideas
333 Resolved (~15 months)

Brainstorm Event
60 minutes
5 On-site/9 Virtual
24 Ideas Created

System Compliance
7 Ideas in Progress
5 New Ideas
49 Resolved (9 months)

On-Site at Med School
9 Virtual Attendees

The Physical, Mental, and Emotional Connection

- **Physical:** Spending time, proximity, conflict resolution, familiarity, trust

- **Mental:** Discussing Ideas

- **Emotional:** Habit forming, trust, respect, an experience to remember

Engaging the whole person


MCMAP and the Marine Warrior Ethos

Captain Jamison Yi, U.S. Marine Corps

DURING THE 1970s, after the Vietnam War, a self-identity malaise befell the U.S. Armed Forces. Pacifism, self-indulgence, and egalitarian multiculturalism supplanted selfless patriotism as core values across the spectrum of American social institutions. Key segments of society publicly expressed contempt for any notion of service as an obligation of citizenship, including patriotic service in the military. This view became commonplace throughout the Nation's educational system, religious organizations, institutions of higher learning, and among influential members of society, including political figures, members of the media, and entertainment-industry luminaries. In the then-prevailing environment, the military and the warrior ethos it represented were publicly ridiculed and blamed. Marxist revisionist historians, then dominating the Nation's campuses, laid the world's social and economic inequalities and injustices at the Pentagon's door.

Because of the unpopularity of military service and the dominant influence 1960s counterculture attitudes had on U.S. social and political agendas, the military shied from publicly identifying themselves as

legitimate and necessary instruments of violence under authorized state control, adopting recruiting strategies that avoided appeals to the warrior spirit, patriotism, or the obligations of citizenship. They emphasized personal self-advancement and promotion. As a result, the public did not see the military as a noble institution standing guard over the Nation, but as the employer of last resort for members of society who had no other options for employment—a public-works program for America's least-talented citizens.

The adverse influence of these views rippled through the military. Military training regimens came to reflect the watered-down values of society. Physical training standards were lowered, dress standards were relaxed, and disciplinary problems, including rampant drug abuse, were virtually tolerated.

The tendency of dominant political leaders to view military intervention as passé exacerbated the problem. The military was seen more as an instrument of social engineering than an instrument of national power that should be kept finely maintained and honed.

Synergy of Disciplines

MILITARY REVIEW ¤ November-December 2004   17
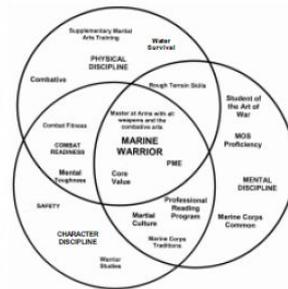
Attitudes and Checking the Ego at the Door.

Team building needs to be intentional and focus on strengthening in order to embrace "shared hardships" of the future.

I'm not impressed by your looks, money, social status or job title I'm impressed by the way you treat other human beings.

12 Principles for Adult Teaching and Learning

1. Needs Assessment – WIFM
2. Safety
3. Sound Relationship
4. Sequence and Reinforcement - Interaction
5. Praxis – Action with reflection
6. Respect
7. Cognitive, affective, & Psychomotor – Involvement with Heart and Minds
8. Immediacy – Hope and Sense of urgency
9. Roles – Facilitator
10. Teamwork
11. Engagement
12. Accountability – Idea Ownership

Creating an Engaged Environment

1 Togetherness – Cooperation - Positivity

2 Having Fun – Playing - Improvisation

3 Staff having value

4 Respect – Thought diversity

5 Sense of purpose and urgency

6 Elephant in the room – eternal stumbling block

What are the benefits?

1 Acceptance vs. compliance

2 Don't feel isolated – Team

3 Telling the hard truth

5 Building
Arms cross-share

4 Focus on the problem

6 Think Crazy

Rules of Brainstorming

Rules of Brainstorming

Defer Judgment
Creative spaces are judgment-free zones—they let ideas flow so people can build from each other's great ideas.

Encourage Wild Ideas
Embrace the most out-of-the-box notions. There's often not a whole lot of difference between outrageous and brilliant.

Build on the Ideas of Others
Try to use "and" instead of "but," it encourages positivity and inclusivity and leads to tons of ideas.

Stay Focused on the Topic
Try to keep the discussion on target. Divergence is good, but you still need to keep your eyes on the prize.

One Conversation at a Time
This can be difficult—especially with lots of creative people in a single room—but always think about the challenge topic and how to stay on track.

Be Visual
Use colored markers and Post-its. Stick your ideas on the wall so others can visualize them.

Go for Quantity
Crank your ideas out quickly. For any 60-minute session, you should try to generate 100 ideas.

- Mutual respect - work as a team
- Be tolerant
- Focus on process, not people
- Don't leave silent
- Disagreement - have courage to challenge
- and have fun!!

Acknowledge | Listen | Communicate | Be Responsive | Be a Team Player | Be Kind

Everyone, Everyday.
Standards of Respect

Conduct of Huddle

1 Pre-meeting coordination & build up leadership

2 Prep table with post-its, pens, and categories

3 Ground rules have fun, dream

4 Bright idea tennis

5 Think big, stretch-play-experiment

6 Facilitate the conversation
Let it run 45-60 seconds

7 Add Ideas into Innovation Station
Work is only getting started!

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