

Culture Change and Accountability – Practical Essentials for Global SCA Survival

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Application of Influencer™ Model to SCA

Desired Results

Bystanders respond with ability to all SCA incidents

Crucial Moments

Witnessed or discovered SCA incident

Vital Behaviors

Respond to notification of medical emergency

Immediately retrieve an AED

Serve as leader or team member as required

Perform CPR

Apply and operate AED

Facilitate EMS arrival

Personal Motivation

Reinforce self-image as caring and capable

Emphasize benefits to themselves, their co-workers, their loved ones

Personal Ability

Establish realistic goals – “respond with ability” vs “save lives”

CPR/AED skills training

Build confidence

Coaching, not lecturing

Provide individual validation of competence.

Non-technical skills – leadership, teamwork & comfort

Social Motivation

Community with a vital common goal

Organizational leadership participation

Encourage widespread participation (15-20% of staff trained at each facility)

Trained responders help inform untrained co-workers about SCA.

Social Ability

Managers adjust employee schedules to encourage training and drills

Overcome cultural norms together - address emotional and behavioral issues and barriers

Make training “personal” – practice touching others, attach pads to bare training chest on a simulated “real victim.”

Structural Motivation

Awards and Recognition

Different roles so that the entire workforce can participate

Newsletters and flyers about progress/success of program

Status reports to facility and organizational leadership

Structural Ability

Enough AEDs for 3 minute “drop-to-shock” response

Signs to identify AED locations

CPR/AED Training Kits for periodic ongoing learning drills and scenarios

Holding Volunteers Accountable

Don't

Assume you know why they let you down.

Assume they knew what was expected

Ignore your own part in the problem

Berate, blame or belittle

Lose your cool

Attack the person

Do

Prepare for the discussion

Consider all six sources of influence.

Diagnose before you prescribe

Maintain safety – mutual purpose and mutual respect

Brainstorm possible solutions

Document who does what by when and how you will follow up.

In Summary

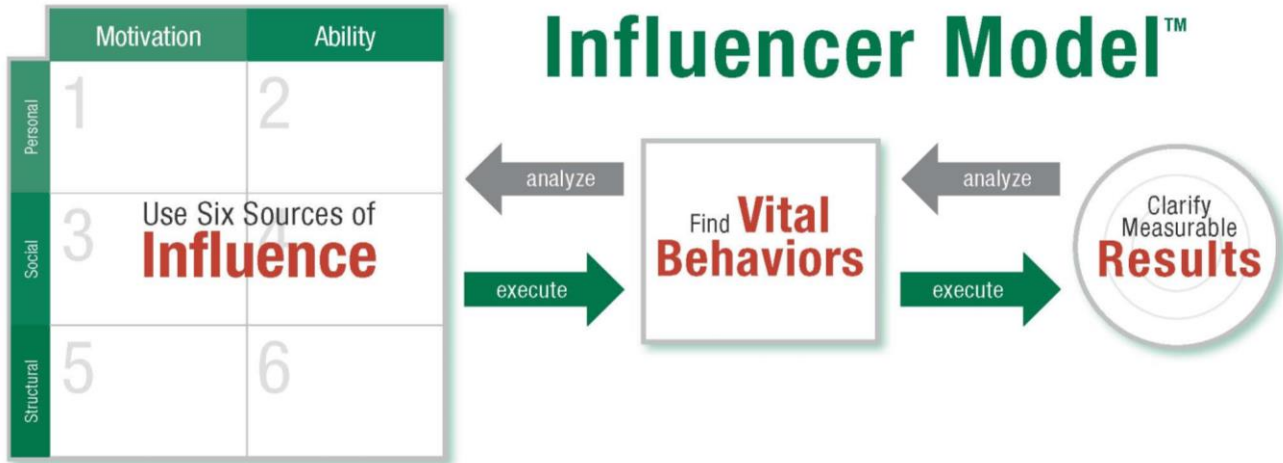
Human behavior is complex, affected by six sources of influence:

Personal Motivation	Personal Ability
Social Motivation	Social Ability
Structural Motivation	Structural Ability

To develop a Culture of Action for greater survival from Sudden Cardiac Arrest, we need to identify crucial moments and vital behaviors that have disproportionate influence. We then need to systematically apply the six sources of influence to promote those vital behaviors in those crucial moments to achieve that survival.

The same six sources of influence will help us hold people accountable in a way that both gets the desired results and improves the working relationships.

Influencer – The New Science of Leading Change



Start with Clear Measurable Results

Find the Vital Behaviors – What are the crucial moments?

1. The best way to improve results is to focus not on *results*, but on the behaviors that produce them.
2. Even with complex and long-standing problems, just a few vital behaviors can lead to enormous change.

Change the Way You Change Minds

“People will attempt to change their behavior if (1) they believe it will be worth it, and (2) they can do what is required.” (Influencer, Pg 71)

Make Change Inevitable by looking at all six sources of Influence!

Six Sources of Influence

	Motivation	Ability
Personal	1 Help Them Love What They Hate	2 Help them do what they can't
Social	3 Provide Encouragement	4 Provide Assistance
Structural	5 Change Their Economy	6 Change Their Environment

If you want to influence a persistent problem, you'll need to draw on many sources of influence.

influencer

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References and Resources

The research article “How to Have Influence” by Joseph Grenny, David Maxfield and Andrew Shimberg, MIT Sloan Management Review, Volume 50, Number 1, Fall, 2008. The article is available for purchase at <http://sloanreview.mit.edu/the-magazine/2008-fall/50113/how-to-have-influence/>. A free summary and description of the research, plus additional free learning resources, are available at <http://www.vital-smarts.com/influencerreport/>

Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan and Al Switzler, *Influencer – The New Science of Leading Change, Second Edition* (New York: McGraw-Hill 2013)
Influencer™ Training – information and free resources (newsletter, self-assessment, worksheet, videos, etc.) at <http://www.vital-smarts.com/influencertraining.aspx>

Related books and training for Vital Behaviors:

Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler, *Crucial Conversations: Tools for Talking When Stakes are High* (New York: McGraw-Hill 2002 and 2012)

Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler, *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior, Second Edition* (New York: McGraw-Hill 2013)

Video: <http://tinyurl.com/2cser6b>

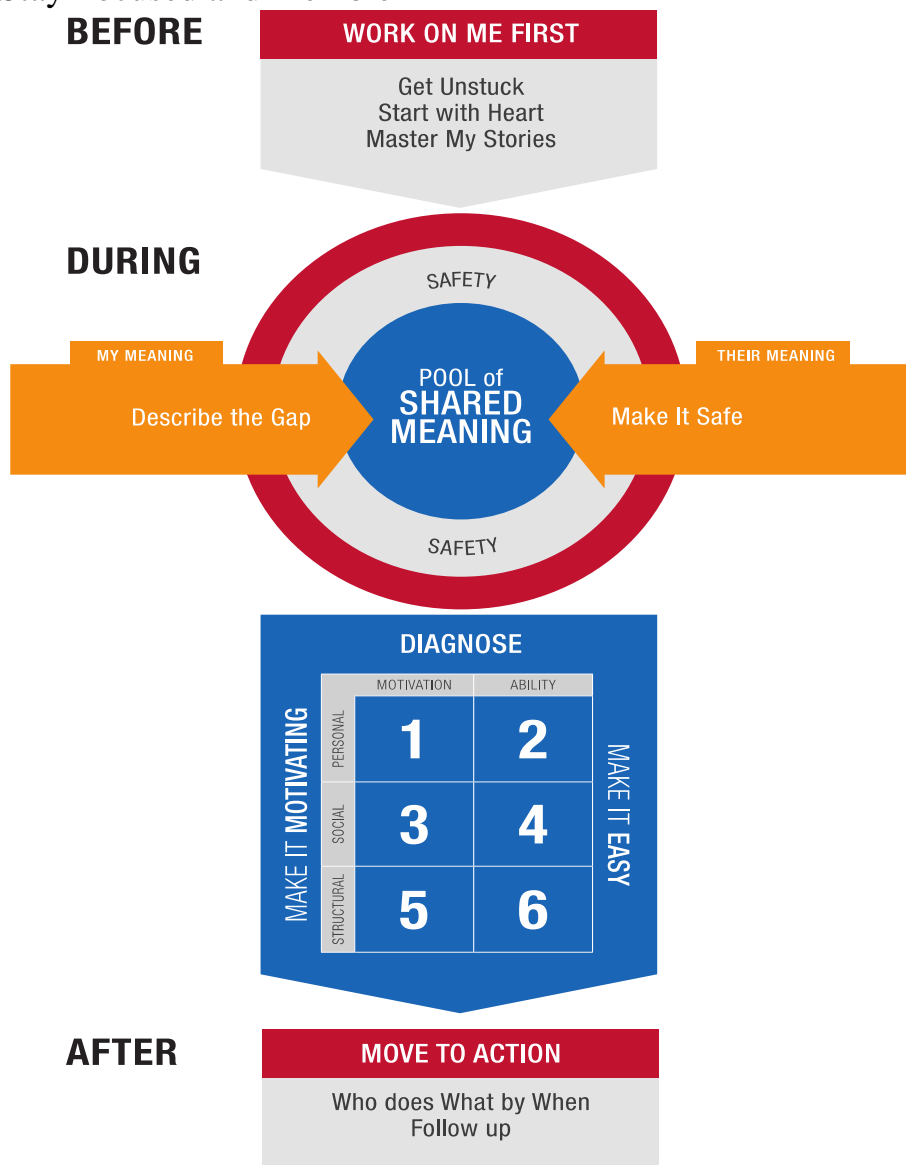
Practical application of Influencer model: www.ChangeAnything.com

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Overview of Crucial Accountability™

- Get Unstuck, Start with Heart
- Master My Stories
- Describe the Gap
- Make it Safe
- Make it Motivating
- Make it Easy
- Move to Action
- Stay Focused and Flexible



1. Get Unstuck, Start with Heart

Unbundle with CPR

Content – one time event

Pattern – established over time

Relationship – trust, respect and/or competence

Distill into a Single Sentence

What do I really want?

2. Master My Stories

Explore all 6 sources of influence – diagnose before you prescribe

3. Describe the Gap

Start with Safety (Hazardous Half Minute)

Don't tell yourself an ugly story

Share your good intentions

Seek common ground

Share Your Path (Use data first)

End with a Question

4. Make It Safe: How to Make It Safe to Talk about Almost Anything

Mutual Purpose – I care about your goals – Entrance Condition to Dialogue

Mutual Respect – I care about you – Continuance Condition to Dialogue

5. Make It Motivating

Explore Natural Consequences

Make the Invisible Visible

6. Make It Easy

Don't Stop Diagnosing until you've explored and removed all ability barriers

7. Move to Action

Decide who does what by when

Follow up

6 Sources of Influence

	Motivation	Ability
Individual	1 Do I enjoy the activity itself?	2 Can I do what is required?
Social	3 How will others respond?	4 Do others enable me?
Organizational	5 What rewards will I receive?	6 Do our structures and systems enable me?

Possible Next Steps

Read the book “Crucial Accountability. Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior” by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

Web Site www.vitalSMARTS.com

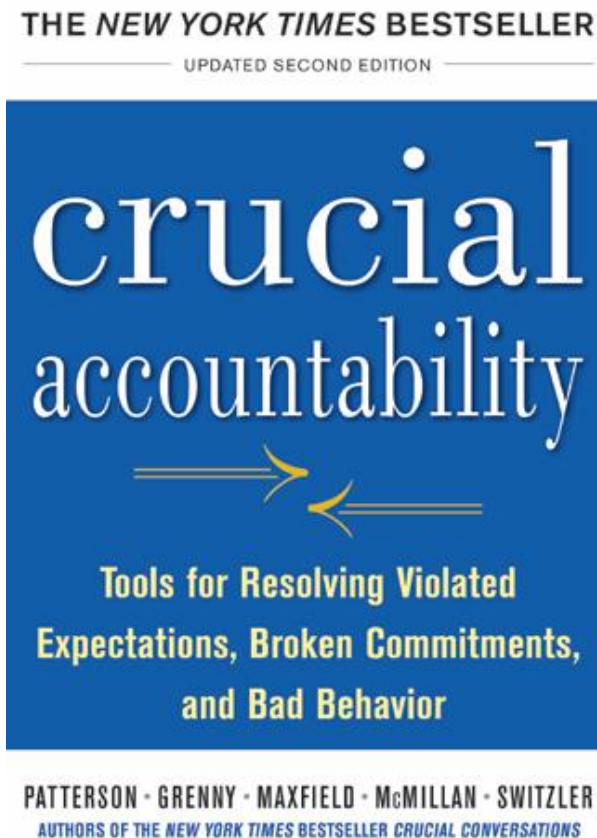
free stuff

- newsletter
- style under stress,
- video examples
- etc.

Follow-up groups

Public Seminars

In-house Training; Train the Trainers



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