

# Participative Management: Creating an Empowered Team Where Everyone Belongs

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# About Me:

- **HCI/UUHC: 12 Years**
  - HCH 5B: Post Surgical Onc
  - HC Clinic 3A: Breast Surgery
  - HC Clinic 3A: Manager
  - Director of Outpatient Nursing Services at HCI
- **Family/Friends**
- **Outdoors**
- **Sports**



# Agenda:

- **What is Participative Management**
- **Engaging Team Members**
  - Discussion
  - Activity



WHITE PAPER

## IHI Framework for Improving Joy in Work

# What is Participative Management?

" Joy in work entails leaders **creating space to listen, understand, and involve** colleagues in providing input into decisions as an essential step in co-creation and participative management. Decision making involves **clear communication** and **consensus building.**"

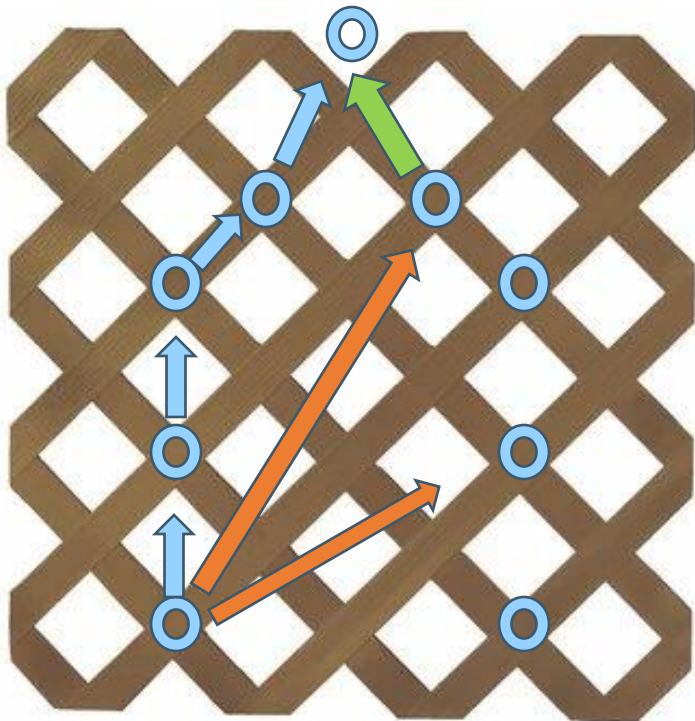
- IHI Joy in Work Paper



Participative leadership is a type of democratic leadership style in which staff are **intentionally involved** in organizational decision making. – Wang, Q. Hou, H. (Frontiers in Psychology)

# Participative Management

## Example: Mine Collapse in Chile



**Andre Sougarret – Crisis Leader**

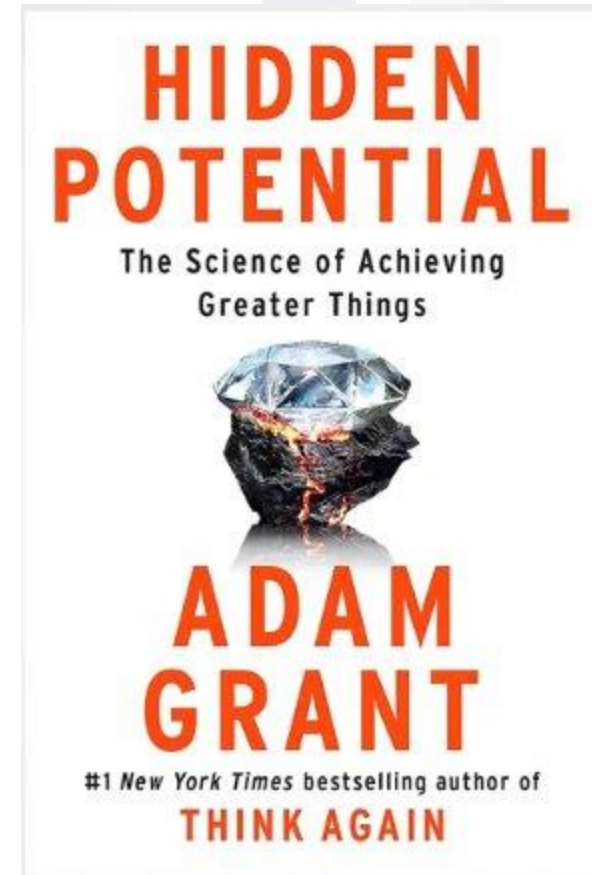
**Igor Proestakis – 24 yr old Engineer**



# Participative Management: Example: Mine Collapse in Chile

"Unlocking the hidden potential in groups requires team processes, and systems that harness the capabilities and contributions of all their members.

The best teams aren't the ones with the best thinkers. **They're the teams that unearth and use the best thinking from everyone.**" - Adam Grant: Hidden Potential



# Participative Management

## Example: Hospital Design



- Designing the new Huntsman Cancer Institute location in Vineyard Utah.
- Architects
- Nurse Leaders
- Executive
- Frontline Staff
  
- Why didn't Archer just tell us what is best?
  
- Why is Don off to the side and not in the middle of the discussion?

# Three things a Participative Manager Does:

1 - **Engage before acting:** they involved others in the beginning stages of an initiative to explain why the work is needed and gain commitment before implementing changes

2 - **Inform:** they keep individuals informed of future changes that may impact them.

3 - **Listen:** they encourage colleagues to share and listen to individuals at all levels in the organization. They consistently listen to everyone – not only when things are going well (especially when they are not going well)

- IHI Joy in Work



# Participative Management: Benefits

- Improves staff psychological well-being
- Increases their organizational commitment
- Makes staff more trusting of leaders
- Staff become more **invested** in organizational decisions and are **motivated** to stay
- Staff are also more likely to **accept rather than resist changes** to policies/procedures they helped craft.



Wang, Q. Hou, H. (Understanding the Receiving Side of Creativity: A Multidisciplinary Review and Implications for Management Research - Jing Zhou, Xiaoye May Wang, Davide Bavato, Stefano Tasselli, Junfeng Wu, 2019 (sagepub.com))

# Engaging Team Members : Why

- ⑩ “Engagement is an imprecise but often-used proxy measure for joy. An engaged workforce is one that holds a positive attitude toward the organization and its values and is foundational to creating high-performing organizations.” - IHI Paper
- ⑩ “Studies confirm the intuitive: improving engagement contributes to improved performance. It enables greater professional productivity with lower turnover rates” -IHI



# Engaging Team Members- 25 Min

- **BUILD THE TALLEST PAPER TOWER**
  - Paper and tape only
  - Have everyone think about the best way to do this - 5 min
  - Start with the least tenured people in the group – They share ideas first - Move to the next person until it ends with the most tenured: 5 Min
  - Build your tower: 10 min

# Engaging Team Members

- **Activity Discussion – Group report out – 10 Min**
  - Why would it help to discuss ideas in this way (least to most experience)?
  - How did it feel for your group?
  - In what way does this promote participation?

# Engaging Team Members

- **Activity: Discussion – Benefits of this format according to Amazon:**
  - A simple and consistent way to...
    - Ensure everyone's voice is valued
    - Puts emphasis on new members perspective
    - Ensure everyone is empowered to be a part of the decision making and idea sharing

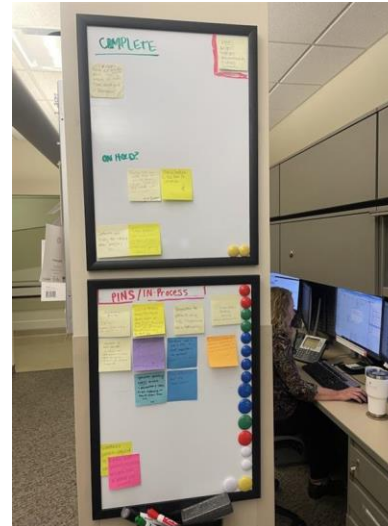
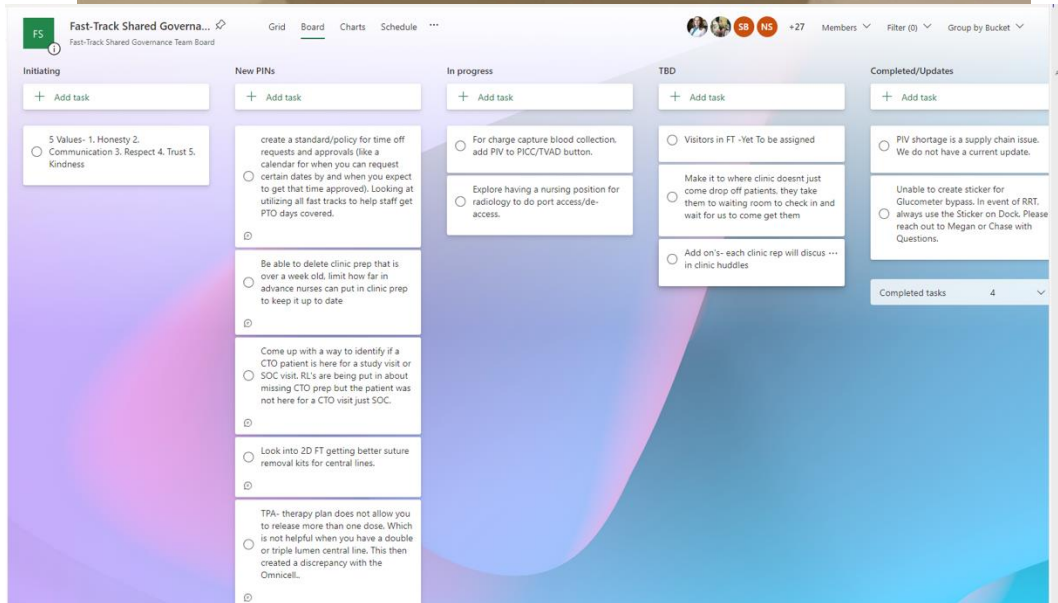
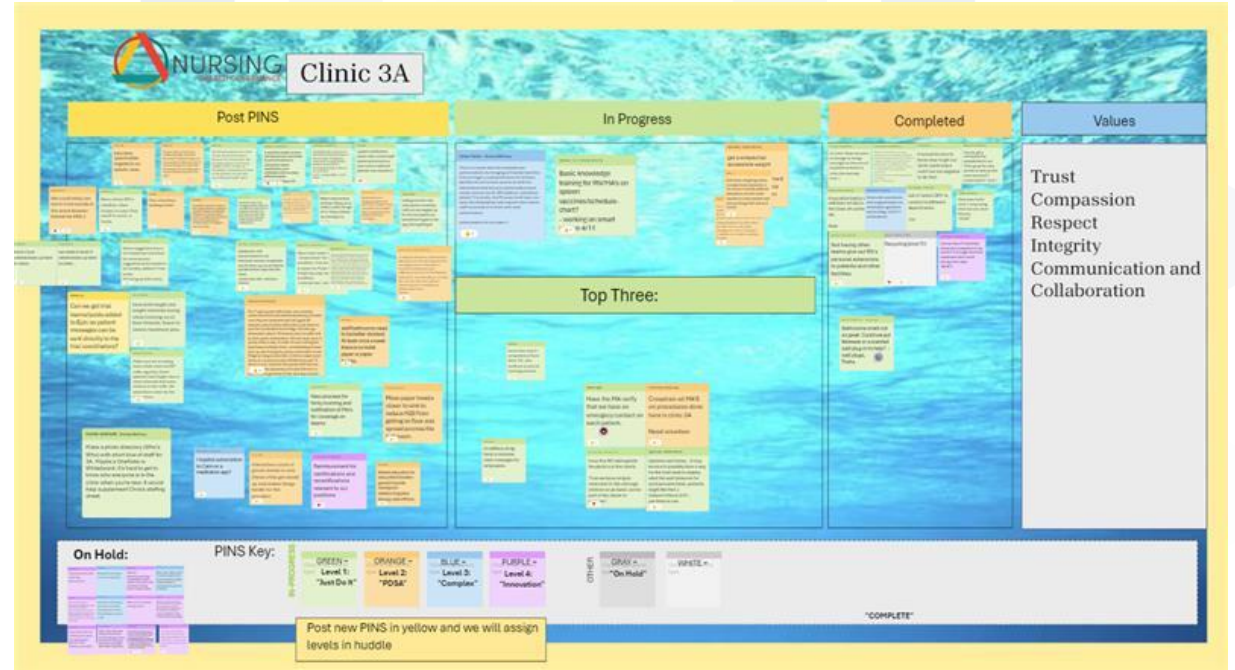
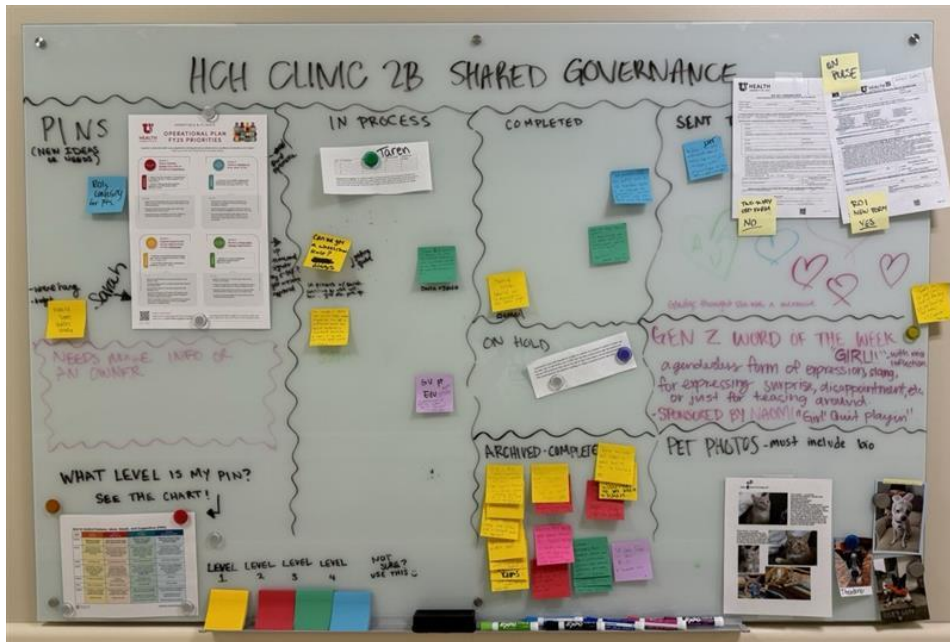


# Engaging Team Members : Shared Governance

- What has been your experience with Shared Governance so far?
- What are the benefits?
- What are the barriers?



# Engaging Team Members : Shared Gov Examples



# Conclusion

- **Intentionally Involve** Staff in operations (decision making, planning, strategy)
- Create space to **listen to all staff**
- Three things a manager does: **Engage – Inform – Listen.**
- Benefits: **Invested engaged staff who thrive in a psychological safe environment.**
- The best teams aren't the ones with the best thinkers. They're the teams that unearth and use the **best thinking from everyone (Adam Grant)**



QUESTIONS?

Thank You