

TUNING IN TO PREVENT HARM: THE ART OF IMPECCABLE LISTENING



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How do you know you are a
good listener?



What may get in the way of
listening well for you?

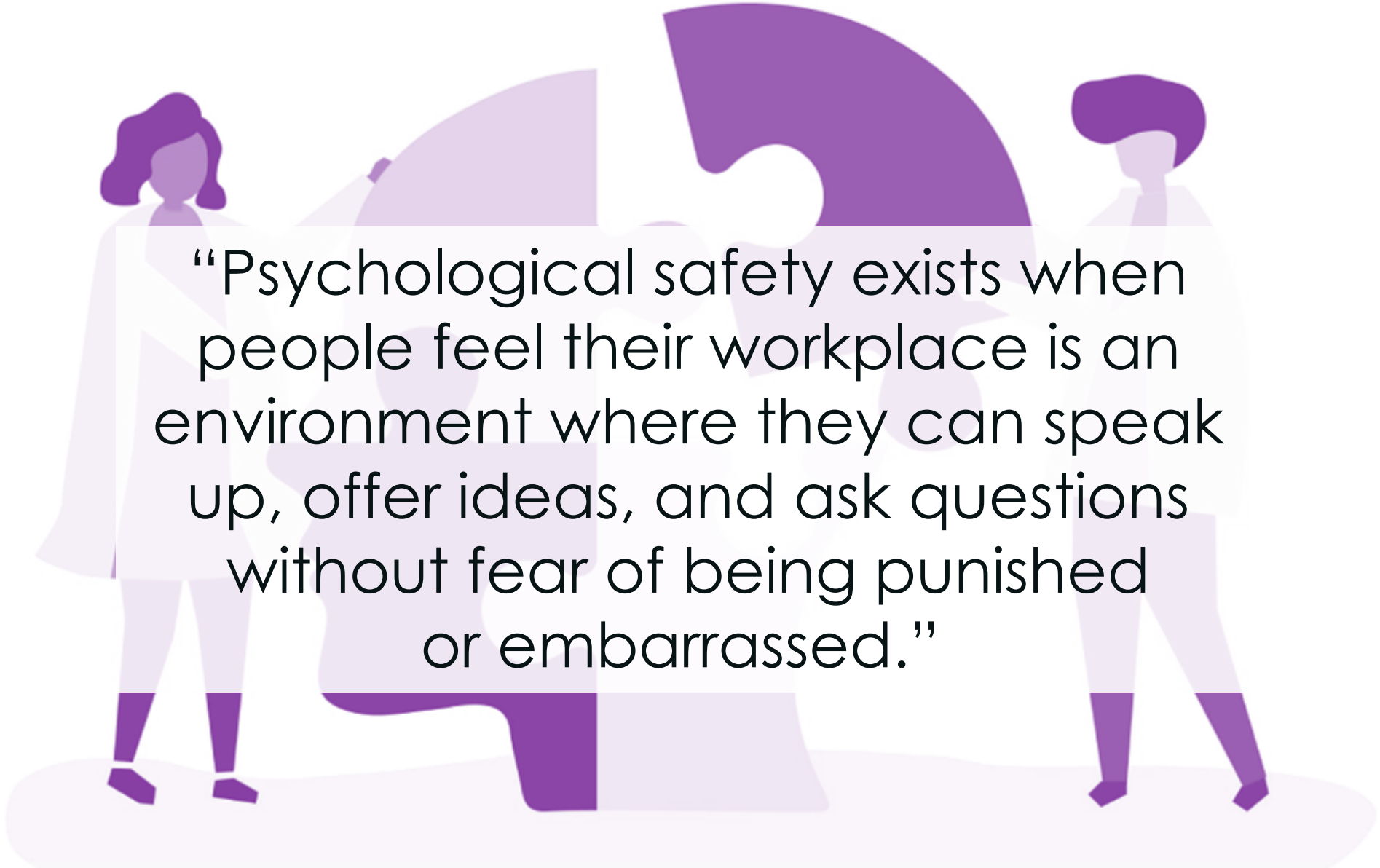


1. Listening as a cornerstone of psychological safety
2. Cultivating a practice of listening
3. Minding the power hierarchy when listening



Hospital Survey on Patient Safety Culture (447,584 Healthcare Professionals)

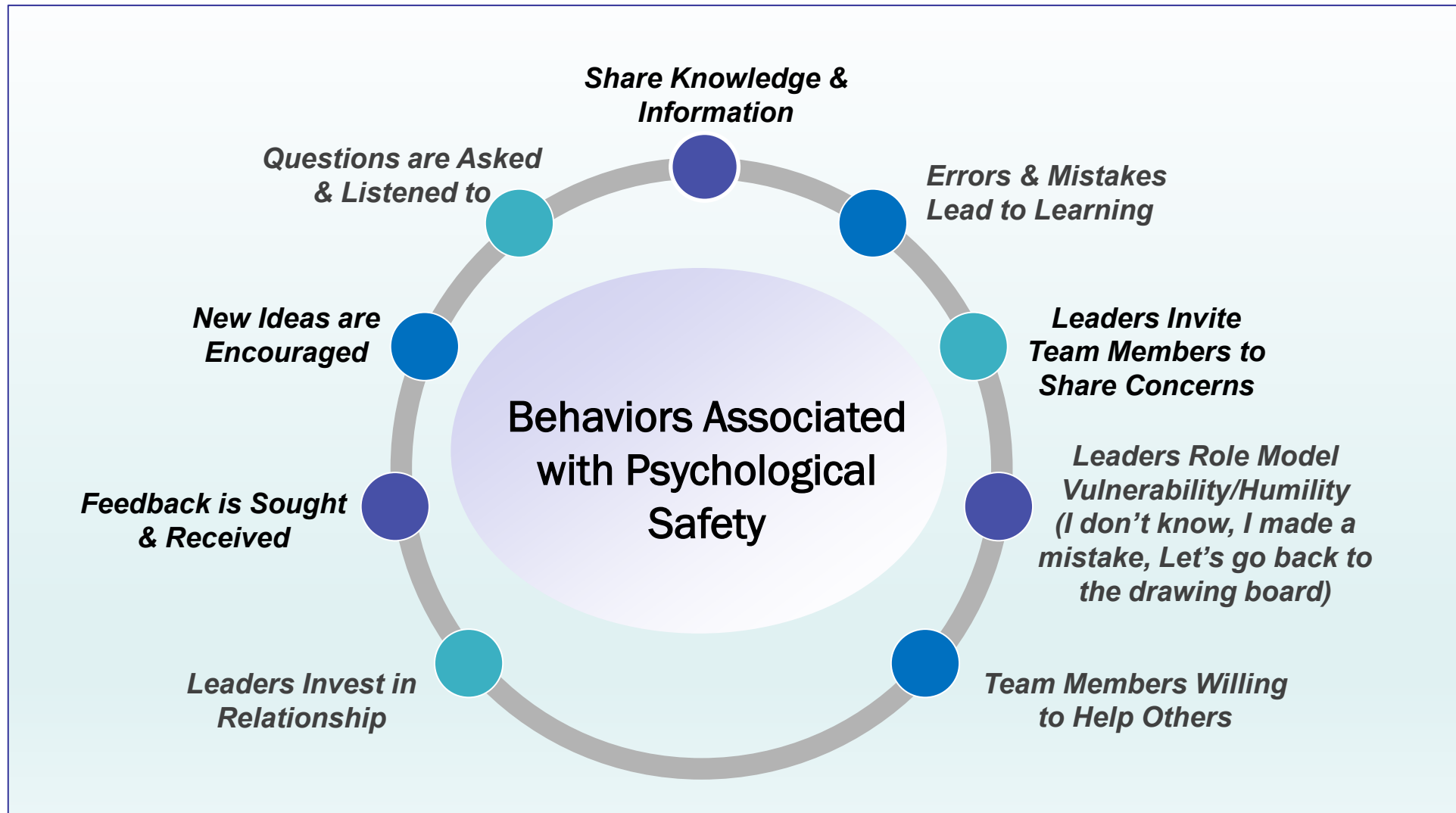
- I feel free to question the decision or actions of those with more authority. ➤ 49% of respondents (vs. UWMC 75%)
- I felt afraid to ask questions when something did not seem right ➤ 65% of respondents (vs. UWMC 25%)



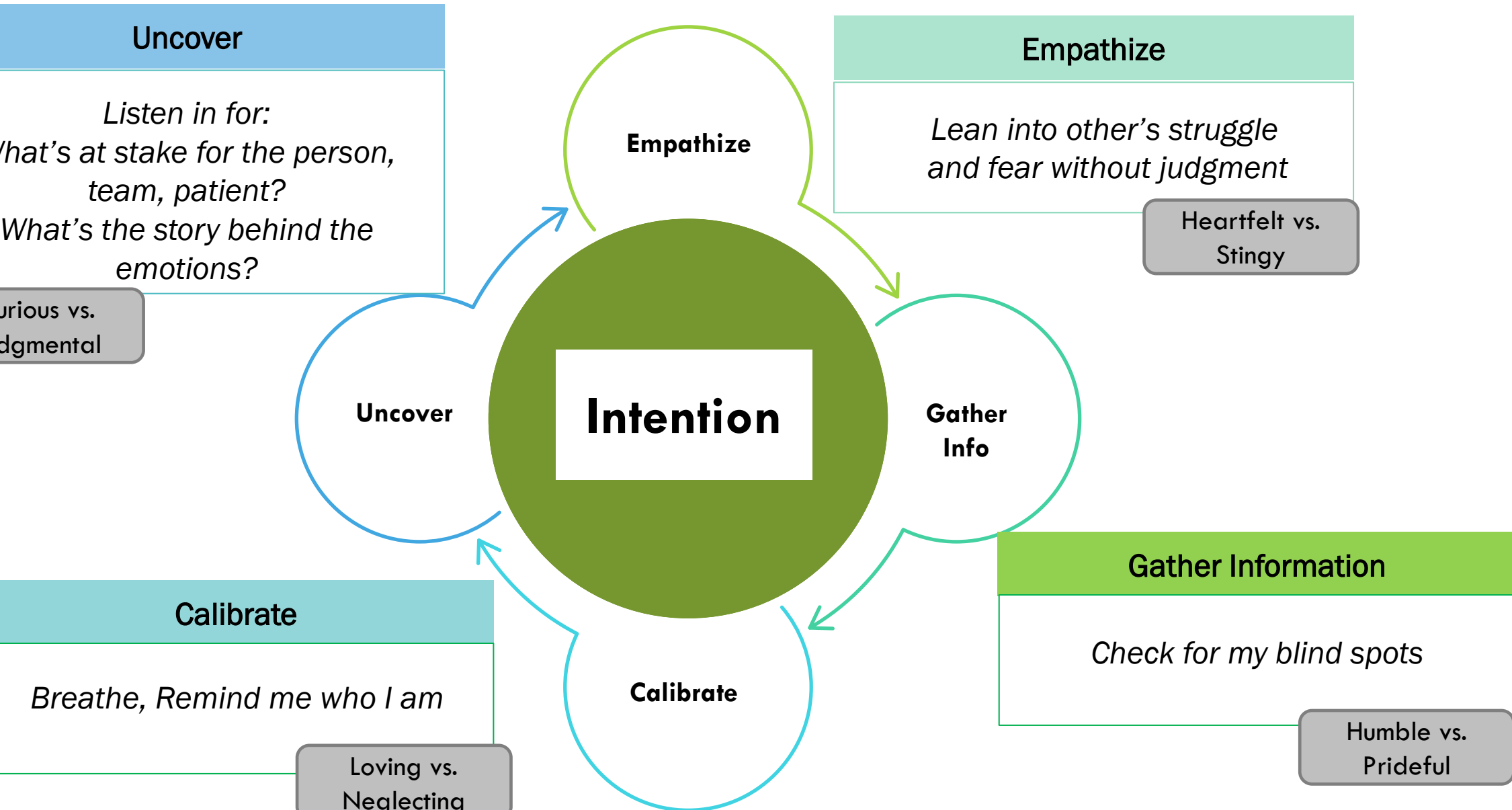
“Psychological safety exists when people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.”

Edmondson AC. The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth. John Wiley & Sons; 2018 Nov 20.

Edmondson AC, Bransby DP. Psychological Safety Comes of Age: Observed Themes in an Established Literature. Annual Review of Organizational Psychology and Organizational Behavior. 2023 Jan 23;10:55-78.



Listen with Intention



Listening as a cornerstone of
psychological safety

Cultivating a practice of listening

Avoiding the power hierarchy
when listening



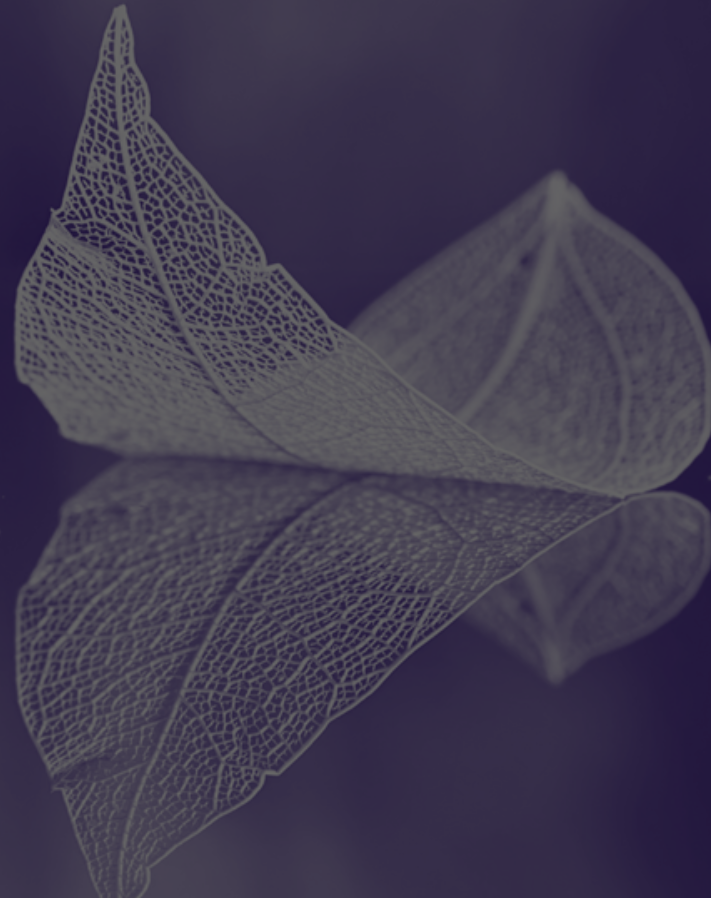
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n experience

or the speaker.



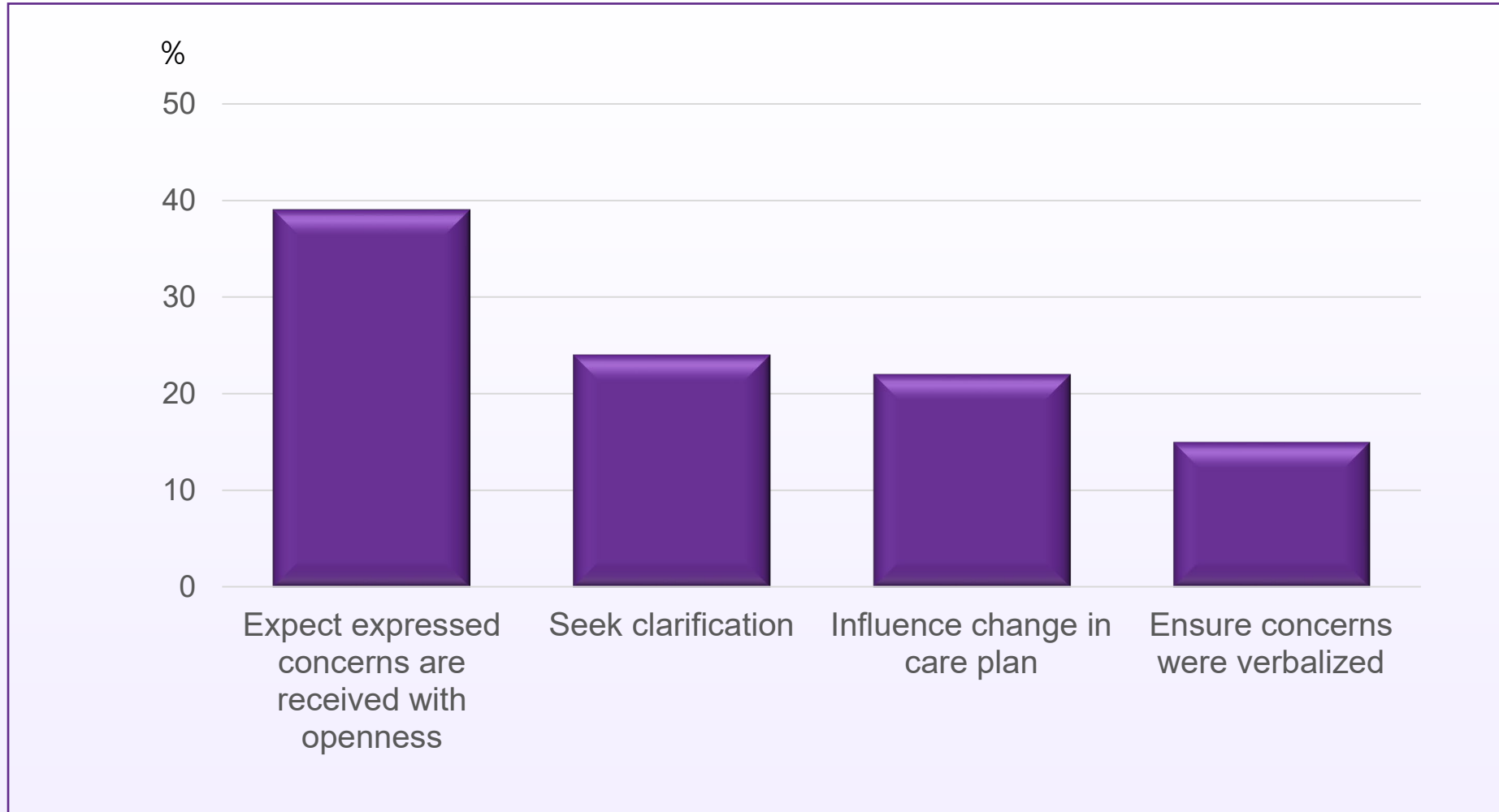
As you listen to this podcast, think about what stands out to you as a hallmark feature of good listening.



Julia Minson's Story

My Unsung Hero, Hidden Brain Podcast, <https://hiddenbrain.org/myunsunghero/>

What Motivates You to Speak Up?



Data Source: Data collected from 854 nurses during the University of Washington Medical Center nursing training in speaking up, 2019-2020.

What is Your Predominant Trigger?

	What Triggers Me	Internal Negative Feelings
1	People not following rules/social compact or not doing things the right way; people who hurt others/who commit injustice; people who are critical of me and try to prove me wrong	resentful, irritation
2	Rejections by others; not being thanked (especially after I did something nice for them); being dismissed without having my feelings acknowledged	self-effacing, prideful
3	Not being seen or acknowledged for my unique contribution; others making me/my work look bad; others thwarting my effort/success	numb (not feeling feelings), hung up on self-image
4	Limited opportunities for innovation and creativity; forced to conform to standards; others judging me based on their assumption of who I am	envious (of what others have or do)
5	Lack of discretion in others; gossips/idle chats; others' impulses intruding upon my time and energy; others' unexpected actions creating surprises	fearful of others' intrusion
6	Lack of consistency or transparency in others (=people changing their mind often); others failing to keep their words/promises; hidden agenda	fearful and anxious
7	Lack of freedom/autonomy; perception of limitations, shortages, deficiencies (opportunities, fun, resources); feeling of unable to escape negativity	stricken with panic
8	Betrayal; insincere people; being gossiped about; paying the price for being vulnerable and candid with others	hard-hearted and cynical
9	Disrespect for my autonomy; being excluded/overlooked; people who sow seeds of conflict and tension; poor listeners; taken advantage of by others	angry or stubborn but avoiding expressing true feelings to others



Our Capacity to Listen

Channel of Engagement

*(pitch, tone, pace of voice,
posture, eye contact)*

Bedrock of Courage

(inquiry, advocacy)

Vault of Lessons

*(skills, remembrance of
positive engagement)*

Shield

(block)

Shelter

(fear)

Storehouse

(trauma)

Practicing Listening: Notice, Check In, Shift

Notice

Notice body language,
tone of voice,
facial expression



Being
Mindful

Check In

Ask the Person:
How are you experiencing
our conversation so far?



Being
Kind

SHIFT

Clarify purpose of feedback,
Watch your *labels*
(*unmotivated, hyper-sensitive*),
Commit to follow up



Being
Skilled

Reflect = Mirroring Emotions

**Signal to others
you get how
others feel**

sounds frustrating/
pointing.
how upset you are.
sorry this is so tough on
en a hard day.



**Signal to others how
you feel**

- You can imagine how surprised I'm to hear that.
- It was disappointing to hear you speak in that manner.
- This is getting hard. I need a break.

A photograph of three smooth, grey stones stacked vertically on a sand dune. The sand is light-colored and features concentric, wavy ripples that create a sense of depth and movement. The stones are positioned in the center-right of the frame, with the largest stone at the base and the smallest at the top. The background is a soft, out-of-focus expanse of sand dunes under a bright sky.

Listening as a cornerstone of
psychological safety

Cultivating a practice of
listening

**Minding the power hierarchy
when listening**

Power Influences Psychological Safety

(French, J. R. P., Jr., & Raven, B. (1959). The bases of social power. In D. Cartwright (Ed.), *Studies in social power* (pp. 150–167). Univ. Michigan. Gabel, S. (2012). *Perspective: Physician leaders and their bases of power: Common and disparate elements. Academic Medicine, 87, 221-225.*)

gitimate

Personal

tion

l, designated position of leadership or authority

Reward/Coercion

Reward: Material or psychological rewards

Coercion: Negative consequences tied to tasks, expectations

Expertise

Arbiter of decision making, role model, mentors

Information

Aid decisions in particular situations.

Referent

Intangible personal characteristics and interpersonal skills in an influencing agent

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gitimate

Personal

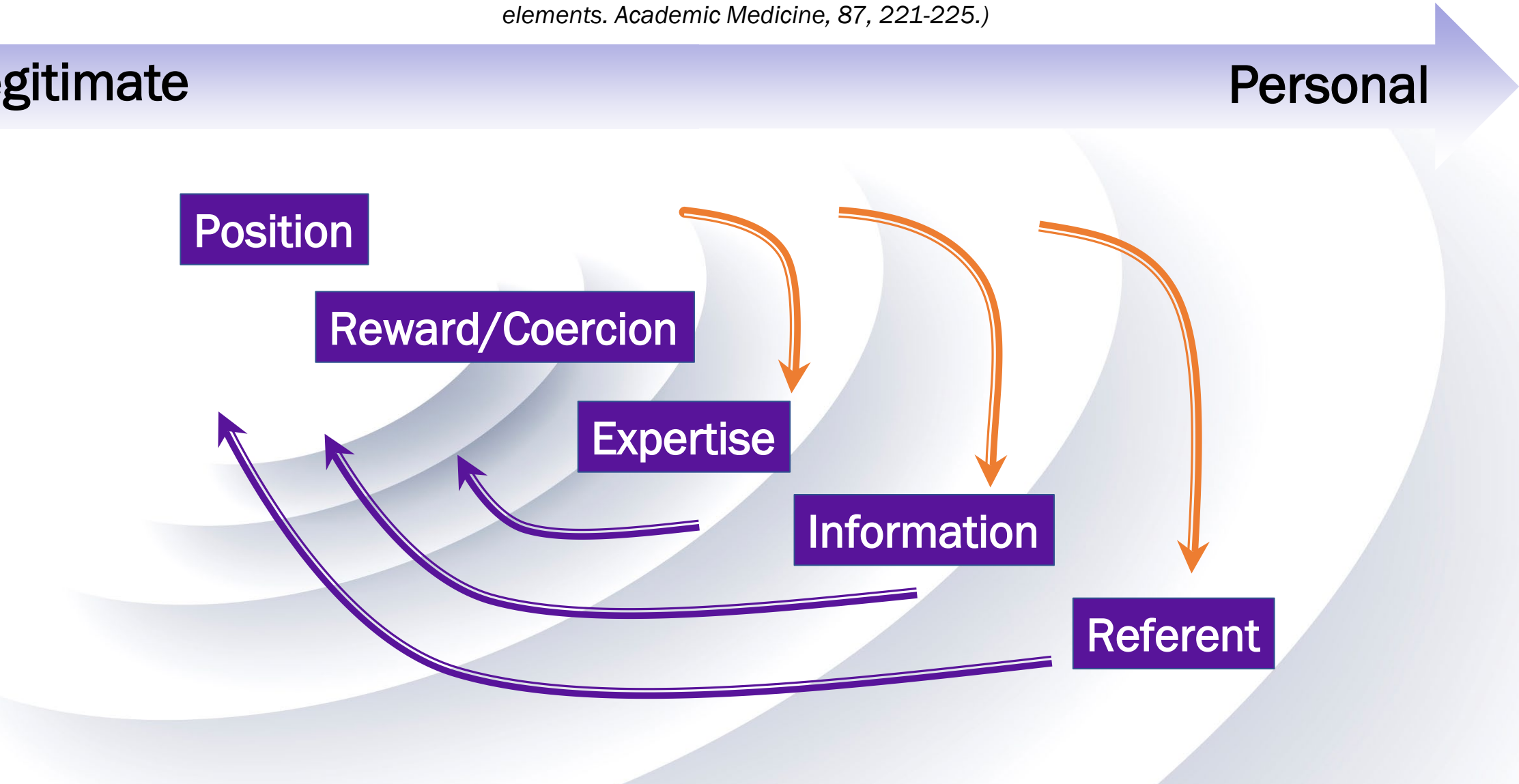
Position

Reward/Coercion

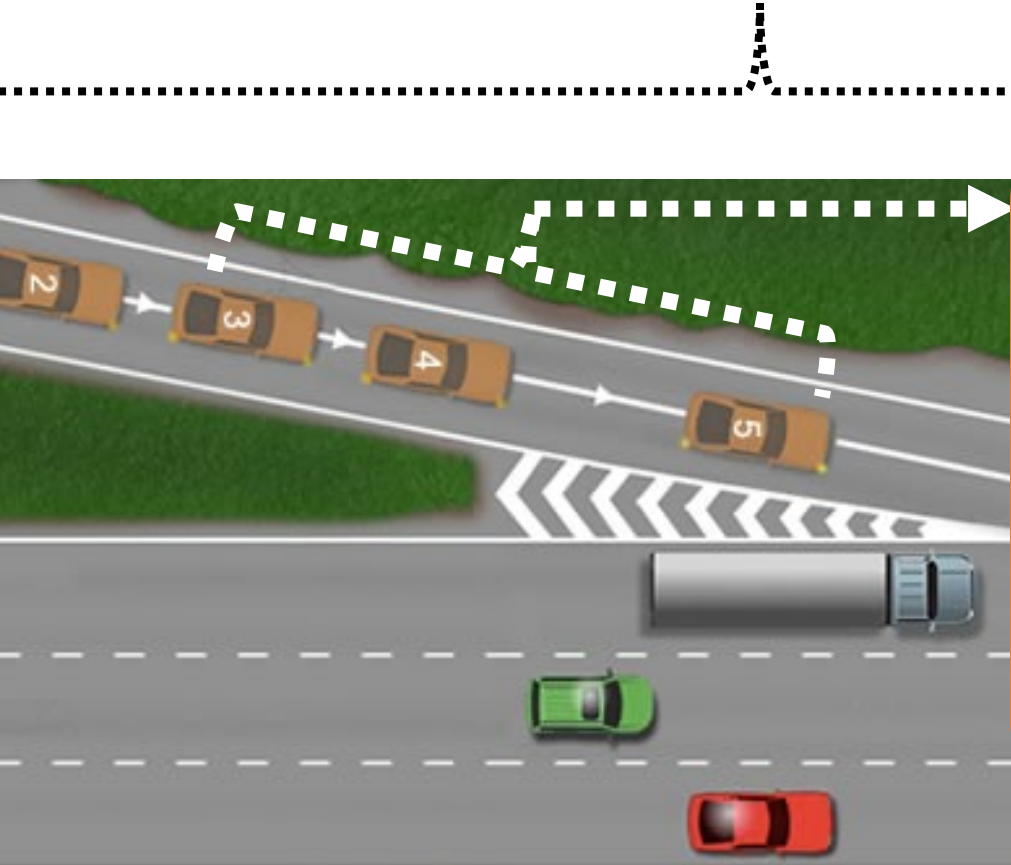
Expertise

Information

Referent



Low Power Position: Merging onto Highway



On Ramp Strategies:

- "I am new here but.."
- "I am curious.."
- "I have seen this done differently elsewhere."
- "Whenever I speak to this colleague, I have to talk to myself internally first. Be respectful. Keep it focused on the issues."
- "I am fairly new in my job. It is difficult for me to speak up. I tell myself how exciting it would be to learn something new. This helps me engage in speaking up."

High Power Position: Comfort Cruising



Saxifrage = Stone Breaker

en with feeling and listen with compassion.

en with values and listen with concern.

en for the truth of a thing, not for the

ver of a thing. Obey what makes your

art more human, not necessarily what

kes your position more secure.

om Distilled from the Daily: Living the Rule of St. Benedict
y. Joan Chittister, 2009



A close-up photograph of a small, vibrant green plant with several serrated leaves growing out of a crack in a grey, textured concrete surface. The plant's leaves are bright green with visible veins and serrated edges. The background is a dark, cracked concrete surface.

at one new listening practice will I
mit to doing?

Thank<u>

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