We are offering an advanced workshop on how to use the Relational Coordination (RC) Survey as part of interventions to improve work processes and collaboration across the continuum from small co-located work groups to virtual teams to whole organizations and inter-organizational consortia. If you have experience in group facilitation or process consulting and want to take your understanding of RC to a higher level, we invite you to join us. This program will also help you prepare for the RC Survey Certification Program.

WHAT IS RELATIONAL COORDINATION?
Organizational researcher Jody Hoffer Gittell has identified a distinctive property of high-performing organizations called “relational coordination.” The quality of RC reflects the degree to which the people in a work process have shared goals, understand each other’s work, communicate well and respect each other. RC helps get the right work done well across roles, across departments and even across organizations. An extensive body of research has demonstrated that RC contributes to high levels of quality and efficiency, customer/patient satisfaction, and worker satisfaction and well-being. This research has also identified organizational structures that support and sustain RC over time.

GETTING FROM HERE TO THERE
But how do organizations actually improve relational coordination? Relationship patterns are deeply embedded into our self-concepts, roles and traditions and are notably difficult to change. Based on observations of organizational change efforts over many years, we have begun to develop a Relational Model of Organizational Change (see Figure). By uncovering and exploring the relationship patterns in a work process (in a safe space created by a skilled facilitator) people can begin to develop new patterns based on shared goals, shared knowledge and mutual respect. To sustain the new patterns, leaders need to assess and redesign structures such as rewards, performance measures, selection, training and conflict resolution; otherwise people tend to revert back to the old patterns they are trying to change.

To meet the rapid growth in demand for RC-based interventions to improve organizational performance, we are building a cohort of seasoned facilitators who are trained and certified in using the RC Survey. If you have skills and experience in organizational interventions or if you just want to learn more about RC we invite you to participate in this program.
RELATIONAL MODEL OF ORGANIZATIONAL CHANGE

Structural Interventions
- Select for teamwork
- Train for teamwork
- Conflict resolution
- Shared accountability
- Shared rewards
- Meetings/huddles
- Job redesign
- Shared protocols
- Shared info systems

RELATIONAL COORDINATION

- Shared Goals
- Shared Knowledge
- Mutual Respect
- Frequent
- Timely
- Accurate
- Problem-Solving
- Communications

Work Process Interventions
- Goal and role clarification
- Process analytics/mapping
- Structured problem solving

Relational Interventions
- Relational mapping
- Psychological safety
- Coaching/role-modeling

Performance Outcomes
- Quality
- Efficiency
- Patient engagement
- Worker well-being

1 Diagram: A Relational Model of Organizational Change Gittell, Edmondson and Schein, 2011
WORKSHOP DESCRIPTION

The workshop is intended for change agents (project leaders, internal and external consultants) and change sponsors (executives and mid-level managers) in healthcare and all other sectors. It will help participants deepen their understanding of RC and gain practical insights about how to use the RC Survey skillfully, safely and effectively. The topics to be addressed include:

- Relational Coordination Theory and the Relational Model of Organizational Change
- Engaging the leaders of a client organization, department or unit
- Identifying work processes that are appropriate for intervention
- Exploring the local context of a work process to customize the use of the survey
- Identifying the appropriate work process participants to include in a survey using relational mapping and other methods
- Engaging work process participants in the survey process
- Analyzing and interpreting survey results
- Presenting results back to the participants to foster reflection and learning about relational patterns
- Designing further interventions based on the survey results
- Identifying structural changes to support the sustainability of new relational patterns
- Designing and conducting interventions that exemplify the principles of RC.

This workshop consists of a self-study module to be completed in advance, a 1.5 day experiential workshop and an individual 1 hour consultation as you prepare for or conduct a specific intervention project.

FACULTY

Jody Hoffer Gittell is a professor of management at Brandeis University’s Heller School for Social Policy and Management, and director of the Relational Coordination Research Collaborative. She has written dozens of articles and chapters, as well as books The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance; Up In the Air: How the Airlines Can Improve Performance by Engaging Their Employees; and Sociology of Organizations: Structures and Relationships. In High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience, she presents her findings from ten years of research in the healthcare industry. Before joining the faculty at Brandeis University, Dr. Gittell received her PhD from the Massachusetts Institute of Technology Sloan School of Management and taught at the Harvard Business School.

Anthony L Suchman is a practicing physician, Clinical Professor of Medicine at the University of Rochester, and senior consultant and founder of Relationship Centered Health Care. Drawing upon diverse interests and experiences, his work focuses on improving human interaction and collaborative decision-making across all levels of healthcare – from the front lines of patient care to the executive suite and boardroom. His most recent book, Leading Change in Healthcare: Transforming Organizations Using Complexity, Positive Psychology and Relationship-Centered Care, has recently been published by Radcliffe Publishing. Dr. Suchman received his MD degree from Cornell University and an MA in Organizational Change from the University of Hertfordshire.
SUGGESTED CRITERIA FOR CONDUCTING INTERVENTIONS

Individuals who attempt to use the RC survey in organizational interventions without adequate consulting skills can cause significant harm and compromise organizational or workgroup performance. To help individuals determine for themselves whether it’s appropriate for them to attempt this work on their own we offer the following guidelines:

- A minimum of one year of hands-on consulting experience, including longitudinal interventions.
- Training in group process work, which can take a variety of forms:
  - Earning an advanced degree in organizational development, organizational psychology, organizational change or a related discipline;
  - Completing a non-degree certification program in facilitation and group dynamics (e.g., marriage and family therapy, Gestalt psychology, National Training Labs programs, etc.); or
  - Extensive on-the-job training.

CERTIFICATION ON THE RELATIONAL COORDINATION SURVEY

This workshop can help individuals prepare for Certification on the Relational Coordination Survey. The topics covered in this program closely parallel the areas of knowledge and skill that are assessed in the certification process. This workshop is *not* a required prerequisite for certification, and completion of this course does not qualify participants for certification. This workshop and the certification process are separate and distinct programs. More information about the Certification Program is available at [www.rcrc.brandeis.edu](http://www.rcrc.brandeis.edu).

JOIN US!

The next workshop will be held Embassy Suites in Waltham, MA on May 1 and May 2, 2014 with self-study to be completed in advance and an individual consultation to be scheduled subsequently.

**Location:** Embassy Suites
550 Winter Street,
Waltham, MA 02451

**Phone:** 781.487.4239/Tammy Burns

**Rate:** $215.00/night; participants will need to contact the hotel (Tammy Burns) separately for accommodations.

The registration fee of $2,950 covers all course materials, continental breakfast and lunch on Thursday and continental breakfast on Friday and an individual 1 hour consultation any time within 1 year after the course. You can register by completing the registration form and send it along with your check (payable to Relationship Centered Health Care) to:

Relationship Centered Health Care
ATTN: Anthony Suchman, MD
277 Goodman Street North, Suite 205
Rochester, NY 14607

Space is limited; reservations will be accepted in the order in which they are received. The registration fee is non-refundable, but may be applied to a future course.
REGISTRATION FORM

Interventional Uses of the Relational Coordination Survey
May 1-2, 2014

REGISTRATION FEE: $2,950

Name: ___________________________  Organization: ___________________________
Title: ___________________________  Address: ___________________________
Phone: ___________________________  ___________________________
Email: ___________________________  ___________________________
Dietary Restrictions:

________________________________________________________________________

________________________________________________________________________

Send completed registration form with your check (payable to Relationship Centered Health Care) to:

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