



# RELATIONAL COORDINATION

## RESEARCH COLLABORATIVE

Dear all--

I'm writing to wish each of you a happy and fruitful new year ahead on behalf of the RCRC community and the RCRC team - Tanya Allain, Lainie Loveless, Lauren Hajjar and myself. 2018 has been a frustrating year on the political front from a relational coordination perspective. We have to learn better how to bring diverse groups together across differences to design new solutions and create positive change. I believe this will require both humble inquiry (Schein) and high quality listening (Itzchakov), key elements of the Relational Model of Organizational Change.

At the 2018 Annual Roundtable in Cambridge MA, we concluded with a Wise Council that allowed each participant to receive thoughtful advice from 3 or 4 colleagues regarding a specific goal. My chosen goal was to bring relational coordination principles into the realm of policy making and social change. I am hopeful that the RCRC community will make significant progress toward this goal in the coming year as we continue to pursue multi-level systems change.

We look forward to seeing you in the Spring RC Cafes, at various trainings, workshops and conferences, and at the Roundtable in Colorado next October. See below for updates from our growing community and have yourself a happy new year!

Jody Hoffer Gittel

## Partner Updates



Check out partner updates regarding our former colleague **Ken Milne**, our former colleague **Stan Wallack** who was honored at the Stanley Wallack Distinguished Lecture in December, and **Birgitte Topping** of Aalborg University.

We are thrilled to welcome many new partners this month, including individuals from our newest organizational partners, the **US Department of Veterans Affairs** and the **UK National Health Service's Cumbria Learning and Improvement Collaborative**. This month we also welcome new student partners **Laila Tingvold** of University of California Berkeley and **Kathleen Matthews** of University of North Dakota.

Finally we welcome **Amy Edmondson**, Novartis Professor of Leadership at Harvard Business School, who has joined us as an honorary faculty partner along with **Ed Schein** and **Barry Zuckerman**.

[Read on for more details...](#)



To the RCRC  
Community

**THANK YOU FOR A  
GREAT YEAR!**



## Spring 2019 RC Partner Cafes

**Thursday, January 17**

**Advancing Relational Technology**

10-11:00 AM ET - Discussion

11-11:30 AM ET - Optional Networking

Carmen De Pablos Heredero (Universidad Rey Juan Carlos, Spain) and Margot Tanner (The Walker Project, Switzerland)

**Thursday, February 28\***

**Topic To Be Determined** (volunteers welcome - contact tallain@brandeis.edu)

4-5:00 PM ET - Discussion

5-5:30 PM ET - Optional Networking

**Thursday, March 21**

**RC in Supply Chains: Managing for Coordination and Equity**

10-11:00 AM ET - Discussion

11-11:30 AM ET - Optional Networking

Dana Minbaeva (Copenhagen Business School,

## Upcoming Events

Organizational change initiatives succeed or fail based on the quality of organizational relationships. Relationships have been cited as the single biggest obstacle to quality improvement projects. Yet most leaders of change projects are not well prepared for the relational dimension of their work; their training has typically focused on technical analytic tools and control-oriented rather than relational mindsets. As a result, performance suffers.

A new cohort of **Leading Organizations to Health** will be launched this **March**, led by RCRC Certified Professionals **Diane Rawlins** and **Tony Suchman**, including four three-day sessions at a Colorado guest ranch.

**RC Intervention Training** will be offered **April 12-13** at Brandeis University. If you have prior experience with group facilitation or process consulting and want to

Denmark) and Vasilica Maria Margalina (Universidad Tecnica de Ambato, Ecuador)

**Thursday, April 18**

### Supporting Change Teams in RC Change Initiatives

4-5:00 PM ET - Discussion

5-5:30 PM ET - Optional Networking

Julie Wilson (Institute for the Future of Learning, USA) and Patrick Daly (North Reading School District, USA)

**Thursday, May 16**

### Assessing the Organizational Structures That Shape Relational Coordination - A New Tool

10-11:00 AM ET - Discussion

11-11:30 AM ET - Optional Networking

Jody Hoffer Gittel (Brandeis University, USA) and Jon Erik Børresen (Alaric, Norway)

\*4th Thursday of the month to accommodate school vacation schedules

[Download a PDF of the full schedule](#)

Calendar invites to be sent in new year.

incorporate RC metrics and methods into your work, we invite you to join **Marjorie Godfrey** (The Dartmouth Institute) and **Jody Hoffer Gittel** (Brandeis University) for a 1.5-day workshop, followed by three online workshops in the Summer and Fall to support the launch of your RC change initiative.

The **2019 RC Partner Cafes** are scheduled! This Spring we will offer one Cafe per month focused at the intersection of research and practice. The Cafe will be held the **third Thursday of each month** at either 9 am ET or 4 pm ET to accommodate different time zones. Cafes will remain open 30 minutes after the discussion for partners to network. The Spring Cafe schedule is shown to the left.

The **2019 POS Research Conference** will be held **June 5-6**. The call for nominations ends **January 11**.

Last but not least, the **9th Annual RCRC Roundtable** will be held in Colorado in **October**. The date and theme will be announced in January - and abstracts for both research and practice will be due **June 1!**

[Read on for more details...](#)

## New Publications



We are now tracking and sharing new publications that feature relational coordination theory and/or research. This month we're sharing publications from the *Journal of Nursing Management*, *Journal of Continuing Education in Nursing*, *Innovation in Aging*, *International Journal of Integrated Care* and the *International Journal of Radiation Oncology*. We're also sharing links to several groundbreaking RC theory papers from the Fall special topic forum on The Changing Nature of Relationships at Work in the *Academy of Management*



*Review*. And we're highlighting articles from the past year, such as "Using the Relational Coordination Instrument with a Diverse Patient Sample" by Rebecca Wells and co-authors, published in *Medical Care*.

[Read on for more details...](#)

## Transforming Relationships for High Performance

Relational Coordination Research Collaborative

Heller School for Social Policy and Management at Brandeis University

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