09:47:34 From Jim Best : breakouts: so rich!

09:48:16 From elli meleti : Agree with Jim very nice

09:48:45 From David Christenson : True Story!!

09:51:48 From Abby Yanow : there's a lot of static on Grace's line; can she fix it?

09:51:56 From Rachel Fleming : STRUGGLING WITH SOUND

09:52:43 From Carsten Hornstrup : Please mute the mics

09:53:26 From Mercedes McBride-Walker : A little better - thanks!

09:59:49 From Yaminette Diaz-Linhart : Can’t hear

09:59:58 From Yaminette Diaz-Linhart : Better now!

10:00:04 From Lauren Hajjar : Please mute your mics

10:05:54 From Jim Best : NHS: Systematic team level approach launched from readiness and using team built RC maps and developing conversational intelligence capacity. Rely on self organization.

10:07:19 From Jim Best : Builds a fast-learning loop. Conversations of interdependence help builds a common language using RC as a sense-making framework.

10:07:33 From Abby Yanow : where can we access Tony's Conversations of Interdependence?

10:08:43 From Jim Best : Basically: What can I do to help you be successful? What am I doing now that works well for you?

10:09:20 From Abby Yanow : thanks Jim

10:10:30 From Rachel Fleming : I WILLCHECK THAT tONY Is HAPPY FOR ME TO SHARE iT AND SEND IT ROUND

10:12:42 From Heather Gilmartin : How were these people rewarded to maintain engagement

10:14:11 From Jim Best : Interesting that cross-level work was very difficult. Power differences have an out-sized effect? How to counter this?

10:14:48 From Carsten Hornstrup : I wonder if anyone systematically looked at how leaders influence RC? We find that leaders should support RC both in own unites by creating an awareness of “the bigger picture” and across silos by building shared visions and effective problem solving.

10:14:55 From Jim Best : Top down leadership could set expectations and accountability?

10:15:04 From Laura Montville : Thank you Rachel!

10:15:40 From Jim Best : @Carsten

10:15:43 From Jim Best : What can leadership do to create the conditions for bottom up flourishing?

What specific structures can leadership change?

What specific structures by the frontline?

What specific structures by the mid-level management?

10:20:38 From Carsten Hornstrup : @Jim We find that structures like shared IT access, shared meetings are one way. But it seems like the way these structures are used depends on a pre-understanding of own position in the work process. In the best working units we find a shared “grand narrative” about how this unit is part of a larger picture. This is often absent in less relationally oriented units.

10:21:25 From Jim Best : Also, Julius points out that it’s difficult for leadership teams to define an integrated task for themselves. Might the integrated task be to create the viable conditions for RC and to re-design the structures they can influence?

10:21:42 From Mercedes McBride-Walker : This makes me wonder - as JP and I wonder with our own project - to what extent are the contractual arrangements between organizations driving the relational coordination? Or is the RC driving how contracts are written? Or both/and?

10:26:02 From Jim Best : Carsten sees that aware teams play better than others in adapting cross-team… they are more curious and aware of the system wide effects of their relationships and work process.

10:27:36 From Lauren Hajjar : @ Abby et al., Regarding conversations of interdependence: https://www.rchcweb.com/Portals/0/Documents/When%20Teammates%20Don't%20Connect%202016.pdf?ver=2018-09-26-091808-427

10:28:12 From Abby Yanow : thanks Lauren.

10:28:13 From Lauren Hajjar : Tony is comfortable with folks using this exercise , while citing the source

10:28:20 From Tanya Allain : Contact list for those who registered today - https://rcrcconnect.org/wp-content/uploads/2018/12/December-Cafe-Attendance.docx

10:28:44 From Mercedes McBride-Walker : Thanks Lauren!

10:31:57 From Julius yang : A common theme seems that local RC efforts inevitably confront a boundary with their existing bureaucratic structures/norms, and when these are encountered it will typically require boundary spanners (which might be senior leaders) or investment of non-operational time/space/attention to push beyond those boundaries

10:32:05 From Mercedes McBride-Walker : Thank you, Jody, Tanya and everyone at RCRC for organizing, Happy Holidays to all!