Learning and Relational Coordination: A Complementary Pair

Curt Lindberg
To Foster Learning

- Embrace Sensemaking Over Decision Making
- Bring Diverse Perspectives to Complex Challenges
- Focus on Small Wins and Describe Challenges as Mere Problems
- Draw on Wisdom of Groups and Value Connections
- Appreciate Power of Emergent Change and Limitations of Planned Change
- Animate People, Update Regularly and Interact Respectfully
“If I make a decision, I take pride in it, I tend to defend it and not listen to those who question it. If I make sense, then this is more dynamic and I can change it. A decision is something to polish. Sensemaking is a direction for the next period.”
Focus on Small Wins and Describe Challenges as Mere Problems

A mere problem allows responses “that are more complex, more recently learned and more responsive to more stimuli” and more likely to produce “lasting change in dynamic situations.”
“Perhaps no single phenomenon reflects the positive potential of human nature as intrinsic motivation, the inherent tendency to seek out novelty and challenges, to extend and exercise one’s capacities to explore, and to learn.”
What Else Emerged

- Improved relationship between nurses and psychiatrists
- Heightened confidence of nurses
- Nurses – we’re becoming researchers
- Adoption of new processes for quality improvement, like Relational Coordination, and programs, like Project ECHO, informed by the learning principles
- Robust CULTURE OF LEARNING
“I still find it extraordinary that one patient, a brave and vulnerable teenage boy, could be such a powerful agent of change in the lives of so many caregivers and in the culture of an organization. This patient did a very bold and simple thing. He challenged our assumptions about the necessity of delivering the standard of care as usual. His refusal was absolute – ‘I’ve already seen what you’re offering. I’ve tried it. And I don’t want any more of it.’ It might have ended there. A defiant and “non-compliant” teenager, discharged to a higher level of care. Yet that is not what happened”
To Foster Learning

Embrace Sensemaking Over Decision Making

Bring Diverse Perspectives to Complex Challenges

Animate People, Update Regularly and Interact Respectfully

Draw on Wisdom of Groups and Value Connections

Focus on Small Wins and Describe Challenges as Mere Problems

Appreciate Power of Emergent Change and Limitations of Planned Change

Problem Solving Communication

Enabled by Shared Knowledge

Employ Processes Like RC, Positive Deviance To Inform Improvement

A Core Premise of Relational Coordination

Shared Goals & Frequent Communication