

R2C2 GUIDE

Questions that might be useful to include in conversations with the participant

Stage 1. Build rapport - establishing relationship & trust

Stage 2. Explore reactions - respectful questions & listening

Stage 3. Explore understanding - facilitate understanding & clarity on feedback

Stage 4. Coach for performance change - support reflection and goal setting

Need Help?

VCH PHC Medical Quality Help Desk at
MedicalQuality@vch.ca

The following questions were recorded during the R2C2 coaching practice with division and department heads in preparation for the VCH/PHC MSF coaching process.

This compilation offers the reviewers additional ideas regarding questions that might be useful to include in conversations with the participants. Questions are grouped by stage and themes in the R2C2 model. Redundancies have largely been eliminated, but some are left in as a reflection of different ways of advancing in similar dialogues. At the end of the document, there are general advice that were generated by the participants for managing these coaching sessions effectively.

GENERAL ADVICE



PRIOR TO INTERVIEW

- Make sure you learn as much as you can about the participant(s).
- Establish a safe environment.
 - Find a private space to conduct the session.
 - Meet in neutral space rather than coming into your office (i.e., go for coffee/ walks).
 - Provide autonomy over date and location of meeting.
 - Offer tea, coffee, or other comfort essentials.
 - Sit together rather than across each other.
 - Give undivided attention to build status for participant (i.e., ignore phones/ calls/ watch).
- Keep the option to take notes.

DURING THE INTERVIEW

- Ask open-ended questions.
- Avoid jumping to reactions and solutions as much as possible.
- Build on pre-existing shared experiences and relationships.
- Maintain supportive non-threatening tone.
- Keep awareness of language usage to avoid implying a performance management process.
- Focus on improvement for patient care not for the “luxury” of making oneself better.
- Nudge through reflection and “motivational interviewing”.
- Be authentic by having consistency in the tendencies of the reviewer.
- Do what fits your personality and approach with the long-term goals in mind.

END OF INTERVIEW

- Emphasize value proposition of activity – prioritize continued development efforts, rather than undermining process and risking that the time spent is wasted.
- Avoid the reflex to offer solutions or to take responsibility for helping the participant change.
- Keep in mind that the direction of conversation or prioritization setting resides with the participant – find what is meaningful to them to empower rather than force.
- Focus on the positive to provide forward-looking influence on individuals’ behaviour.
- Find balance between your observations and participant’s priorities.
 - The latter will drive the individual’s efforts at professional development, which is meant to be the focus (rather than performance management).
 - Additional items might come up, but try to keep track of the participant’s and reviewer’s agenda.
 - Rapport built by facilitating participant’s priorities may have longer term pay-off in terms of enabling success during times when you need to be more directive.

In general, the role of the Reviewer is to help the participants come up with multiple options themselves. Participants will be more likely to implement change strategies that they have generated over suggestions given to them. The goal ultimate goal is to help participants determine how to develop themselves.

RAPPORT BUILDING



CASUAL CONVERSATION

- Thanks for coming. How was the drive in?
- Where would you like to chat? Would you like to go for a walk?
- Please have a seat, and make yourself comfortable. Would you like a {cup of coffee}?
- Can you believe it's {the first day of Fall}? / Did you do anything interesting over the {summer}?
- What was the best part of your {recent vacation}?
- The last time I saw you, was at the divisional meeting with your family – how are they doing?
- Did you watch the {game on Monday}?

MULTI-SOURCE FEEDBACK (MSF) INTRODUCTION

- This is part of a periodic development activity we offer to help keep everybody on track towards being a better {physician role}.
- This is a private conversation that will not influence your position in the department. None of what we discuss will threaten your job since this is not a credentialing process.
- This will be about you rather than me, and that will be more apparent as we move along.
- You will be seeing me write some notes down so that we can follow up on something we have talked about. Are you comfortable with that?
- This process can be fun and is generally reassuring! If there is any issue that comes up that you want an opportunity to work on, it is my job to help you figure out how to enable that.

PAST/PRESENT MSF EXPERIENCES

- Have you had MSF before?
- What did you think of the MSF process as you have experienced so far? What was your overall experience like?
- I went through this process myself and I found it to be very useful. Would you like to know anything about my previous experience?

NEW TO MSF

- Do you have a sense of what we will be discussing today?
- I am new to this and I always use something from these conversations.
- This is new to me, so we are learning together. This initiative came through VCH, but as a Division we talked through how this could be a very good strategy for all of us to attain our personal goals.

IN TRANSITION

- What are you interested in getting out of our dialogue today?
- What are your expectations and/or hopes for our conversation?
- Is there anything in particular that you are worried about regarding this process?
- Participation is mandatory, but what you get out of it is optional.

REACTION EXPLORATION



BEFORE SHARING THE REPORT

- What are your thoughts about the MSF process?
- Have you had a chance to look at your MSF report?
- I would love to find out how you are feeling about the process and your results. I have certainly come through my experience with new insights, and I am wondering where our experiences might be similar.
- I noticed that you did not share the report with me. That is totally fine, but I wonder if you can provide a general picture of what is going on? Is there anything specific that you would be willing to share with me?

WHILE SHARING THE REPORT

- What are your thoughts about the report? Was there anything that stood out to you? / Was there anything that surprised you in your report?
- Is there something in the data you received that you would like to prioritize?
- Were there any areas in which you got a better response than you expected?
- What are you proud of in the data you received?
- Do you think the report was fair? Why or why not?

AFTER SHARING THE REPORT

- What jumped out to you in the feedback?
- Have you had any inkling before that might have foreshadowed the report you received? / Have you noticed that before engaging in this MSF process?
- What do you think about the assessment in {a particular domain}?
- I found my own feedback to be an eye opener. What are your reflections on the things the ratings suggest to be your strengths?
- What benefits can be drawn from the report?
- It sounds like you have given the report some genuine thought and I appreciate you sharing your reactions with me.

CONTENT EXPLORATION



CONTENT INTRODUCTION

- What would you like to start talking about?
- Did you have a chance to think about {topic X, Y, or Z}?
- Can we review your johari window? Did you find the potential blind spots surprising?
- I noticed a comment about {topic X, Y, or Z} which seems like it could be important, but you have not mentioned it yet. Is there any reason for that? What are your thoughts about it?
- I noticed you are not ready to engage with {topic X, Y, or Z} at this point. Is there another opportunity or context in which we could discuss that?

SELF-REFLECTION

- Is there anything in the report that does not make sense to you?
- That comment might not necessarily be valid, but that issue is clearly important to you. What is it about that comment that struck you? What other things that came out of the report that might be related to that comment?
- That seems to be important to you. Were there specific experiences that made you feel that way?

POTENTIAL CAUSES

- Are there any situations that you can think of which could give us insights as to why those ratings or comments might have been made?
- Is there anything going on outside of work – for example, in your home – that you think I should know about?
- We identified one possibility regarding why you might {do X}. Do you think there are other things that could be contributing?

IMAGE BUILDING

- If you were your own patient, what would you want you to do better? What would you like to focus on improving in?
- How do you want to be seen or known amongst your colleagues? How important is this to continue to explore?
- Is there anybody you work with that you think of as a good role model in that regard? What is it about that individual that makes him or her stand out as effective?
- We are all perceived differently by different people, so each comment might not reflect universal sentiments. However, we want to gather diverse opinions and determine which perspectives align with the image you want to project.

COACHING FOR CHANGE



POTENTIAL CAUSES

- What are the critical factors that have led to the issue identified?
- What are the root causes of the issue you perceive?
- What other reasons might exist?

POTENTIAL CHANGES

- You have shown a lot of insights today, which suggests awareness of pathways that you could pursue. What have you considered?
- Is that something that you feel motivated to work on?
- What do you have control over?
- Do you feel like you understand what you need to do or want to try moving forward?

POTENTIAL BARRIERS

- What barriers have existed in your efforts to change this in the past?
- What is getting in your way?

POTENTIAL CAUSES

- So what do you think you should do moving forward? What else could you try?
- What do you think you could try to address the issues you want to work on?
- What will success look like once you have resolved the issues you have identified? What steps will help get you there?
- Do you know what others are doing to perform effectively and innovatively despite the constraints within our workplace?
- Is there anyone in your clinic or life who you can learn from in this regard?
- Are there accessible resources or support systems that can help you achieve your goals?
- Which of the options we have talked about might work best for your schedule, interests, and/or needs?
- What can you change that might help move you and the system in the right direction?
- Do you see a way of changing things that would help you achieve the goals you described? What would change if you tried that strategy?
- What would be a reasonable timeline to work on that?
- How would you work on this over the next {three} years?
- {All/Most/Some} of these ratings are really good. Is there something else that you would like to prioritize for your development efforts over the next few years?
- On a scale of 0 to 10, how likely is it that you will be able to do that? What would help you move it towards {8 out of 10}?
- How do you want to close things off? When do you think you will be able to complete your development plan online, and share it with me?