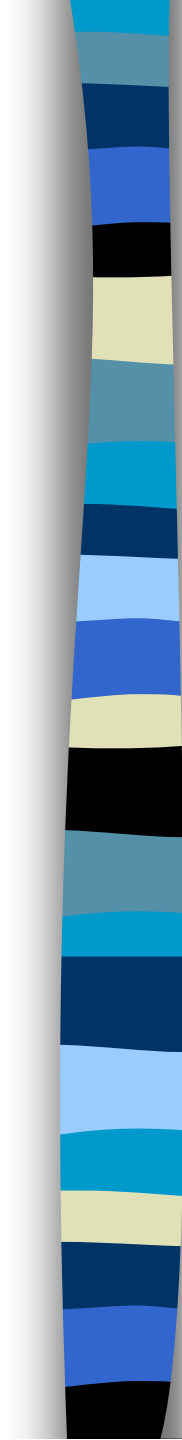




Enhancing the Quality and Speed of Interdisciplinary Team Decision-making

Shirley M. Moore
Case Western Reserve University
Cleveland, OH

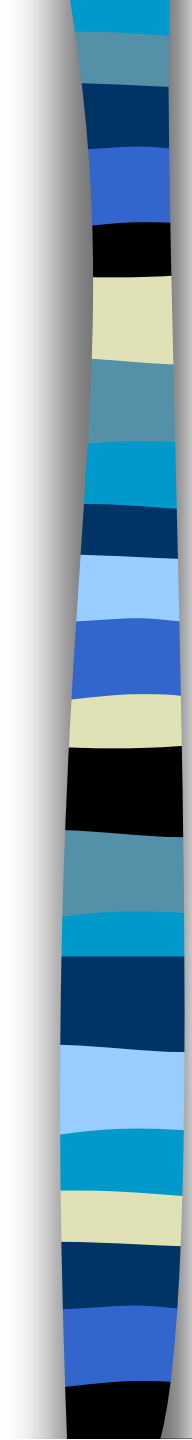




Interdisciplinary Work

- Seeking the views of others
- Making your own views known to others
- Willingness to change your mind based on the views of others

The goal is to capitalize on our differences.
How can we do this better and more efficiently?



Making your thinking known to others and understanding the thinking of others:

Sharing our Mental Models

- Metaphors expose our conceptual models
- Keeping people healthy in society is like...



Communicating Across Cultures: Shared Mental Models

- Mental Models
- Ladder of Inference
- Advocacy and Inquiry



“culture”

“Culture is defined as a pattern of learned, group-related perception—including both verbal and nonverbal language attitudes, values, belief system and disbelief systems, and behavior.”

M.R. Singer
Intercultural Communication: A Perceptual Approach
1987

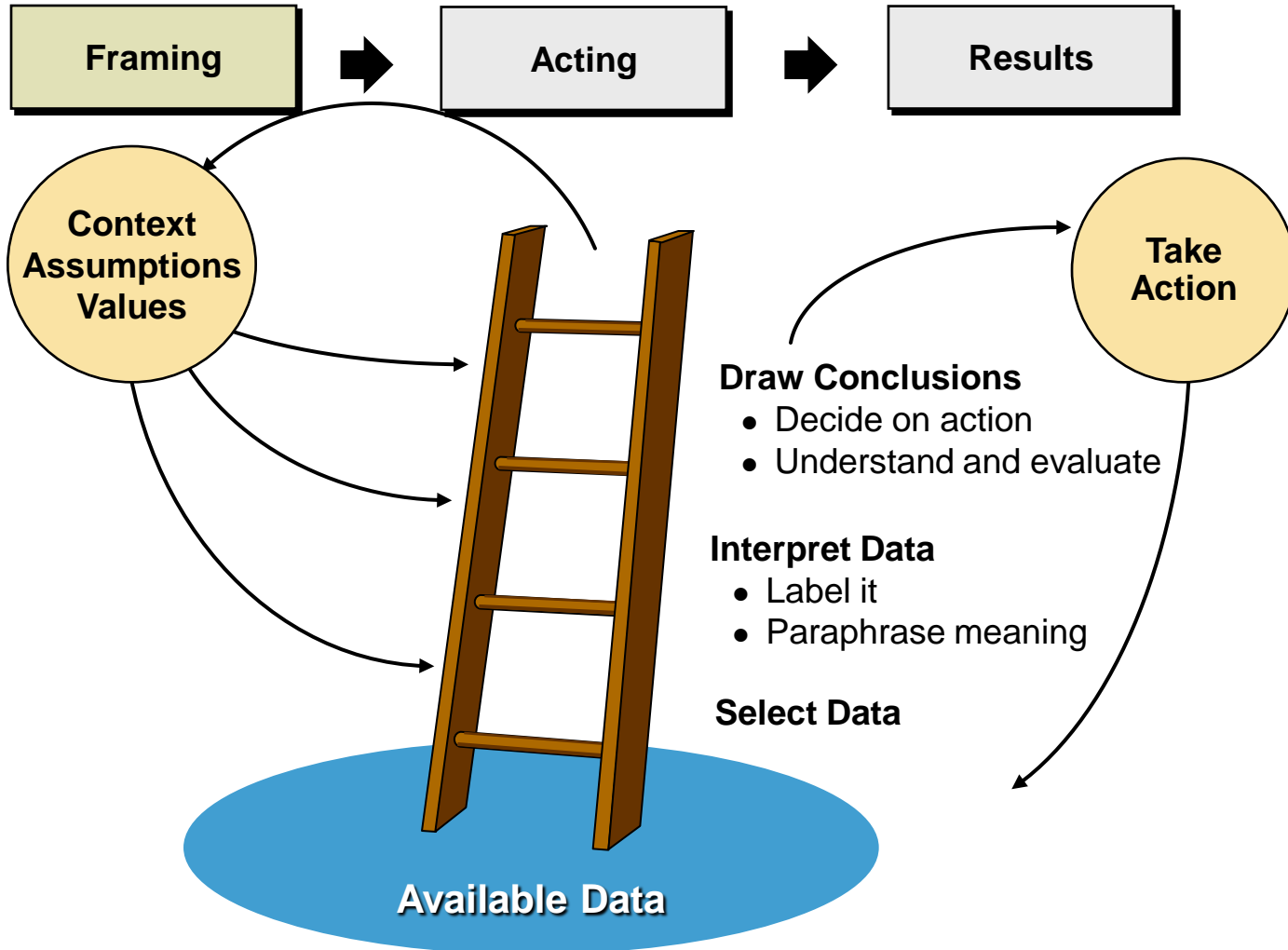


Mental Model

An internal representation of someone's thought processes for how something works in the real world.

Our mental models shape our behavior and define our approach to solving problems and carrying out our tasks.

Ladder of Inference: Key Steps



Key Point: "Show Your Work"



Ladder of inference

**“Actions” I take,
recommend**

“Conclusions” I draw

“Meanings” I conclude

“Interpretations” I make

“Data” I select

What is discernible

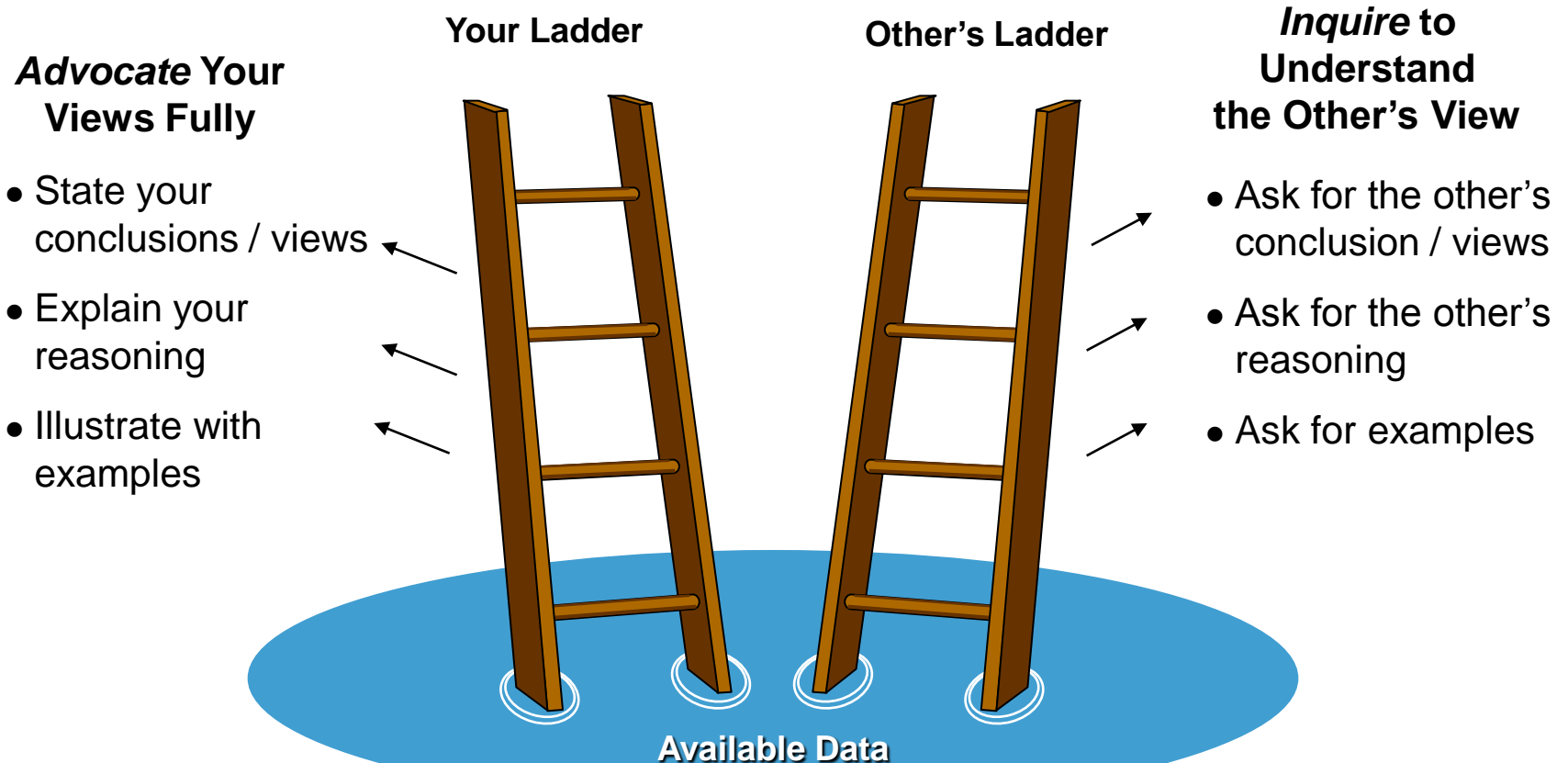
After Argyris, Schön



Using the Ladder of Inference

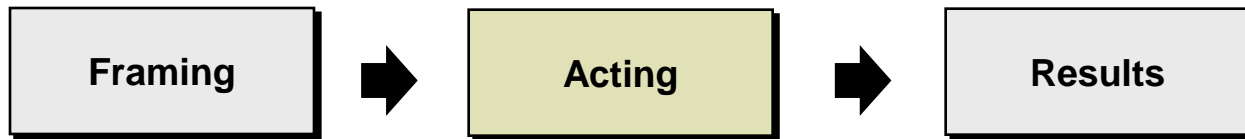
1. Identify the conclusions someone is making
2. Ask for the data that lead to the conclusion
3. Inquire into the reasoning that connects data and conclusion
4. Infer a possible belief or assumption
5. State your inference and test it with the person

Breaking Out of the Trap



Breaking out of “dueling logics” involves balancing high quality
Advocacy and **Inquiry**

Balancing Advocacy and Inquiry



- State views directly
- Present views in testable chunks
- Present conclusions as options
- Share reasoning and examples

- Test your understanding
- Explore other's reasoning
- Solicit a range of views
- Encourage challenge

Advocating

Inquiring

Key Point: "Strong Ideas, Open to Influence"



Advocacy that Promotes Learning

- Gives available data
- Shares reasoning and examples
- Summarizes and reflects understanding of others' views
- States conclusions as options to be explored
- Makes causal corrections clear
- Presents views in testable chunks



Advocacy that Limits Learning

- Doesn't supply data
- Doesn't supply reasoning
- Doesn't reflect understanding of others' views
- Layers many ideas
- Leaves out connections
- States conclusions as if obviously true



Inquiry that Promotes Learning

- Probes others' views
- Helps others fill in the gaps in expressed views
- Encourages challenge of own and others' views
- Explores and challenges assumptions
- Explores relationships and differences between views



Inquiry that Limits Learning

- Asks leading questions
- Asks closed questions
- Discourages challenges
- Doesn't Inquire



Practice Using Advocacy and Inquiry to Explore Mental Models



Understanding Language Differences across Disciplines: Broudy's Suggestions

- **Important to understand
Observational Categories and
Meanings of Key Terms**
- **What are some of the key terms that
are used differently in nursing and
medicine?**



Some Key Terms that may differ between medicine and nursing

Health

Task

Collaboration



Shifting Frames

- Imagine a new framing
 - *“I could be missing something”*
 - *“He or she might have good reason”*
- Act as if the new frame is true
 - Do things to make the new frame come true
 - Ask for the other’s perspective
- Reflect on results with others
 - See data to disconfirm original frame
 - Ask others to help you see what you don’t see



SEVEN-STEP MEETING PROCESS

- Assign roles
- Clarify the objective
- Review the agenda
- Work through the agenda items
- Summarize the content of the meeting
- Develop the agenda for the next meeting
- Evaluate the meeting

Roles: leader, recorder, timekeeper, team members



Practice Using 7-Step Meeting Process

Brainstorming

Nominal Group

Multi-voting



Dealing with Your Emotions

- Notice self as observer
- Put automatic response on hold
- Get curious: How do I get triggered?
- If you choose to vent, “bracket your reaction”
- Reflect (with others) on what led to your emotional reaction



Responding to Emotion

- Take perspective on own reaction
- Acknowledge other's emotion
- Inquire into what triggered other
- Recognize to the other what are good reasons
- Identify the logic you infer and check it out
- Offer an intermission
- Ask how you are contributing