

Why Huddle?

“Tell me – I forgot. Show me – I remember. Involve me – I understand
Lao Tze – 500BC

Gather round!



What is a huddle?



A daily, short and snappy
gathering of a team led face
to face by the Team's
Manager

10 – 15 minutes MAX
conducted in a high
involvement style

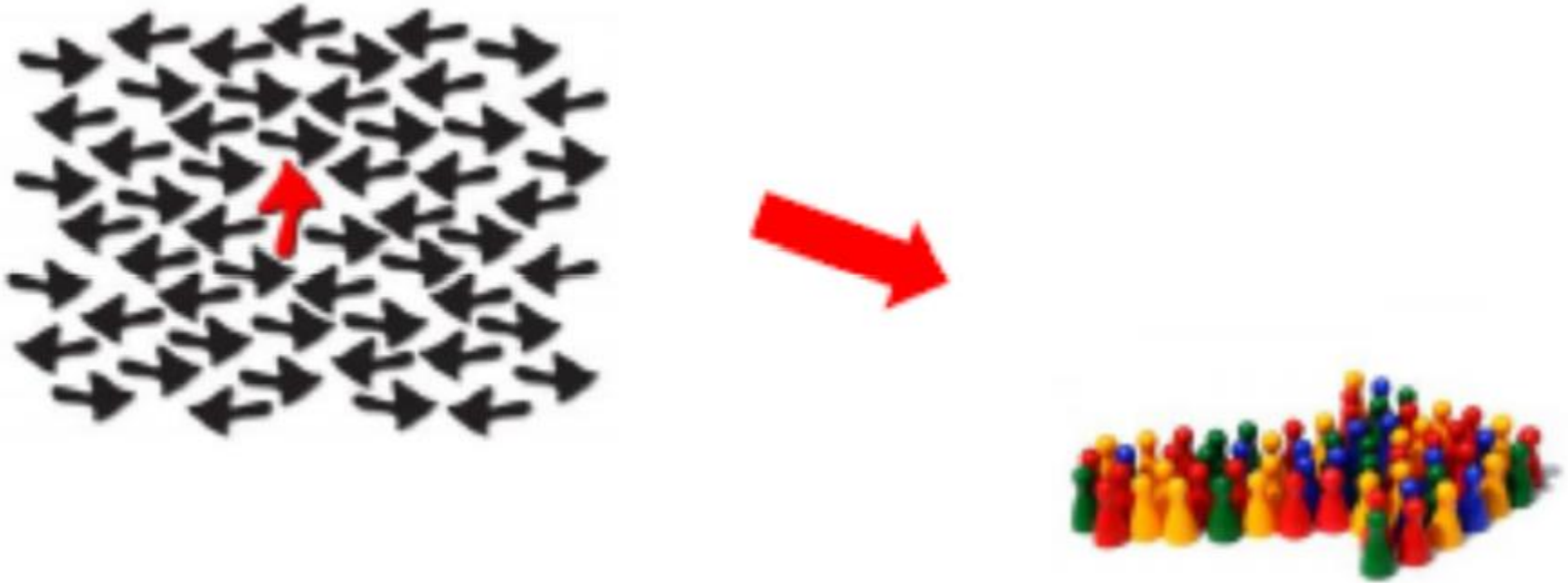
“The best way to persuade people is with your ears – by listening to them”

Dean Rusk (US Secretary of State, 1961 – 69)

- Focus on key goals
- Clarity – clear, relevant and timely information to help staff perform their daily roles
- Commitment to listen and to act on staff views, ideas, concerns and to feedback progress.

The Productive Endoscopy Unit

- Focus on key goals



“The simple act of paying positive attention to people has a great deal to do with productivity”

Tom Peters

- Focus on key goals



“It’s amazing what we can achieve if we don’t care who takes the credit”

Harry S Truman

- Clarity – clear, relevant and timely information to help staff perform their daily roles.

Why huddles?

Mechanisms for change

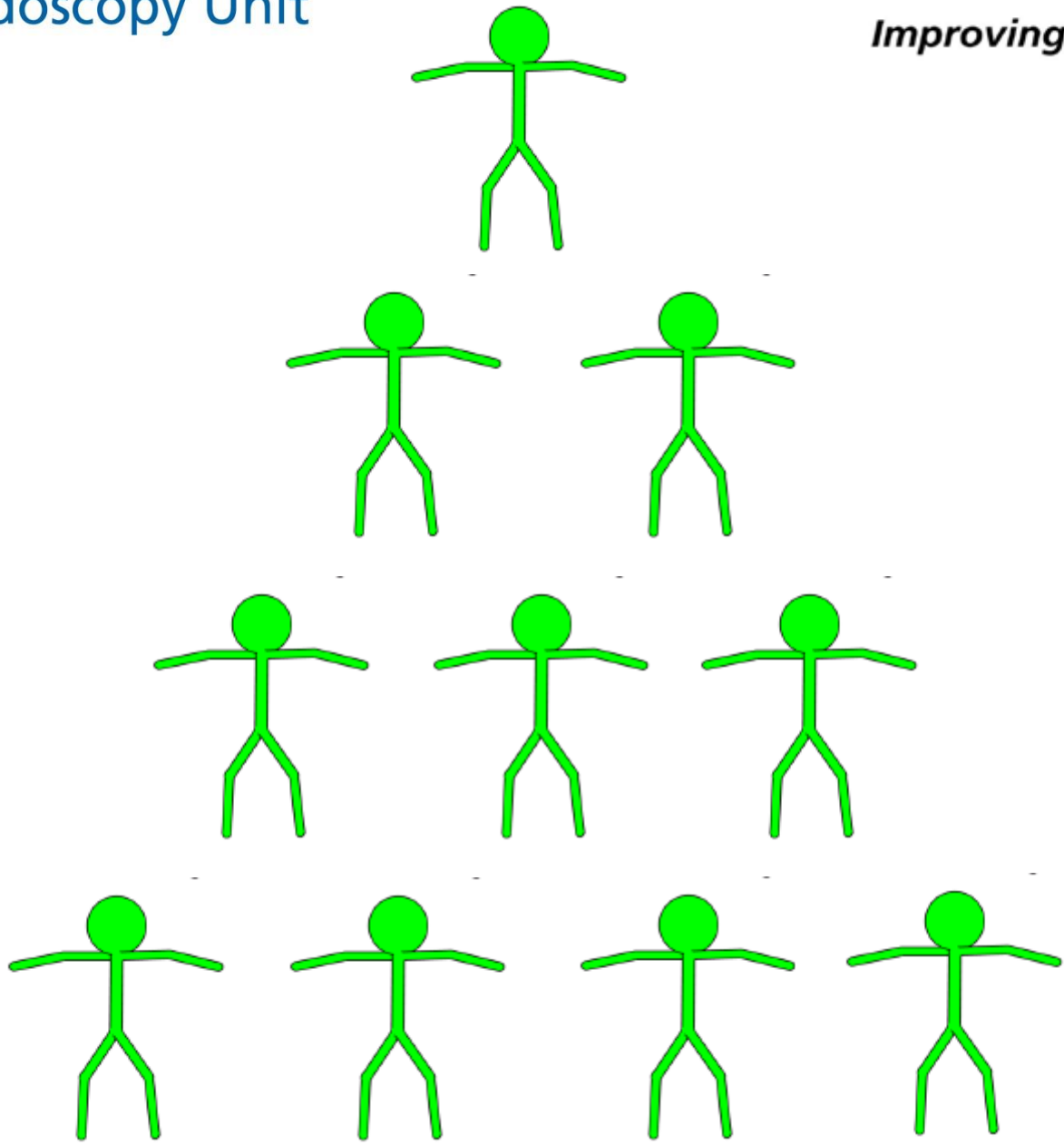
- Team work – train and communicate to all
- Daily huddles – stop to fix problems
- Visual management
- Data visible to all

Imagine for a minute an organisation as
a troop of acrobats....

....at the top is the CEO. At the bottom are all the front line staff and in the middle are the managers and clinical leads....

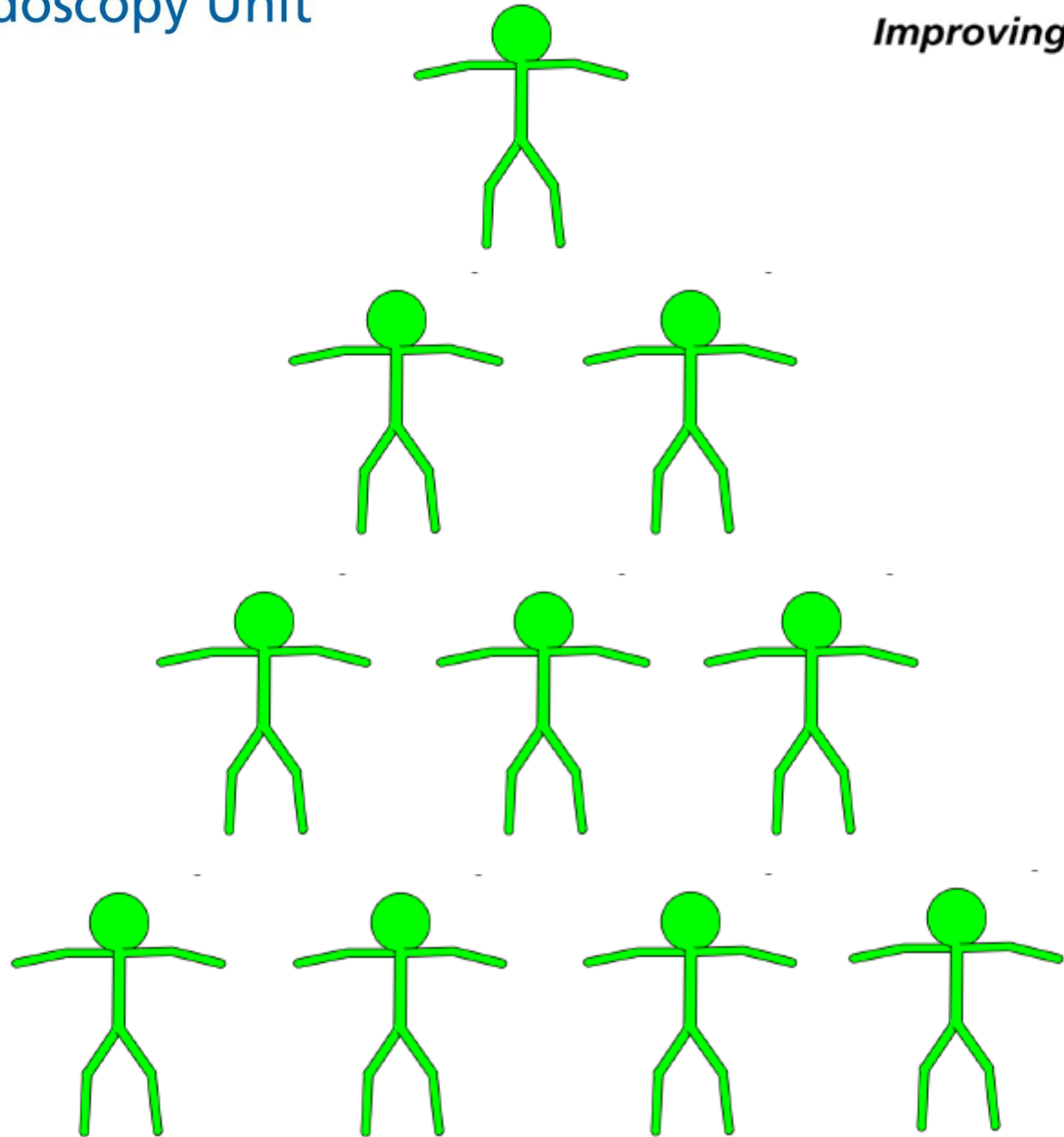
The Productive Endoscopy Unit

Here they are



The Productive Endoscopy Unit

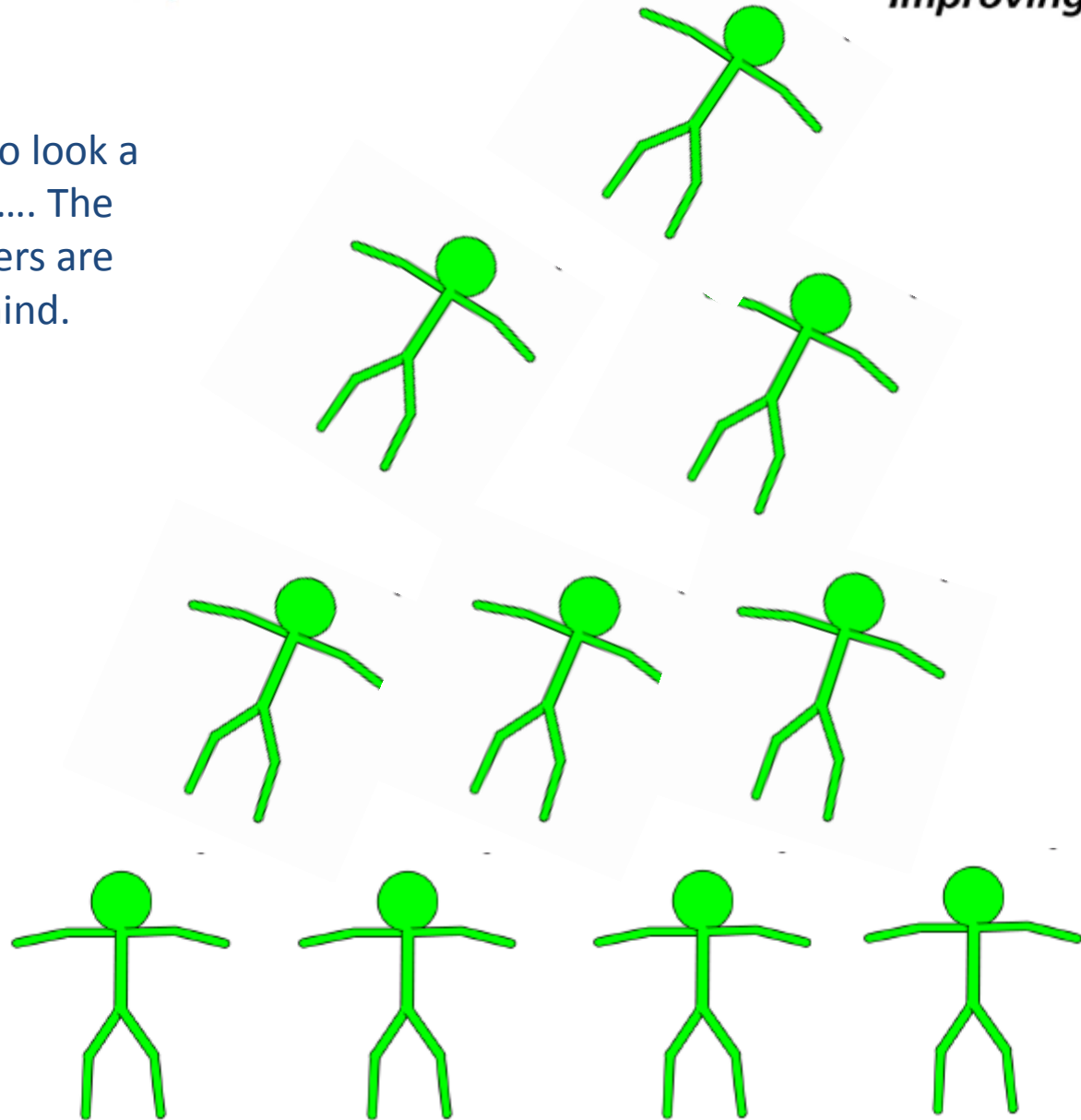
Looking good.
All joined up.



OK so far

The Productive Endoscopy Unit

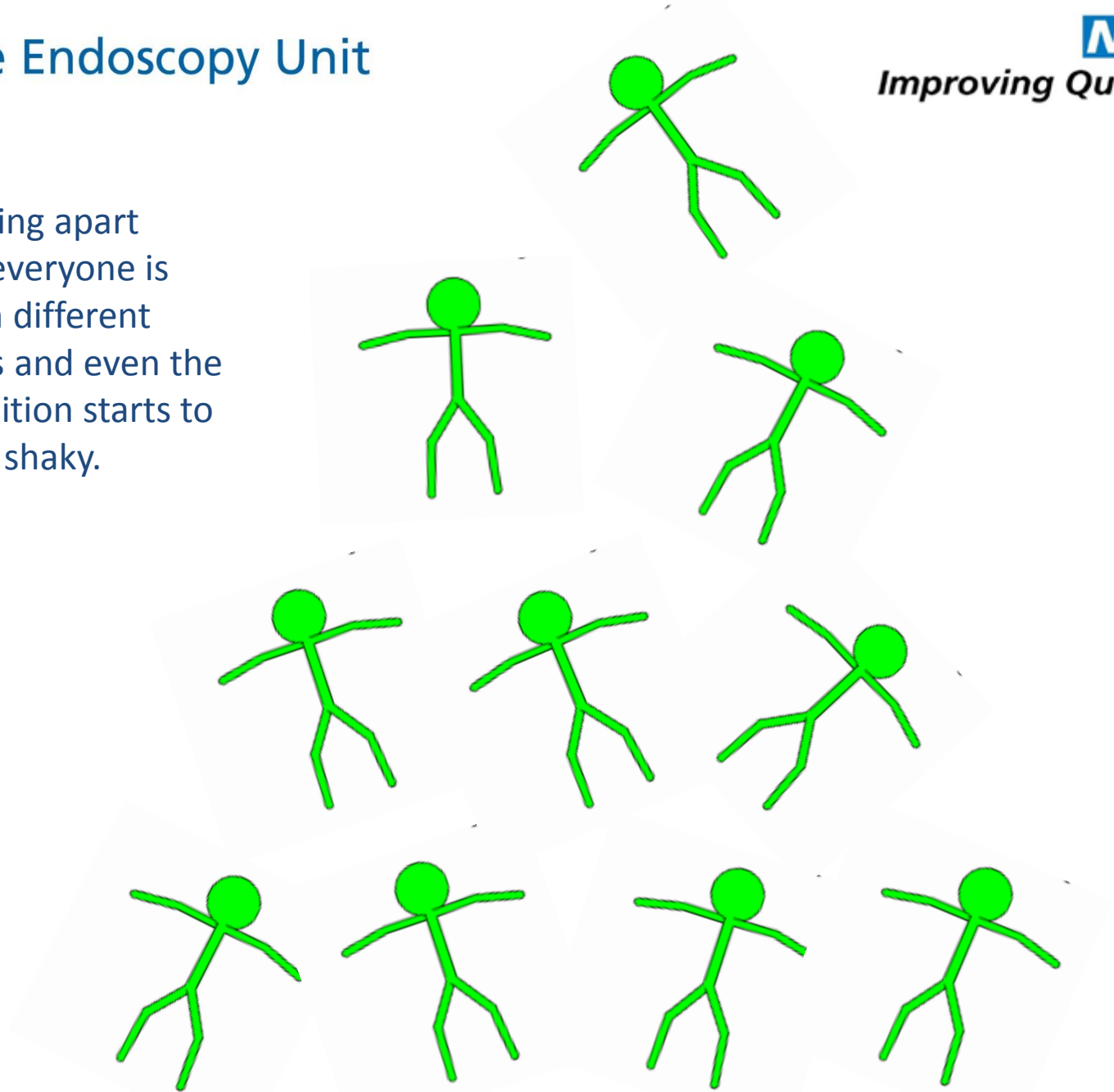
Hmm starting to look a bit shaky there.... The front line workers are getting left behind.



OK so far

The Productive Endoscopy Unit

It's all falling apart because everyone is moving in different directions and even the CEO's position starts to look a bit shaky.



Regular communication is crucial
to make sure that the
organisation's mission statement
and objectives are communicated
and delivered effectively.

What are huddles?

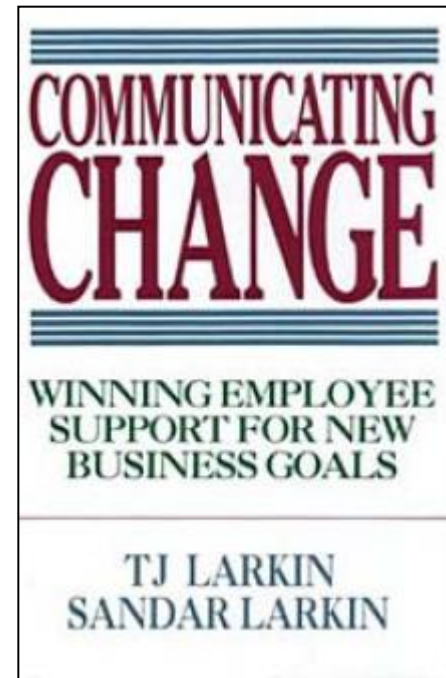
- Daily, short and snappy gathering of a team led face to face by the Team's Manager
- Everyone on their feet
- Stand in a circle – eye to eye
- Conducted in the work area – don't waste time going to meeting rooms
- Use “energisers” when needed to engage attention
- Duration 10 – 15 mins max conducted in a high involvement style

What are huddles?

- Focus on key goals – provide a daily focus on a few key goals
- Clarity and relevance of comms – provide clear, relevant and timely information to help staff perform their daily roles
- Commitment to listen and act – commitment to listen and act on staff (and patient) views, ideas, concerns and to feedback progress

Why huddle?

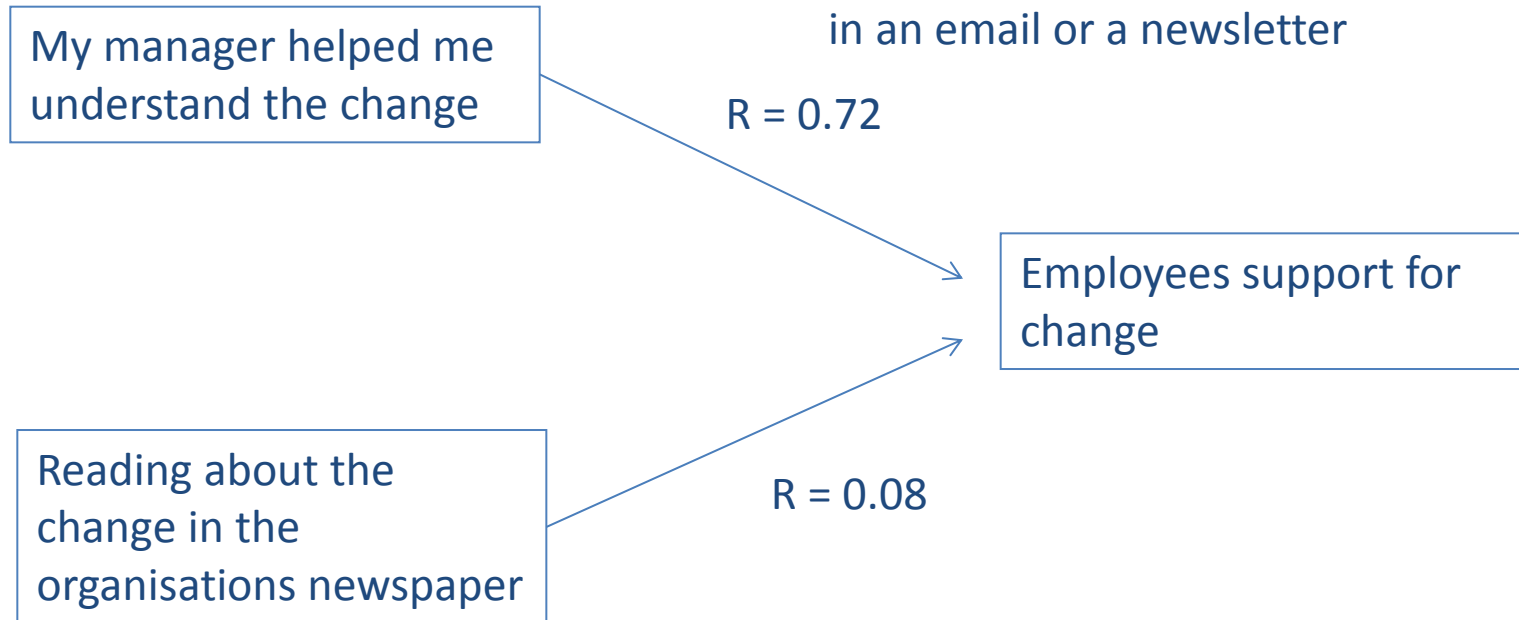
- A large pool of academic and business practitioner research carried out over 4 decades
- Four thousand studies have show that face to face communication causes the most effective positive change



The Productive Endoscopy Unit

Face to face changes behaviour

Research has shown that hearing about the change from your manager brings 9 times more support than reading about it in an email or a newsletter



Note: positive correlation's vary between 0 and 1; 0 implies no relationship, 1 implies a perfect relationship

Making it happen

- Managers must take ownership of Huddles
- Performance gains achieved through huddling should be visible to all
- Communication that doesn't impact performance and/or behaviour is either ineffective or pointless.
- Effective communication directly and positively impacts the outcome of the things being communicated about.

Resist communication that says nothing

80% of what organisations communicate to employees has no real value. Employees say there is no discernible difference in their behaviour if they do or do not receive these messages.

If you're not changing behaviours, then you're not communicating.

So what?.....

Evidence from teams in a private sector organisation.
Teams in Norwich and in Bristol

Before huddles.....

- Staff and managers are pulled in all directions
- Bombarded by communications
 - Lack of clarity and relevance
 - Too many channels
 - Not timely
- No-one was listening
- Team managers out of touch with their staff

Snapshot results

- 21% productivity improvements
- 15 increase in quality
- Backlog 1 decreased by 32%
- Backlog 2 decreased by 22%
- Rapid morale and engagement improvement

What was really achieved?

- Teams came together with a common goal
- Managers became leaders
- Gave staff a voice
- Encouraged healthy competition
- Improved morale, performance, attitudes and behaviours

What staff said

- “I am proud to work for such an upfront and staff friendly organisation”
- “I feel as though I’m being listened to and that my views are acted upon”
- “I feel part of a team. I know what my team needs to achieve and I want us all to do well”
- “Our results are improving month on month”

But – it takes time!

- Hard going in the first few weeks
- Some days will feel better than others
- Not all issues were resolved just like that
- Team managers needed to find their feet

The evidence

“Although we had measures, focus on them was not evident before we started huddles.”

“(before) team meetings took place fortnightly and would last 1-2 hours with no real focus or structure. With the introduction of huddles, measures can be focused on daily, inviting discussion around these and any actions that we need to improve.”

Impact of huddles on productivity

- “It has definitely heightened awareness of what actions the team need, and the changes the team set up and have contributed to reducing our back log.”
- “Several method improvements have been trialled to improve results which I am sure would not have been raised without daily focus.”

- “Quality has improved since we started huddles....the personal pride aspect with regular focus has contributed greatly to this improvement”
- “Quality has improved by identifying common areas where mistakes are made and making the rest of the team aware. Consistent approach to checking work.”

Impact of huddles on backlog

- “General feeling all round that huddles will certainly help with backlog situation.”
- “Within the team we were three staff down due to holidays and absence which resulted in backlog. Through the huddle environment this was highlighted and all the staff within the area discussed and provided a solution to resolve the backlog.”

Impact of huddles on morale

- “Staff on the whole enjoy the face to face communication. I believe huddles have definitely helped to improve morale and would not like to see them go.”
- “Huddles enabled teams to open up and discuss problems, let off steam and know things will get dealt with.”

The Productive Endoscopy Unit

Achieving performance results

Doing it well

- Doing it daily
- Fair process
- KPI results delivered weekly
- Daily focus on key goals
- Comms discussed & made meaningful
- Opportunity to raise issues
- Huddles continued in absence of the manager

Doing it well

- Staff engaged and contributing
- Issues discussed and fed back
- Blockages identified and acted upon
- Actively seeking input from the whole team
- Focus on goals and how to achieve them
- Volunteers to own issues
- Shared air time
- Structure changes regularly to keep huddle fresh
- Staff are asking for huddles
- Less email traffic

- Strong correlation between huddles and implemented improvements
- Increased KPI performance
- Evidence of strength based management
- Evidence of stretch targets

The Productive Endoscopy Unit

I set clear direction around my team's goals and link these to strategic objectives

- I focus the team on a few priority performance areas
- I discuss the role each individual will play
- I produce visuals/graphs to help share relevant individual & team results

I hold daily huddles to create a shared sense of commitment to my team to achieve objectives

- I discuss and agree with my team what targets to work towards
- I empower people to take initiative & decisions by actively encouraging participation in planning, decision making and changes
- I encourage team members to contribute their ideas and concerns to the huddle session, ensuring it does not become a 'tell' session
- I provide positive feedback on areas above target
- I encourage the team to visualise where they want to go in the future

I ensure my team has the relevant and timely communications to do their roles

- I communicate relevant comms to the team explaining the relevance and impact in relation to their roles
- I check for understanding of communication given
- I back up face to face communication with a robust process to ensure absent staff receive communications when they return to work

I take all steps to remove barriers. I demonstrate a commitment to remove these barriers for my team, involving key stakeholders where appropriate.

- I communicate relevant comms to the team explaining the relevance and impact in relation to their roles
- I check for understanding of communication given
- I back up face to face communication with a robust process to ensure absent staff receive communications when they return to work

I recognise great performance and celebrate achievement at huddles

- I take time to listen and offer an open forum for staff to raise their issues and suggest solutions
- I provide regular feedback on the progress of issues raised for resolution
- I ensure the issues raised are visible for all staff to see
- I recognise and act upon peoples ideas
- I ensure issues outside my span of control are escalated appropriately

- I recognise team performance and individual contributions
- I recognise and value the individual strength each member brings to the team
- I do both of these in the manner that best suits the individual