



Getting the Best out of the Individual – Lessons from Elite Sport

Health Education North West

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Motivation

What motivates people?



Extrinsic Motivation



- Examples?
- Can be very powerful
- Tend to be short term – have to keep moving the goalposts
- Alternative?

Intrinsic Motivation



Dan Pink – 'Drive'

- **Autonomy**
- **Mastery**
- **Purpose**

What is the impact of expectation on performance?

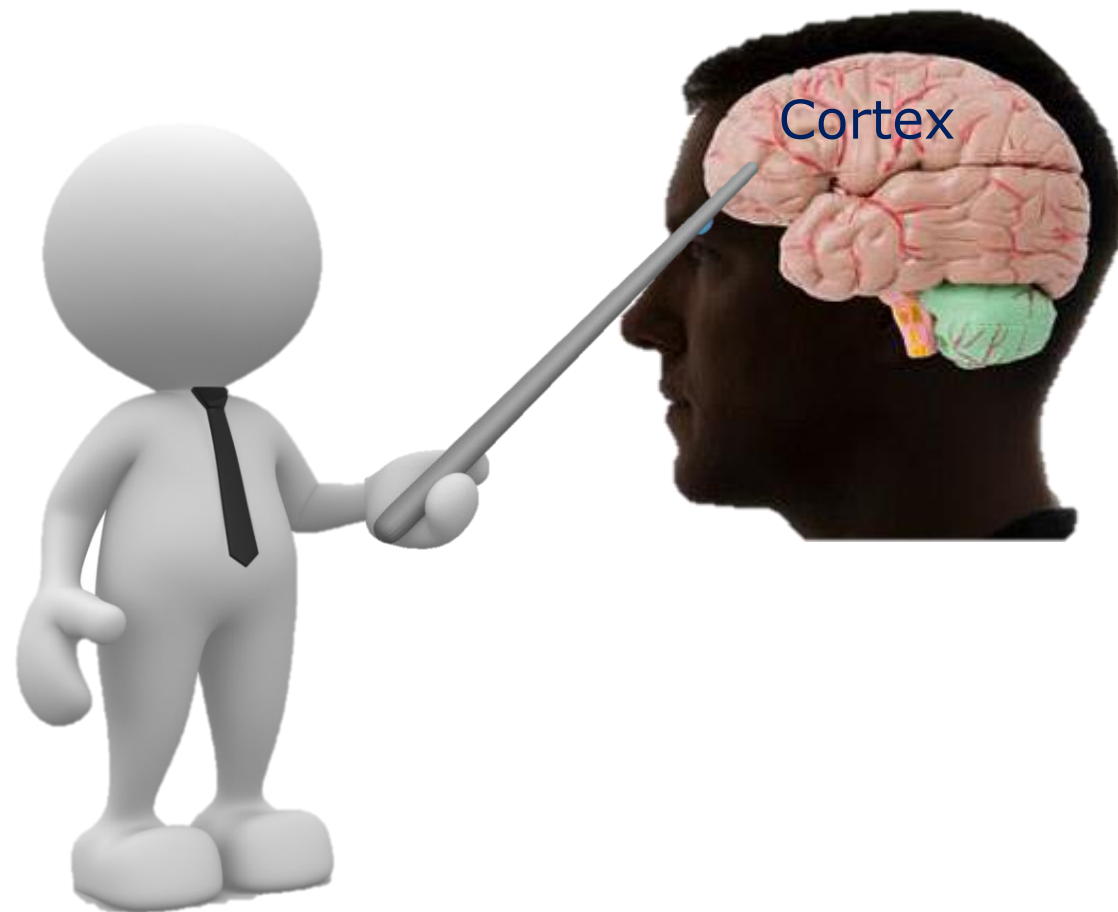


Dr Simon Timson (Telegraph Jan 2017)
Performance Director British Tennis (2017-now), UK Sport (2013-2016), England Cricket (2012-16), British Skelton (2008-13)

Impact of expectations on performance

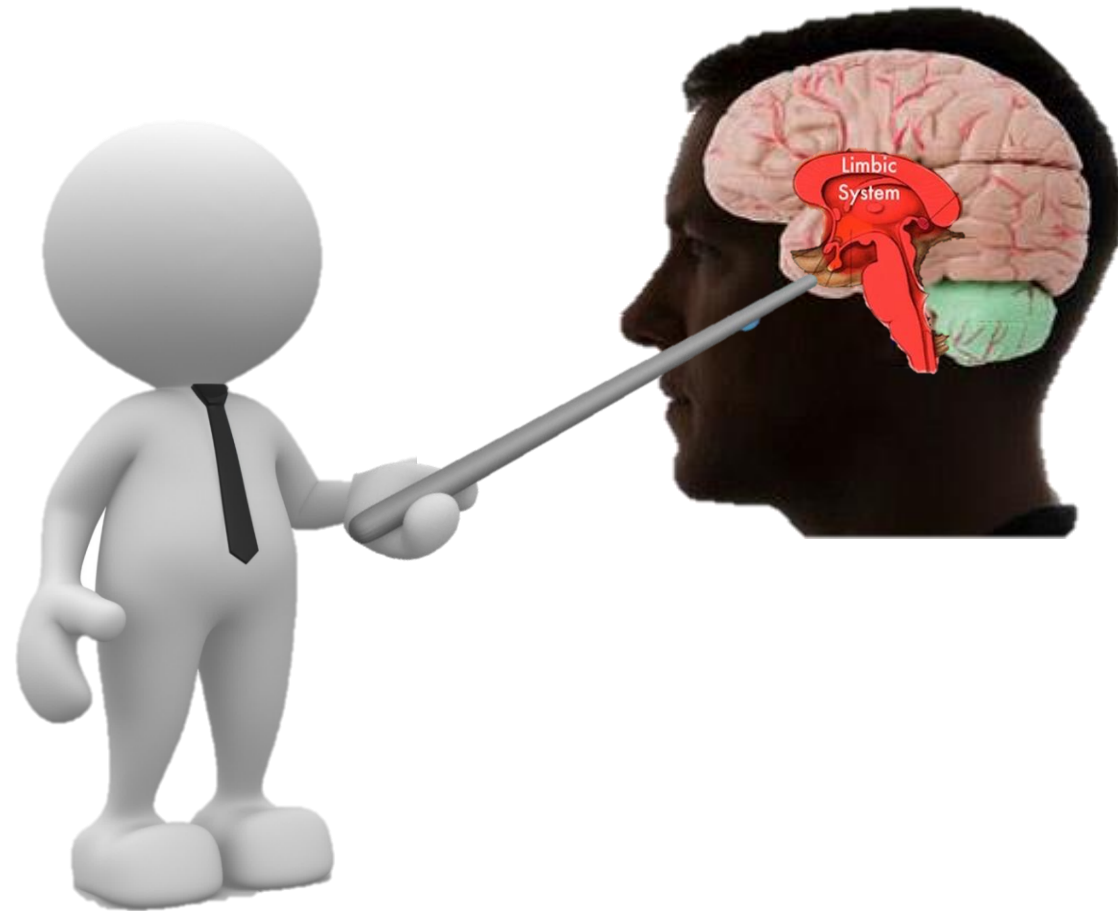
1. High Performance Expectations + High Support (individualised)
2. Low Performance Expectations + Low Support/Generic Support
3. High Performance Expectations + Low Support/Generic Support

Stress & Error

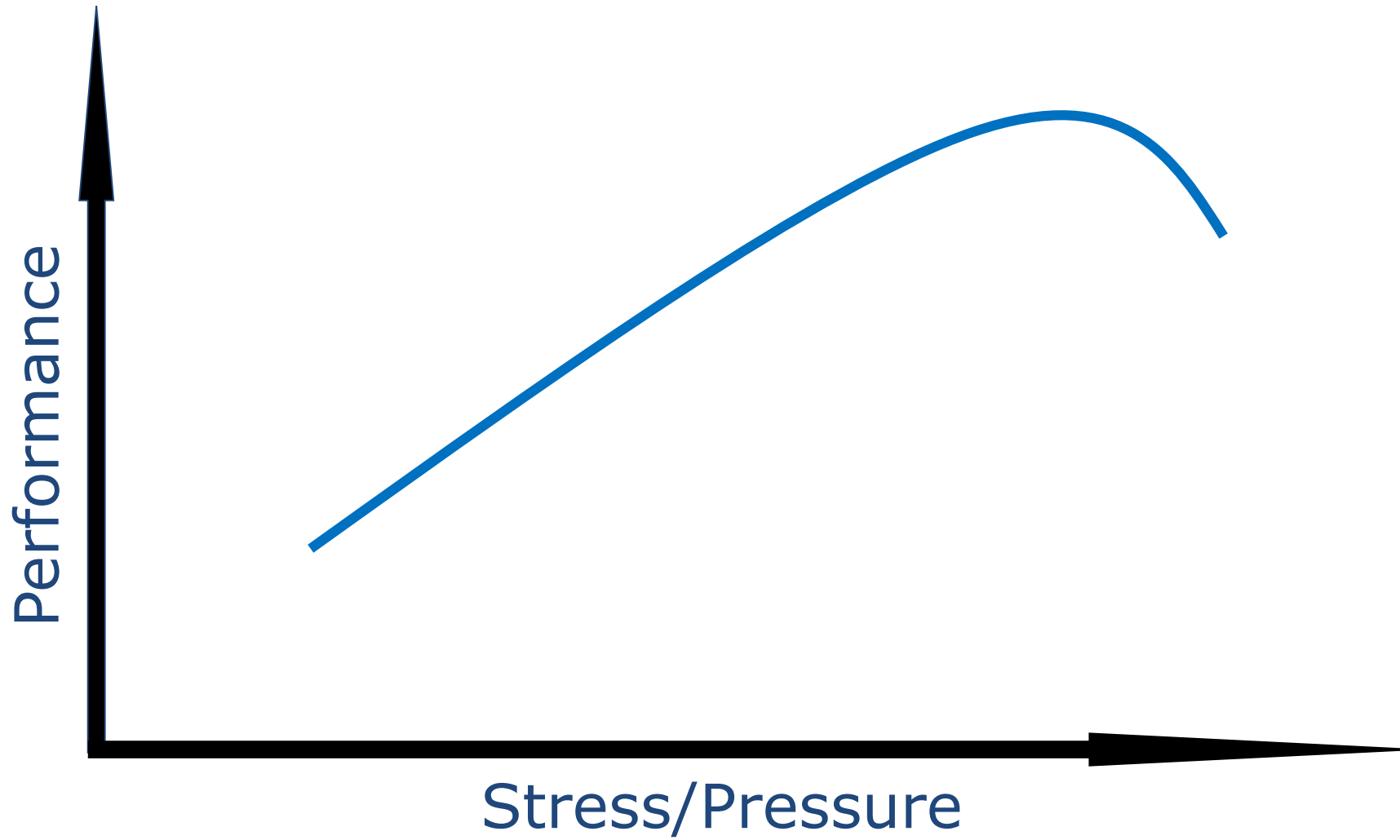




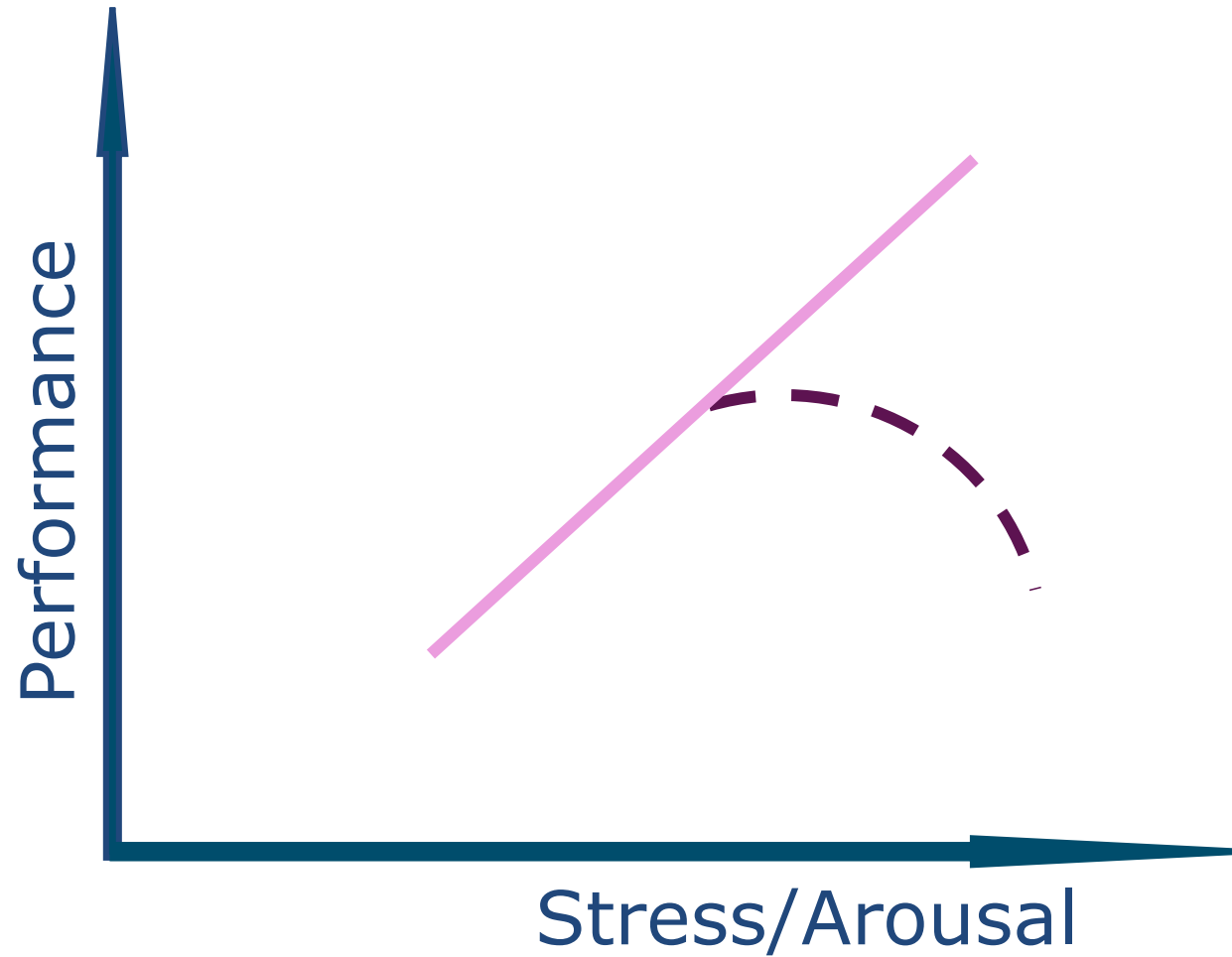
Stress & Error



Stress & Error



Transforming threat into challenge

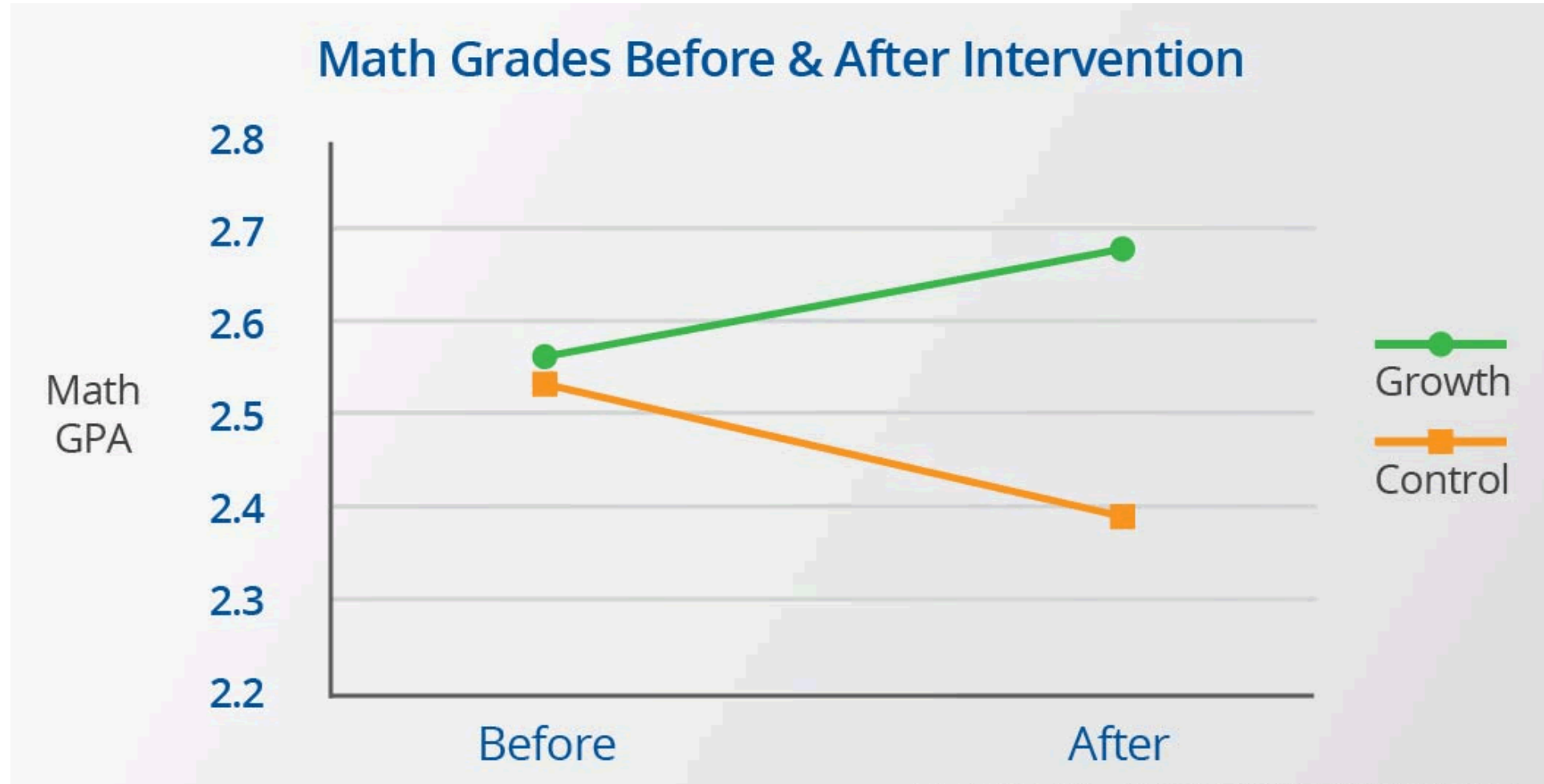


Growth Mindset

Growth Mindset – Carol Dweck 2007 Study

- Students were given Maths problems beyond their ability
- Control group given typical achievement based feedback
- Other group taught that;
 - Stepping outside of comfort zone to learn something new/difficult formed new neural connections in their brain
 - That they get smarter every time they try

Impact of a Growth Mindset Intervention



Blackwell, Trzesniewski, Dweck (2007)

Growth Mindset

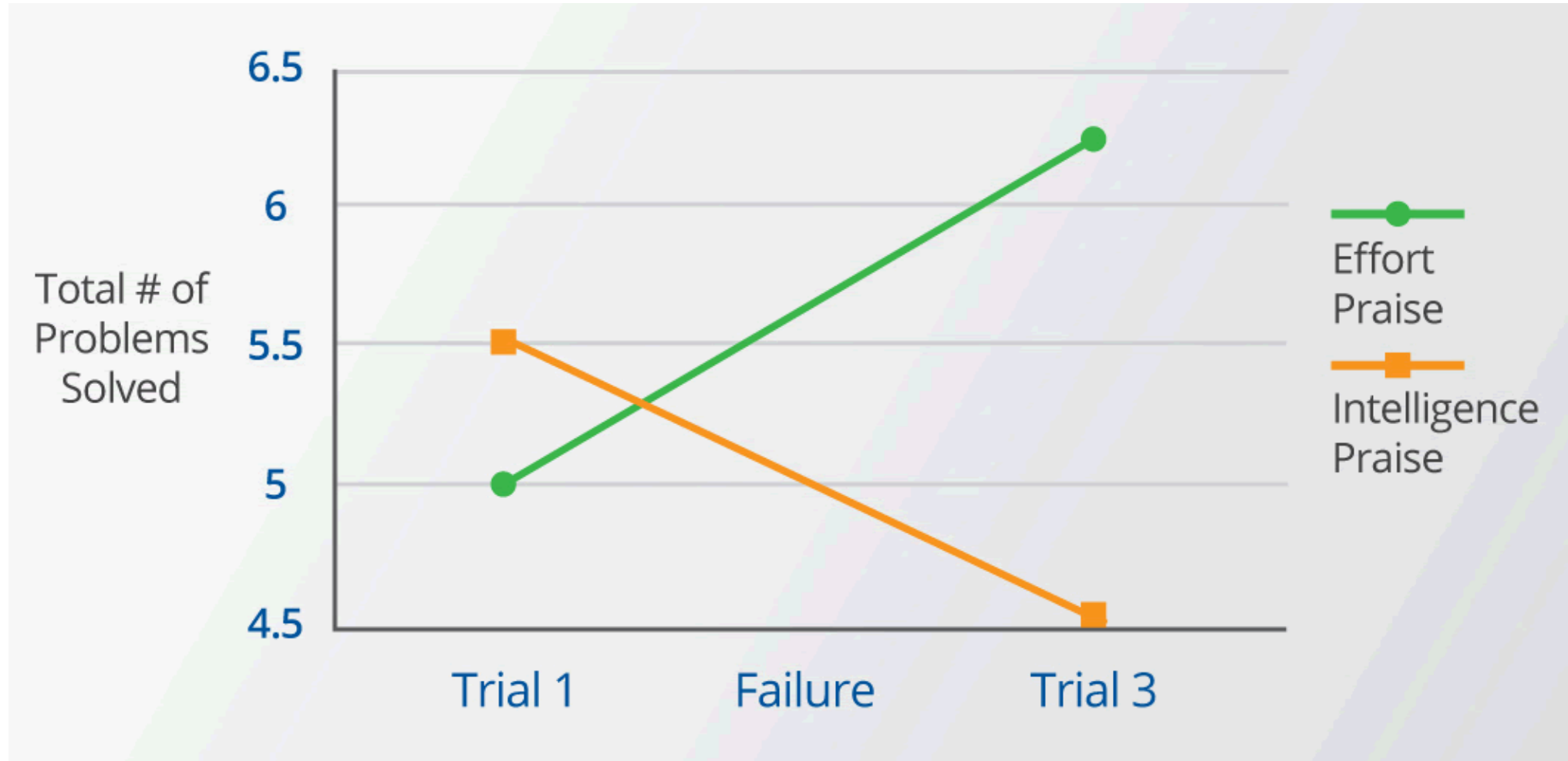
The Power of 'Yet'

Praise Wisely

- Not talent or intelligence
- Effort
- Focus
- Perseverance
- Engagement
- Strategies
- Improvement

Process praise improves resilience

Growth Mindset - Impact of praise on resilience after failure



Blackwell, Trzesniewski, Dweck (2007)



Transforming the meaning of effort & difficulty

Fixed Mindset

- Difficulty makes people feel dumb/that they are failing
- Tend to give up or avoid difficult problems
- Contribute less in teams (avoid possibility of failure)
- High effort tasks become **Threatening**
- Blame ourselves or blame others.

Transforming the meaning of effort & difficulty

Growth Mindset

- Difficult motivates people, it's an opportunity to learn & grow (mastery)
- Seek out difficult problems to solve
- Contribute creatively to teams
- High effort tasks are **Challenging**, not Threatening
- Seek learning not blame.

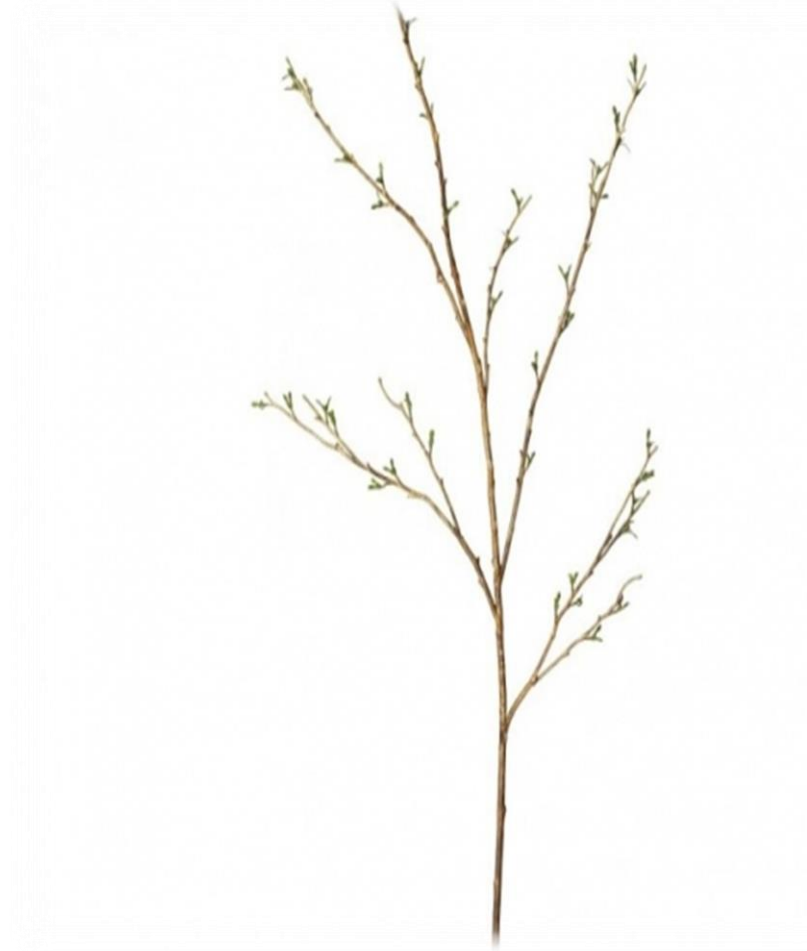
Strength based feedback

Our brains grow where they are already strongest

People grow far more neurons and synaptic connections where they already have the most neurons and synaptic connections.

“Added connections are therefore more like new buds on a branch rather than new branches.”

Joseph LeDoux – Professor of Neuroscience, New York University



Achieving Excellence

Excellence is not the opposite of failure

If you study failure you will learn precious little about excellence

Addressing deficit can only ever achieve average performance

High Priority Interrupts



Why does it work?

- Positive Psychology

“The brain is 31% more effective in a positive state than a negative or neutral state”

- Dr Shaun Achor, Harvard University

‘The Happiness Advantage’

Positive Psychology

- Barbara Fredrickson/Shawn Achor (Univ. North Carolina/Harvard Univ)

- Positive Emotional state (trust, curiosity, confidence, inspiration) – release of dopamine and oxytocin
- Turns on learning centres
- Improves retention of information
- Broadens the mind
- Improve cognitive ability
- Become more open minded
- Improves resilience & persistence

In teams;

- Solution finding increases
- Divergent thinking increases

Appreciative Inquiry - Assumptions & Principles

1. In every human situation, something works
2. The act of focusing on the positive influences the outcome
3. We have more confidence in the future when we rediscover and carry forward the achievements of the past

Giving Feedback

BOOST

B alanced

O bserved

O bjective

S pecific

T imely

Summary

- Understand individual differences and intrinsic motivations
- Importance of individualised support
- Praise effort and improvement over achievement
- Focus on building on strengths – ‘High Priority Interrupts’



Thank you for your time

Get involved with our ongoing discussions!

Email ben.tipney@med-led.co.uk



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Reading

'Drive' – Dan Pink

'Teaming' – Professor Amy Edmondson

'The Fearless Organisation' – Professor Amy Edmondson

'Growth Mindset' – Carol Dweck

'Appreciative Inquiry in Health Care: Positive Questions to Bring Out the Best' – Diana Whitney and colleagues

Further reading

Healthcare Specific Reading

The Checklist Manifesto: How to Get Things Right: by Atul Gawande

Safety at the Sharp End - A Guide to Non-Technical Skills: by Rhona Flin, Paul O'Connor and Margaret Crichton

When breath becomes Air: by Paul Kalanithi

How Doctors Think: By Jerome Groupman

Safer Healthcare – Strategies for the Real World: by Charles Vincent & Rene Amalberti

Resilient Health Care (Ashgate Studies in Resilience Engineering) – Volumes 1-3: By Erik Hollnagel, Jeffery Braithwaite & Robert L Mears

Patient Safety – A Human Factors Approach: by Sidney Dekker

Rethinking Patient Safety: by Suzette Woodward

Easy Access books – Applied Psychology/Teamworking

The Invisible Gorilla - And Other Ways Our Intuition Deceives: Us by Christopher Chabris

Thinking, Fast and Slow: by Daniel Kahneman

Black Box Thinking: by Matthew Syed

Legacy: What the All Blacks can teach us about the business of life: by James Kerr

Mastering Civility - A Manifesto for the Workplace: by Christine Porath

The Chimp Paradox: by Professor Steve Peters

Gifts Differing: Understanding Personality Type: by Isabel Briggs-Myers

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change: by Stephen R Covey

Sources Of Power - How People Make Decisions: By Gary Klein

In-depth Reading (Broader Scope of HFE)

The Human Contribution: Unsafe Acts, Accidents and Heroic Recoveries: by James Reason

Human Error: by Professor James Reason

Just Culture (2nd edition): by Sidney Dekker

Toward a Theory of Situation Awareness in Dynamic Systems: by Dr Mica Endsley

Human Factors and Ergonomics in Practice: Improving System Performance and Human Well-Being in the Real World: By Steven Shorrock & Claire Williams

Behind Human Error: By David Woods

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Websites

Organisations to link with/join

Clinical Human Factors Group - <http://chfg.org/>

Chartered Institute of Human Factors & Ergonomics

www.ergonomics.org.uk

Philosophical Breakfast Club

www.thephilosophicalbreakfastclub.org.uk

Useful Tools & Guidance (Healthcare Specific)

5 Steps to safer surgery -

<https://www.youtube.com/watch?v=U6p5LEG04mU>

The power of empathy -

<https://www.youtube.com/watch?v=baHrcC8B4WM>

Martin Bromily – Checklist Podcast

<https://phemcast.co.uk/2018/02/09/episode-27-checklists/>

Oxford NOTECHs Scoring System -

<https://www.hindawi.com/journals/srp/2015/494827/tab4/>

Sidney Dekker – Just Culture resources -

<http://sidneydekker.com/just-culture>

University Hospitals Leicester – TED Teaching Videos -

<http://voiceinside.co.uk>

NHS Improvement – Just Culture Guide

<https://improvement.nhs.uk/resources/just-culture-guide/>

National Safety Standards for Invasive Procedures (NatSSIPs)

<https://www.england.nhs.uk/wp-content/uploads/2015/09/natssips-safety-standards.pdf>

Human Factors Concordat

<https://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-hum-fact-concord.pdf>

General HF Guidance

Health & Safety Executive – Human Factors Guide

<http://www.hse.gov.uk/humanfactors/>

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