

## Pick Your Microshift

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- The Two-Way Update** After I give an update (e.g., when introducing a change or reporting on progress), I get an “update” by asking one or more of the following:
- ▶ What concerns do you have about this?
  - ▶ Is there anything you want me to consider about this?
  - ▶ How can we make this better?

- The Mute Button** When I discover a problem or face an unexpected question about how to proceed, I wait for input from at least one person before I voice a suggestion or give direction.
- If no one speaks up, I lead by asking questions.

- 90-Second Storytelling** I share a recent story about a patient or customer win to acknowledge our success and to connect daily efforts to our larger purpose.
- Alternatively, I ask someone to share their own story.

- The Live Suggestion Box** I ask: “What is one thing you think we can improve around here?”
- Then, I set a calendar reminder for two days from that encounter to follow up with a quick thank-you email, and include how I plan to address the comment, if applicable.

- The “I’ve Got Your Back” Moment** When someone seems stressed or overwhelmed, I ask:
- ▶ What’s on your plate right now?
  - ▶ What can I do to support you?
- Then, I find a way to help the person, even if it’s a small gesture or a brief coaching conversation.

- The “Oops” Moment** I share a recent mistake I made and what I learned from it, turning my “oops” into a teaching moment.

- Viral Recognition** When I see someone do something I want others to replicate, I broadcast their accomplishment to the rest of the team, making sure to call out the steps they followed/how they approached the situation.
- Possible broadcast channels include shout-outs in team meetings, group emails, huddle agenda items, write-ups in the newsletter, etc.

- Open Door 2.0** I find a task on my to-do list that doesn’t require intense concentration, and do it in a public place—the lunch table, the nurses’ station, even in the hall—where I can be visibly available for informal questions and conversation.

- Pass It On** I make a point of sharing recent information I’ve received that will be new and useful to my team. For instance, I may share information about: my goals, the organization’s strategy, forthcoming changes, unit or department performance, senior-level messages, etc.