**Aim:** Assess and improve relational coordination by building shared goals, shared knowledge and mutual respect along with frequent, timely, and accurate communication.

**What:** Care processes that need improvement.

**Who:** Representatives of all workgroups in the target care process.

**When:** Initial meeting (2 hours).

**Instructions:** Use worksheet provided to assess relational coordination in the target care process, identifying strengths and opportunities for improvements.

1. **Map Work Process:** Create a process map (a visual representation of a sequence of events in a workflow or care process) including all workgroups involved. Clarify and reflect on roles.

2. **Map Relationships:** Create a relationship map with the same workgroups, similar to the figure below. Consider the following questions when assessing each relationship:

   - How frequently do people in these workgroups communicate with each other?
   - How timely is their communication?
   - How accurate is their communication?
   - When problems occur, do they blame each other or solve the problem?
   - How much do they share the same goals?
   - How much do they know about each other’s work?
   - How much do they respect each other’s work?

3. **Based on the answers to these questions, assess relational coordination between workgroups.**

   Use **GREEN** pen to indicate POSITIVE relational coordination
   Use **BLACK** pen to indicate NEUTRAL relational coordination
   Use **RED** pen to indicate NEGATIVE relational coordination

4. **Discuss:** How do these relationship patterns impact patients and families? Workers? Business performance? What caused the relationship patterns to look this way?

6. **Change Ideas to Consider:** Start with work process and relational interventions to *improve* performance outcomes. Follow up with structural interventions to *sustain* performance improvements. See Relational Approach to Organizational Change.

---

**A RELATIONAL APPROACH TO ORGANIZATIONAL CHANGE**

**Structural Interventions**
- Selection
- Training
- Conflict resolution
- Performance measures
- Rewards
- Boundary spanners
- Meetings
- Protocols
- Information systems

**Relational Coordination**
- Shared goals
- Shared knowledge
- Mutual respect
- Frequent communication
- Timely communication
- Accurate communication
- Problem-solving communication

**Performance Outcomes**
- Quality
- Efficiency
- Patient satisfaction
- Worker satisfaction

**Work Process Interventions**
- Process mapping
- Goal and role clarification
- Structured problem solving

**Relational Interventions**
- Relationship mapping
- Coaching/role modeling
- Psychological safety