



AHA Team Training

The Shame Competent Organization

November 8, 2023

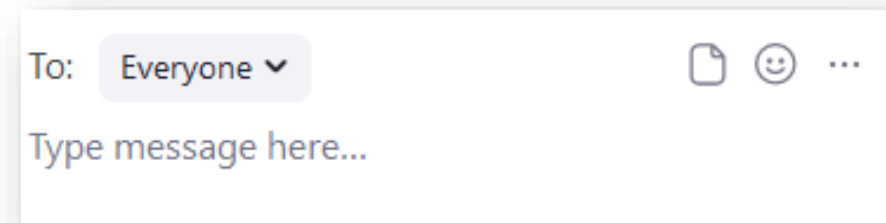


AHA CENTER FOR HEALTH

INNOVATION

Rules of Engagement

- **Audio for the webinar can be accessed in two ways:**
 - Through your computer
 - Or through the phone (*Please mute your computer speakers)
- **Q&A session will be held at the end of the presentation**
 - Written questions are encouraged throughout the presentation
 - To submit a question, type it into the Chat Area and send it at any time
- **Other notable Zoom features:**
 - This session is being recorded, the chat will not be included in the recording
 - Utilize the chat throughout the webinar. To chat everyone, make sure your chat reflects the picture below:



Continuing Education Credit

To receive 1.0 CE credit hour for this webinar, you must:

- **Create a Duke OneLink account.** You only need to create an account once – you may use it for all future webinars. Instructions will be chatted in and/or you may find them in your registration confirmation email.
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- **Text JOVTAG to (919) 213-8033 after 1:00 pm ET today – 24-hour window**

In support of improving patient care, the Duke University Health System Department of Clinical Education and Professional Development is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), to provide continuing education for the health care team.



Upcoming Team Training Events

Courses & Workshops

- [In-person TeamSTEPPS Master Training](#)
 - Tulane – December 4-5
 - UCLA – December 11-12

Webinars

- Bonus Webinar sponsored by Relias: [Strategic Onboarding: Maximize Employee Retention from Day One](#) – November 15

Custom TeamSTEPPS Advisory Services at Your Organization

TeamSTEPPS Master Training Course

Using a train-the-trainer model, **we give you the foundational tools** and concepts, and train your staff through this **two-day training** program. You will gain a team of Master Trainers ready to teach others in your organization.


Comprehensive TeamSTEPPS Programs

We help you along the way. After delivery of the two-day Master Training course, we continue to work with your team for **3-6 months**, building the internal capacity to hardwire TeamSTEPPS throughout your organization.

[Learn More »](#)

“Our relationship with the TeamSTEPPS faculty and the on-site trainings were both phenomenal. **They did a great job of meeting us where we were** and customized a program that really helped us gain clarity about the problem we’re trying to solve.”

– **Melissa Riffe-Guyer**
Executive Director,
Culture Cone Health



The Shame Competent Organization: Shame engagement as superpower

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No disclosures



THE SHAME LAB

Research • Training • Engagement



Will Bynum, MD PhD



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University
of Exeter

Four propositions...






How we *feel about ourselves* as we serve others in healthcare has profound impacts on the nature of that service and our experience providing it.



In healthcare, failing to achieve our ideals and standards is *inevitable*.



Shame may lie at the heart of
our response to that failure.



Shame can have profound effects on engagement, well-being, team function, organizational culture, and patients.

We need healthy, constructive ways to engage with shame in healthcare.

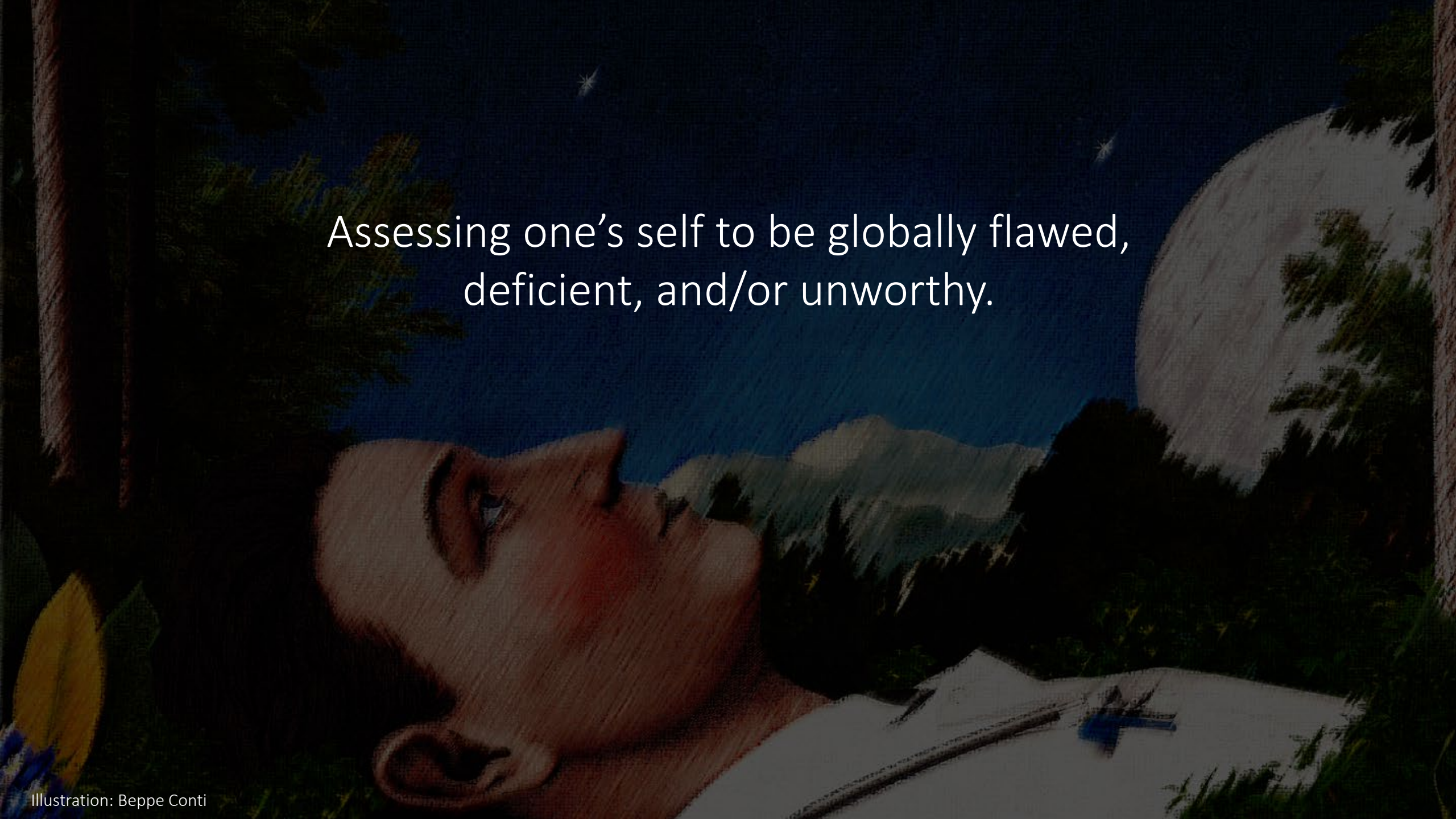


1. List at least three characteristics that make shame a unique and powerful emotion
2. Explain the distributed nature of shame across an organization

Learning Objectives

3. Define shame competence and discuss its potential to transform healthcare organizations
4. Employ foundational skills to adopt a shame competent approach to work in healthcare

Learning Objectives



Assessing one's self to be globally flawed,
deficient, and/or unworthy.



Eight core features of shame that
underlie shame competence...

I.

Shame is a normal, evolved
emotion



II.

Shame is a powerful driver
of human behavior &
decision-making



III.

Shame can be **destructive** and have anti-social, distressing effects



IV.

Shame is often
self-concealing and invisible



V.

Shame circulates interpersonally
and across power gradients



VI.

Shame can be used to control
and coerce and can exacerbate
inequity and injustice



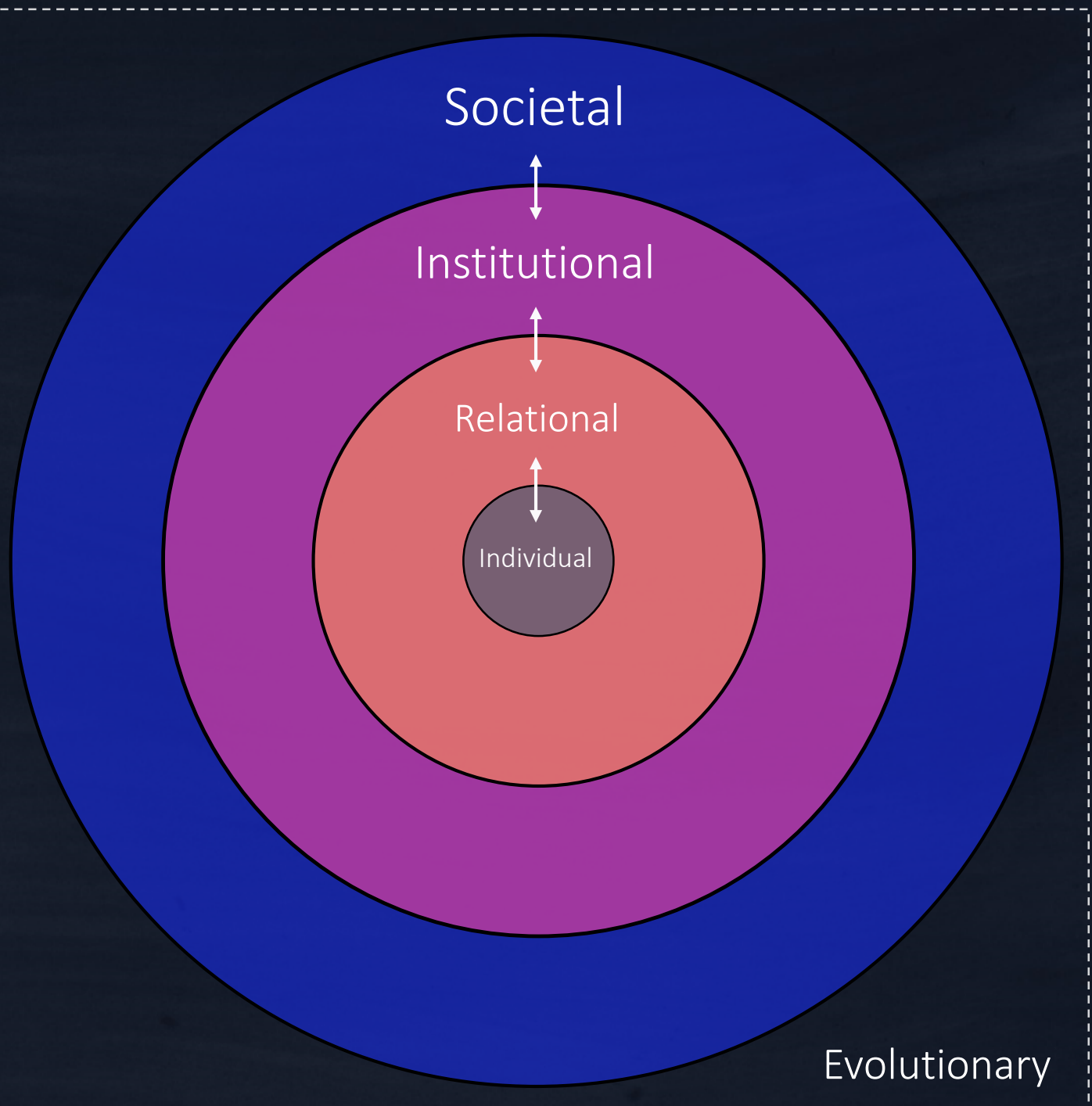
VII.

Shame is embedded in—and
can be mobilized by—
organizational policies,
practices, and pedagogies.



VIII.

Shame is a
distributed emotion



IX.

Shame must be acknowledged,
addressed, and constructively
engaged with to mitigate its
destructive—and leverage its pro-
social—potential.



Shame Competence

The ability to recognize, acknowledge, engage with, & avoid inducing shame to leverage its prosocial potential within individuals, teams, & organizations



Shame Competence

A set of skills, principles, and practices that can be learned by individuals and applied throughout an organization





Recognizing



Avoiding Inducing



Supporting



Maintaining Awareness



Shame Competence



Transforming



Maintaining Awareness

Requires acknowledgement of the...

potential for shame

and the likely *presence* of shame.



Maintaining Awareness

What is the likelihood that this event or situation has caused shame?

What is the likelihood that this person is experiencing shame?

*How might this person be feeling about **their self**?*

- Nature of self-talk
- The shame “flush”
- Withdraws, hides, makes self small
- Disengages, deflects
- Limits exposure, avoids risks
- Projects anger, blames others
- Insecure, seeks validation



Recognizing

shaming (v.): causing feelings of shame



Avoiding inducing shame

Four Types of Shaming

Intentional

✓ shame aware

✓ intent

✓ likelihood

ELIMINATE

Inconspicuous

✗ shame aware

✓ intent

✓ likelihood

ELIMINATE

Mindless

✗ shame aware

✗ intent

✓ likelihood

MINIMIZE

REPAIR

Accidental

✓ shame aware

✗ intent

✗ likelihood

REPAIR

Avoiding inducing shame

Do NOT intentionally shame people

Be kind!

The words you use matter

React to the person, not their behaviors

Focus your response on the behaviors, not the person

Is my response likely to help them grow & improve?



The ability to willingly and proactively help another person constructively engage with shame.



Supporting

Actively supporting

Be an ally; show (and ensure) that you care

Normalize their emotions; acknowledge shame

Share an experience of your own

Unskew the frame of reference

Re-orient to things that can be changed/fixed

Facilitate support resources

Be an ally; commit to the journey of recovery





Transforming

Taking action beyond the individual and relational levels to advance organizational shame competence.



Transforming

Establishing shame competent leadership

Examining *and modifying* policies, practices,
& material conditions with embedded shame

Advancing training in shame competence
within a department or across an organization

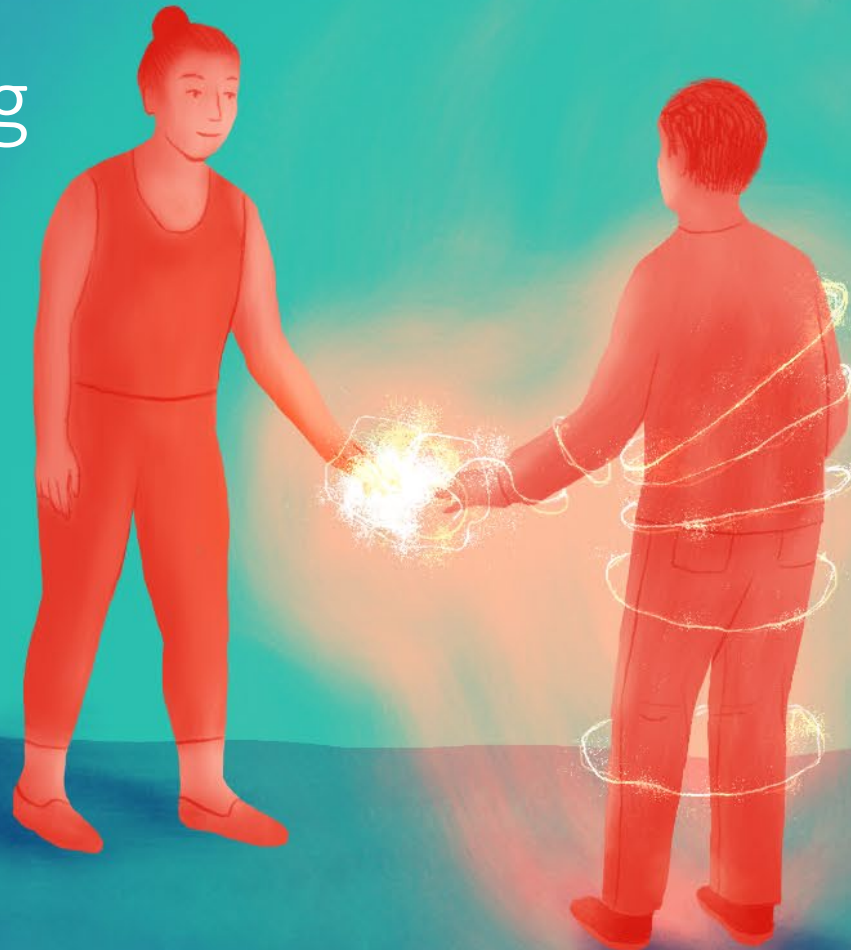
Disseminating best practices, lessons learned, &
outcomes of organizational shame competence

Shame Competence Training

- In policing¹
- In social work¹
- In trauma-informed providers¹
- In healthcare²
- In health professions education²

¹Underway

²Under development



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Thank You!

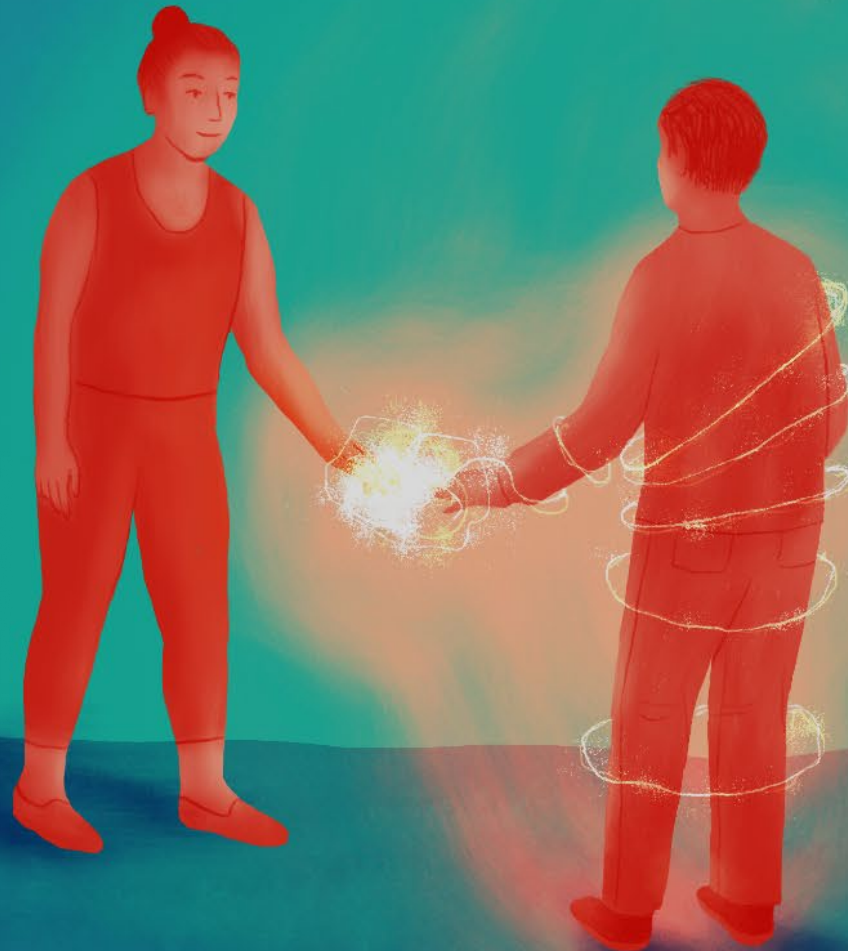
THE
Shame Space



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Final Reminders

- **Evaluation**

- Please complete the evaluation form that appears on your screen once the webinar ends

- **Continuing Education**

- Create a Duke OneLink account if you have not done so
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Questions? Stay in Touch!

www.aha.org/teamtraining

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