

# Mindful Collaboration: A Tutorial

Jeff Belkora

Caryn Aviv

# Abstract

We present a framework for facilitating collaborative decisions found in industry, medicine and the public arena. This framework, Mindful Collaboration, integrates the disciplines of decision analysis and action science and has been validated in the context of the medical decisions shared by breast cancer patients and their physicians.

# Introductions

- Jeff Belkora
- Caryn Aviv

## Audience survey

- Who are you?
- Why are you here?

# Decision analysis was designed for unilateral action

- Autonomous decision-making
  - Autonomy:
    - Self-governance
    - Self-reliance
    - Unilateral (non-consultative)
  - Normative warranty
- Decision analysis was never designed for groups
  - Arrow's Impossibility Theorem: you might get lucky

## Decision analysis helps individuals think

- Rules of actional thought; axioms of utility theory
- Powerful distinctions
  - Decision versus what happens
  - Prospect versus outcome
  - Relevant, material
- Powerful decision quality tools
  - Decision hierarchy, strategy tables, decision diagrams

## Good thinking produces good conversations (?)

- Consultants facilitate conversations about action
- Dialogue Decision Process
- No normative warranty

# What happens if you focus on the conversation first?

- Action science: barriers to mutual learning
  - Imbalance of advocacy and inquiry
  - Many important thoughts never surface
- How to make meetings work
  - Role conflict gets in the way
- Neuro-Linguistic Programming
  - Only 10% of communication is propositional
  - I.e. most communication is nonverbal

# Mindful Collaboration

- Mindful Collaboration is a fancy way of saying, “focus on the conversation, and make everything explicit.”
- Explicit commitment-making:
  - Request
  - Reply/Renegotiate
  - Report
  - Recognize
- Quality commitments produce clarity, serenity, harmony

## Clarity, Serenity, Harmony

- Clarity is about what you should do in a particular situation
- Serenity is your confidence in having chosen wisely
- Harmony is how well you are supported by your network

# Prepare for the conversation, and for collaboration

- Contracting: role clarification
  - Ditch the unilateral stance in favor of curiosity.
- Prospect Survey
  - Anticipate barriers: shyness, defensiveness, confusion
  - Surface prospects (objects of belief, desire, or intention)
- Prospect Mapping
  - Anticipate preferred order of learning
  - Learning more about A teaches me about B
- Rehearsal and Role-Play

## Applications

Facilitating Mindful Collaboration consists of a five step interview process: Contracting, Surveying, Mapping, Rehearsing/Role Playing, and Debriefing. These steps can be applied to any situation where parties are preparing for meetings about high-stakes, high-risk decisions. How might these steps help you in your practice as a facilitator of collaborative decision-making?

## Slides on Consultation Planning

- Contracting is role clarification
- Surveying: surfacing prospects (DQ, CBHP, and Two-Column surveys)
- Mapping: use prospect surveys and decision quality framework to generate a map
- Rehearsing: bypass, name, engage; ladder of inference (see version in *Difficult Conversations*: rungs are Data, Observations, Interpretations, Conclusions).

## Case Study (Caryn Aviv)

Mindful Collaboration manifests itself as Collaborative Care Facilitation at the UCSF Breast Care Center. We present real-life examples of how doctors and patients use Consultation Planning and Consultation Recording to guide Treatment Selection.

## Case studies

- [Presented on acetate overheads by Caryn Aviv]

## Using Mindful Collaboration in your Practice

- General approach: unfreeze, move, refreeze
- Develop custom surveys to unfreeze (decision quality, two-column)
- Map to move: tool like Inspiration
- Rehearsal/Role-Playing

## Reading List

- Smart Choices/The Smart Organization
- Difficult Conversations
- The Skilled Facilitator
- How to Make Meetings Work
- SPIN Selling
- Neuro-Linguistic Programming
  - The Power of Business Rapport
  - Instant Rapport