

Mid-Program Event

Mentees

12:00 p.m. ET, Wednesday, Nov. 20, 2024

EMERGE

Trinity Health Mentoring Program



Housekeeping

- To minimize background noise, all participants are on 'Mute'
- If you have a camera AND are able, please have your camera on
- If you have a question or would like to comment, please use the 'Raise Hand' button OR place the question/comment in the chat
- This session will be recorded

Agenda

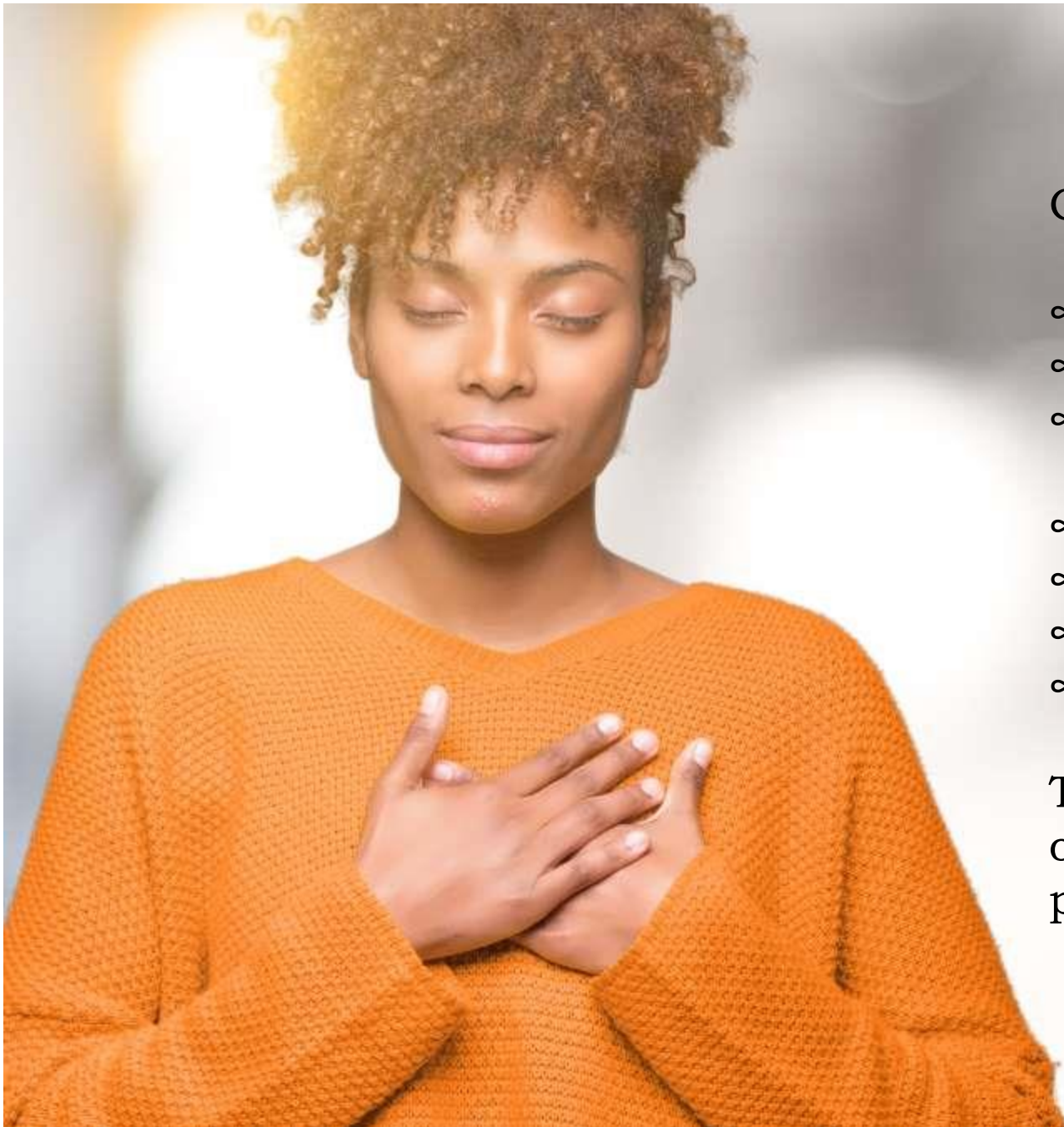
- Welcome
- Reflection
- Program Recap & Mid-Program Survey
- Cohort 8 Mentee Testimonial
- Together Lead
- Sigred Group
- Next Steps and Reminders

Reflection



LaRonda Haller
SVP, Diversity, Equity, and Inclusion
Trinity Health





Gratitude Changes **Everything!**

- ∞ Improves physical health
- ∞ Builds stronger relationships
- ∞ Improves the ability to deal with adversity
- ∞ More robust immune system
- ∞ Fewer aches and pains
- ∞ Lower blood pressure
- ∞ Deeper, more restful sleep

The key to an abundant life is in our own hands... Choosing to grateful produces joy unspeakable joy!

Overview of Cohort 9 and Mid-Program Survey



Kelly Choyke, PhD
DEI Regional Director
(CA, ID/OR)



The Emerge Mentorship Journey – Program Recap



Emerge provides professional development for Mentees and Mentors

**Mentees
are saying:**

92%

Emerge is providing professional development opportunities

92%

Feel supported by Trinity Health leaders

72%

Feel better prepared to take on increased leadership

75%

Are applying skills learned from participation in Emerge

**Mentors
are saying:**

90%

Contributing to your own development as a leader

99%

Greatly satisfying contributing to the development of Trinity Health colleagues

90%

Challenges facing our emerging talent

93%

Recommend serving as a mentor

Cohort 8 Mentee Testimonial



Ashley Patterson
Lead Outpatient Physical Therapist
Holy Cross Health



It's OK to P.I.V.O.T

Pause and re-evaluate.

Initiate change if necessary.

Voice your concerns.

Optimize your time and resources.

Take the time to reflect on everything that has gone well.

A Mentee and Mentor relationship benefits both. Both learn and grow with the mentoring experience. Enjoy your journey and pay it forward!



Ashlee Senn
Program Consultant
Organizational Effectiveness



Human Resources - Organization Effectiveness
Engagement, Talent, and Career Enrichment



We are leveraging System-Wide “Together” initiatives that support our evolution - and will lead to transformation

TogetherStrong

We will be known as a health provider that honors and represents diversity and inclusion in governance, leadership, colleagues and health equity.

TogetherCare Powered by **Epic**

We will be the health provider with the largest single instance of Epic in the country, connecting the health service continuum by 2028.

TogetherSafe

We will be one of the safest health system in the U.S. for patients and colleagues by 2028.

TogetherLead

We will build a diverse leadership pipeline to guide our future by 2028.

TogetherTeam

We will be known as the health provider that has implemented innovative or new Transformational Care Models across the health service continuum by 2028.

TogetherGrow

We will systematically expand access to care and attract patient/members and clinicians to respond to the preventive care and interventional care needs and expectations of populations served.

TogetherNote

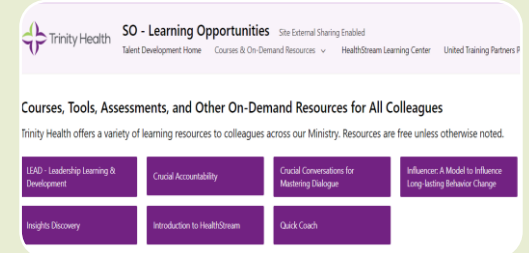
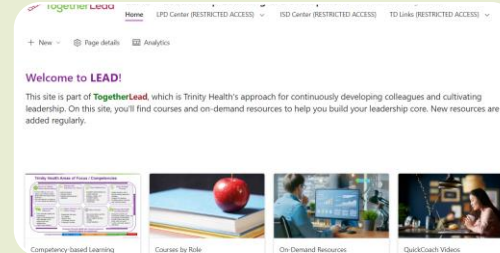
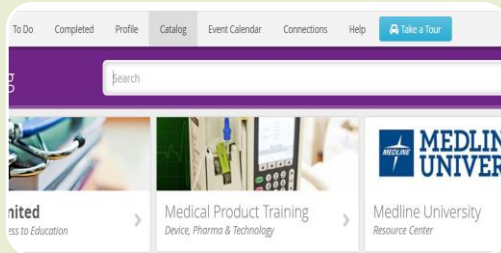
We will ensure accurate clinical documentation to improve patient care and align reimbursement with clinical efforts

TogetherLead is Trinity Health's approach for continuously developing colleagues and cultivating leadership across our Ministry

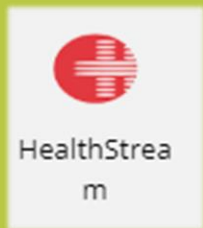
TogetherLead...

- Connects to our culture of creating one Trinity Health – Together.
- Drives us to achieve our strategic priorities, live our Trinity Health Culture, and be an employer of choice by attracting, engaging, and retaining the best people.
- With effective leadership, we create an engaging, inspiring, and empowering colleague experience, and drive our Ministry's outcomes. Colleagues at all levels lead.
- A successful leadership team requires a variety of thinking styles, perspectives, and insights.
- Trinity Health is committed to developing diverse and inclusive leaders that reflect the members and communities we serve.

A variety of learning solutions and resources are available for all colleagues and leaders via four main avenues



HealthStream



Trinity Health Onboarding (site)

LEAD



Learning Opportunities (General Site)

The LEAD site is home to a variety of leadership learning and development opportunities, and is accessible across Trinity Health

The screenshot shows the LEAD website interface. At the top left is the 'TogetherLead' logo. The main header reads 'LEAD - Leadership Learning & Development' with a 'Site External Sharing Enabled' indicator and a 'Following' star icon. Navigation links include 'Home', 'LEAD Course Calendar', 'LPD Center (RESTRICTED ACCESS)', 'ISD Center (RESTRICTED ACCESS)', and 'TD Links (RESTRICTED ACCESS)'. Below the header are utility links for '+ New', 'Page details', and 'Analytics'. The main content area features a 'Welcome to LEAD!' section with a paragraph explaining the site's purpose. Below this are four featured resource cards: 'Competency-based Learning Resources', 'On-Demand Resources', 'QuickCoach Videos', and 'Accelerate: Leader development program for frontline managers'. A right-hand sidebar titled 'Tools & Resources' lists various links like 'LEAD Course Calendar', 'A Leader's Guide to Human Resources', and 'Resource Guides for Upline Leaders'. At the bottom, a purple navigation bar contains links for 'Our Trinity Health Culture', 'TogetherStrong (DE&I) Learning Library', 'ICARE', and 'Accelerate'. The page is dated 'Published 10/15/2024'.

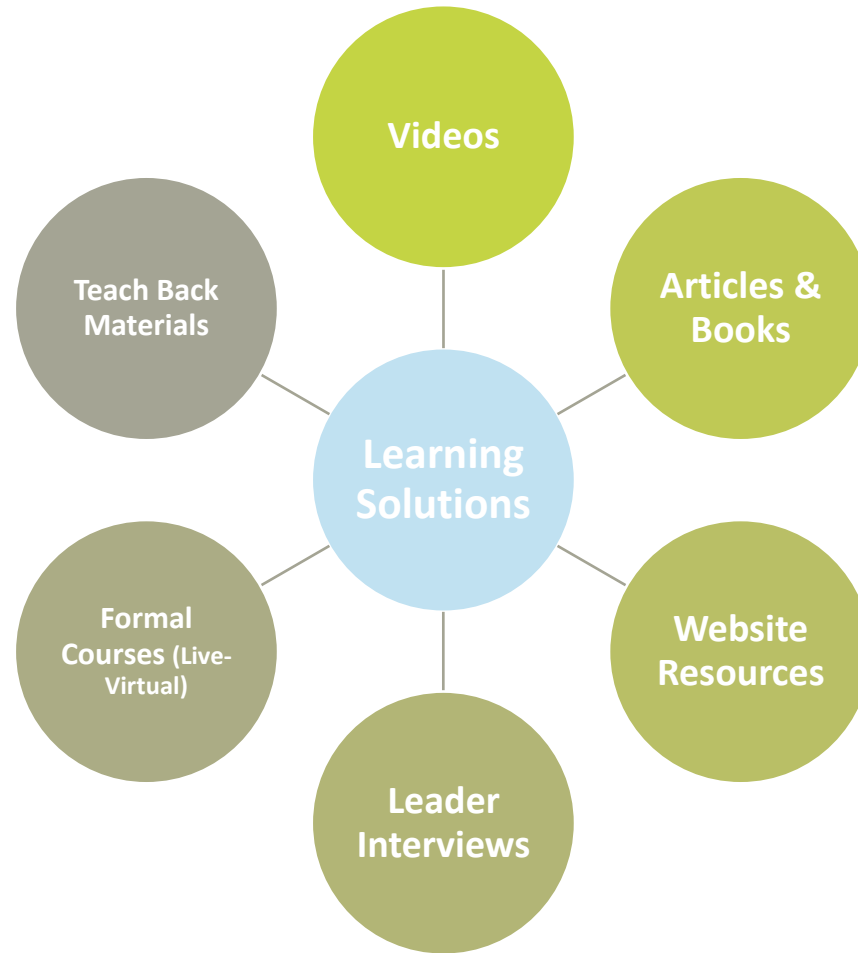
Accessible via:

[LEAD Site](#)

ZENworks Icon



LEAD: Learning solutions are designed to meet the needs of all types of learners and learning styles



New to LEAD? Search for learning opportunities by topic, competency or resource type



View On-Demand Resources










Our Trinity Health Culture TogetherStrong (DE&I) Learning Library ICARE Accelerate

- 1. Serve in a Catholic, Mission-Driven Ministry**
 - [Decision Making](#)
 - [Diversity, Equity, & Inclusion](#)
 - [Serve in a Catholic, Mission-Driven Ministry](#)
- 2. Develop Self, Individuals, & Teams**
 - [Emotional Intelligence](#)
 - [Engaging Distributed Teams](#)
 - [Performance Management](#)
 - [Resilience & Well-being](#)
 - [Social Mentoring](#)
- 3. Build Relationships**
 - [Build Relationships & Teams](#)
 - [Collaborating across Functions](#)
 - [Conflict Management](#)
 - [Crucial Conversations for Mastering Dialogue](#) (course)
 - [Emotional Intelligence](#)
- 5. Communicating Effectively**
 - [Communicating Effectively](#)
 - [Conflict Management](#)
 - [Crucial Conversations for Mastering Dialogue](#) (course)
 - [Emotional Intelligence](#)
 - [Insights Discovery](#)
- 6. Expect, Embrace, and Initiate Change**
 - [Emotional Intelligence](#)
 - [Leading Change](#)
- 7. Deliver Results**
 - [Accountability](#)
 - [Crucial Conversations for Mastering Dialogue](#) (course)
 - [Decision Making](#)
 - [Problem Solving](#)
 - [Time Management](#)

[LEAD Site](#)

New to LEAD? Check out the “Tools & Resources” section for quick insights on navigating the site and accessing what you need

Tools & Resources

-  LEAD Course Calendar
-  A Leader's Guide to Human Resources
-  Resource Guides for Upline Leaders
-  Tips, Tools, & Resources for Frontline Managers 
-  Talent Development Home
-  Additional Learning Opportunities
-  Submit Site Change Request
-  Questions? Contact Us

 *Highly Recommended*

[LEAD Site](#)

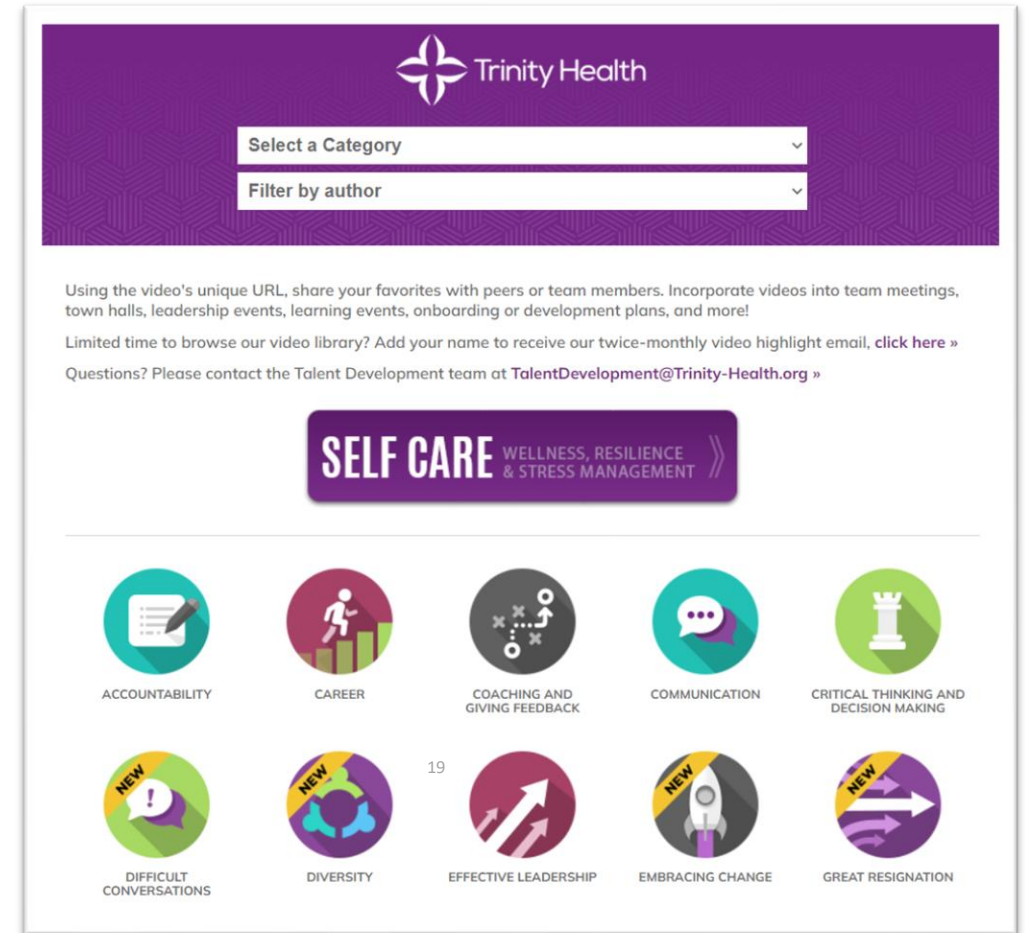
QuickCoach is a collection of 200+ brief videos on today's most relevant topics including personal effectiveness, leadership, change, and more!

Videos average 3 – 5 minutes

Search by topic or Expert / Faculty / Author

Share with others; use in team meetings

Join the twice-monthly e-mail list!



Link: [QuickCoach Site](#)

The Learning Opportunities SharePoint site features links to resources for all audiences including HealthStream, New Horizons, QuickCoach, Crucial Learning, and more

Courses, Tools, Assessments, and Other On-Demand Resources for All Colleagues

Trinity Health offers a variety of learning resources to colleagues across our Ministry. Resources are free unless otherwise noted.

LEAD - Leadership Learning & Development

Crucial Conversations for Mastering Dialogue

Influencer: A Model to Influence Long-lasting Behavior Change

Insights Discovery

Introduction to HealthStream

Quick Coach

Link: [Learning Opportunities SharePoint Site](#)



Shannon Allen
Sigred Group
Emerge Program
Manager



Kristi Stepp
Sigred Group
Partner



Mike Dergis
Sigred Group
Partner



Mid-Year Check-in

Be in “Discovery Mode”



01

Are you making the most of your time with your mentor?

02

Assess your goals. Have you met them?
Do you need to change?

03

Build your network for post-program success

04

50 ways to grow your career



Are you making the most of your time with your mentor? **01**

- Are you meeting regularly?
- Do you use an agenda for your meetings?
- Are you in “Discovery Mode?”



Reassess your goals **02**

- Have you accomplished any of your goals?
- Have your goals changed?
- Are there new goals you want to focus on with your mentor?



Build your network for post-program success **03**

- Have you asked your mentor for help to build your network?
- Have you looked for future mentors outside the program?



50 ways to grow your career **04**

- Are you actively participating in the growth of your career?
- See “50 Ways to Grow Your Career” in the Resources section of the Platform

Use the link to write yourself an e-mail!

In 30 days, what would you like to have worked on?

- Updated your goals with your mentor?
- Started building your network or looking for mentors for after the program?
- Started working on a current goal?



<https://www.research.net/r/mid-pointgoals>

Hi Mike!

At the mid-point event, I challenged you to reach out to your mentor to talk about how you can continue to grow your network and find other mentors once the Emerge Program ends.

Let me know: have I accomplished it?

I'm looking forward to hearing about it!
Mike

GETTING THE RESULTS YOU WANT



Understanding beliefs and
leveraging feedback for success

Agenda



01

Defining Desired Results

02

How Beliefs Drive Results

03

Leveraging Feedback to Support Success

04

Mentoring and Growth Mindset

05

Close

Definition of Activity:



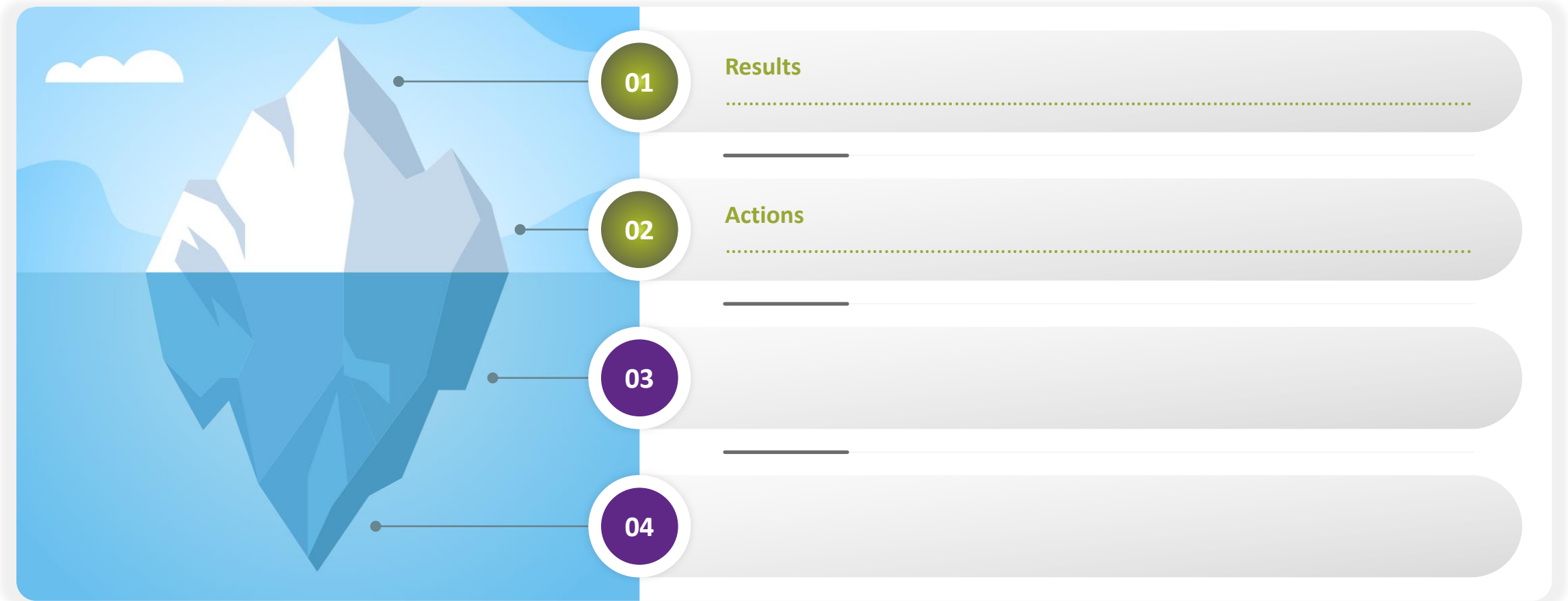
Actions that people take that leads to results

Definition of Results:



The desired and **undesired outcomes**
of taking actions

Getting Results



Source: *Oz Principle* [The Oz Principle: Getting Results Through Individual and Organizational Accountability](#) Roger Connors, Tom Smith, and Craig Hickman. 1994

What do we tend to do when we have undesired outcomes?



We tend to focus on new actions



To achieve
the results we
desire, we have
to dig deeper



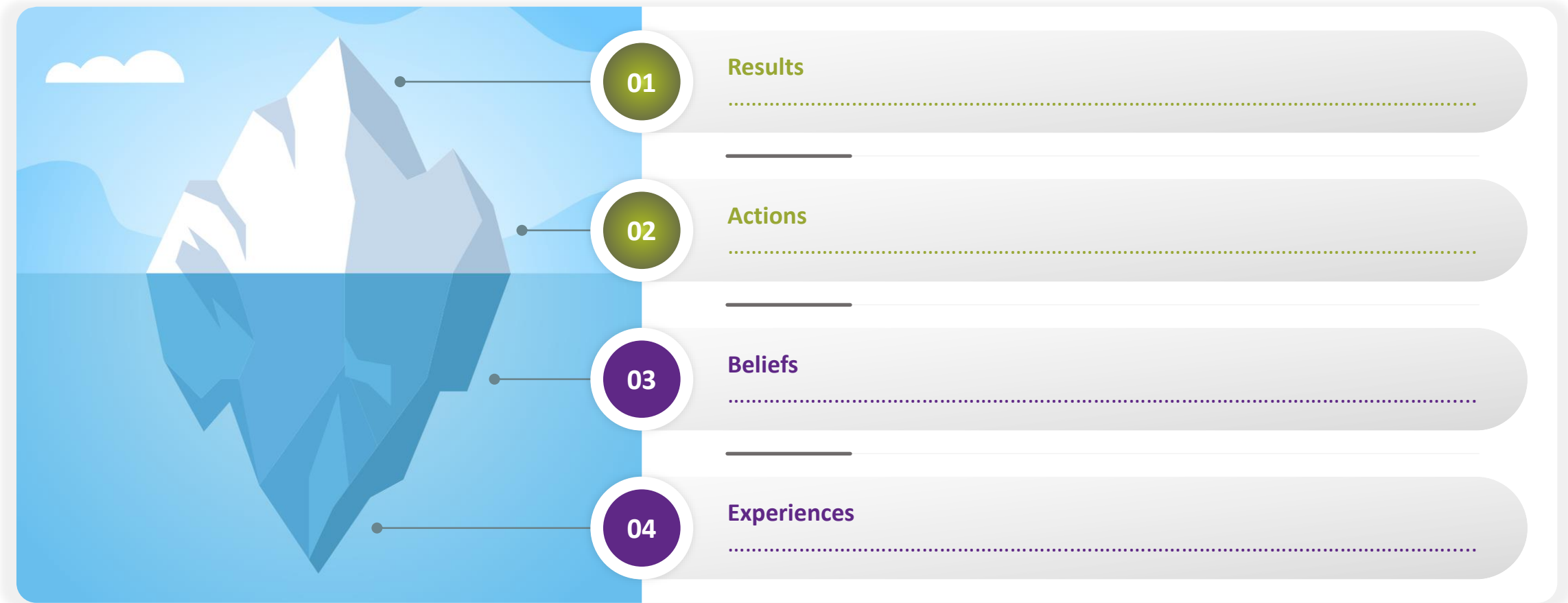
Results
(intended and/
or unintended).

Underlying
beliefs



Actions

Getting Results



Source: *Oz Principle* [The Oz Principle: Getting Results Through Individual and Organizational Accountability](#) Roger Connors, Tom Smith, and Craig Hickman. 1994

Beliefs influence behavior, actions and results



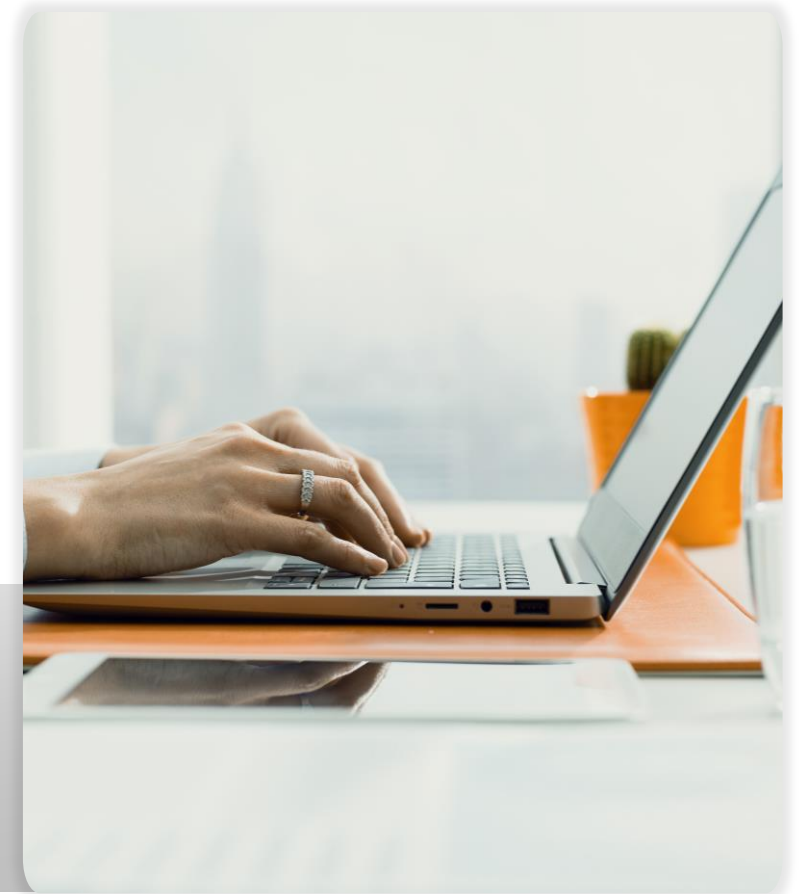
If you can name and shift a belief, you can have a greater influence on the result

Getting Results



Source: *Oz Principle* [The Oz Principle: Getting Results Through Individual and Organizational Accountability](#) Roger Connors, Tom Smith, and Craig Hickman. 1994

Our process of completing expense reports is time consuming and tedious



What actions will employees take?

We sometimes try to “persuade and convince” others to change their beliefs



Can you force someone to change a belief?

**So, how can you
determine what
people believe?**



You have to ask and listen



**WE GAIN GREATER PERSPECTIVE THROUGH
COLLABORATION AND FEEDBACK**

BARRIERS TO GIVING AND RECEIVING FEEDBACK





**SOME OF US RECEIVE LOTS OF FEEDBACK,
YET WE ACT ON VERY LITTLE OF IT**

Barriers to receiving feedback



Can I trust this person?



Do I respect this person?



Is the feedback motivated
by something/someone
else?



Is the feedback
right or wrong?



Is the source of the
feedback credible?



Over time, you may not receive the feedback you need to be successful because of how you react



We have to shift our mindset to receive a larger amount of feedback

Instead of asking ourselves these questions



Can I trust this person?



Do I respect this person?



Is the feedback motivated
by something/someone
else?



Is the feedback
right or wrong?



Is the source of the
feedback credible?

We should ask ourselves:



What beliefs might drive the feedback I received?



Is that a belief I want them to have?



Will that belief prevent me from reaching my goals?



Do you have any feedback for me?

VS

What feedback do you have for me?



Say: Thank you for the feedback!

Valuable feedback is lost when:

Some people are trying to persuade or
convince someone that something is true,
and
the others are defending their behavior

Identify the objects

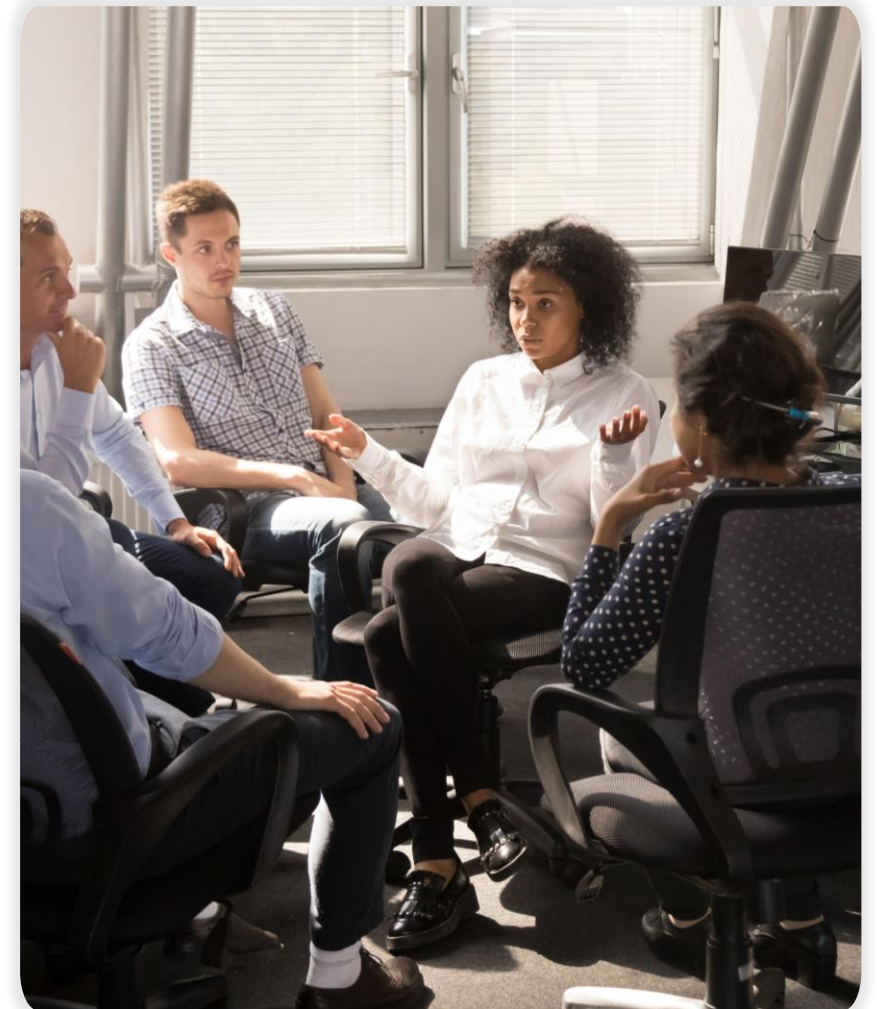


What do you see?

What causes us to see certain things and block others out?



**If we want to see
the entire picture,
what must we do?**



Beliefs and Monopoly



Beliefs and Monopoly



In order for me to win, everyone else has to lose

Beliefs: In order for me to win everyone else has to lose



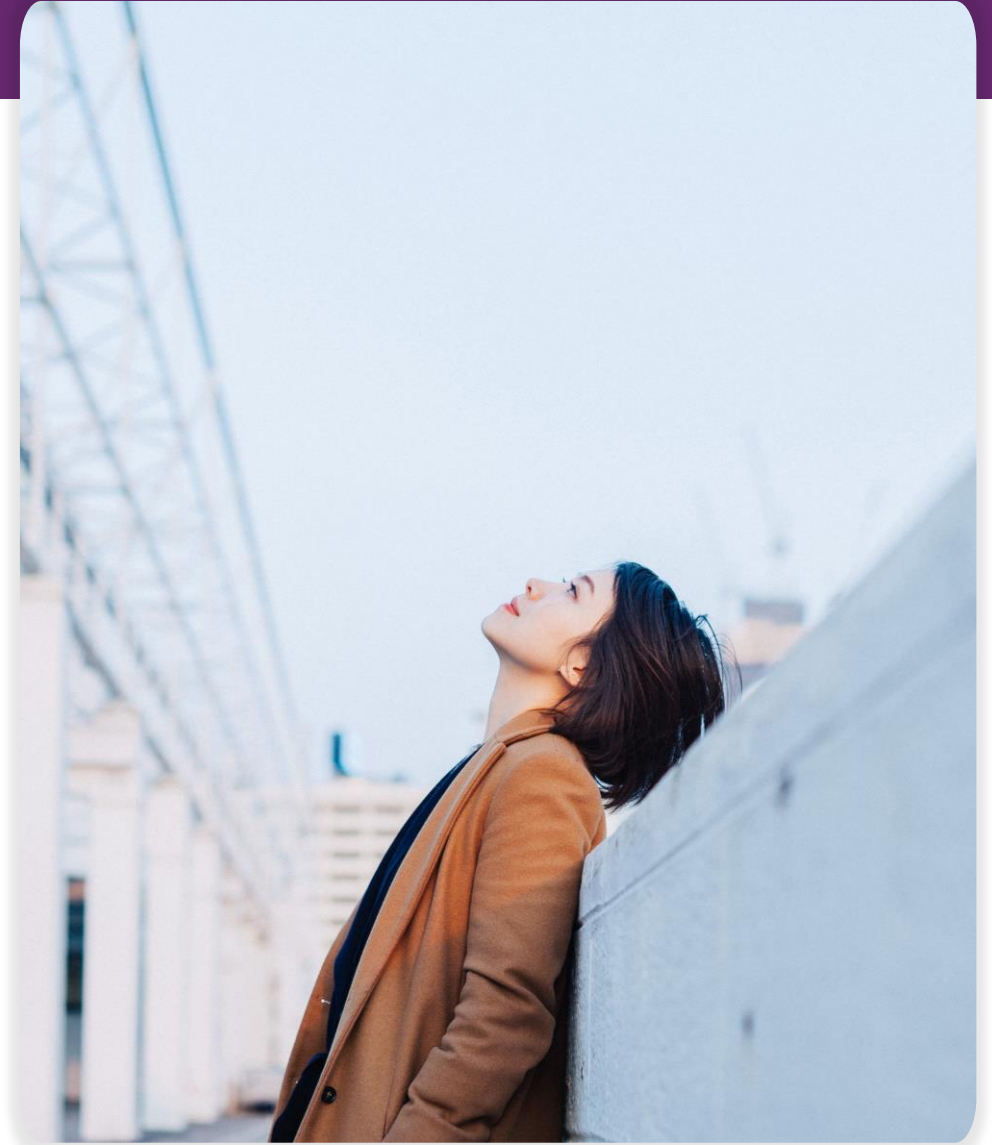
What are the outcomes if you see this belief demonstrated in a work team?

**Beliefs: In order for
me to win everyone
else has to lose**



When might this belief be true?

Excuses and Beliefs





You have to “name” the belief to do something about it. There are reasons we think the way we do.

Experiences create beliefs



To shift beliefs, you need to provide new experiences that support the belief you desire

Your co-worker is always late



What beliefs might you form about your
coworker?

Your co-worker is always late



What beliefs might you form about your
coworker?

Your coworker is always late

You provide feedback, and your coworker is on time for two weeks in a row



Then she is late again

To shift beliefs, you need to provide new experiences that support the belief you desire



It may take more experiences to shift some beliefs

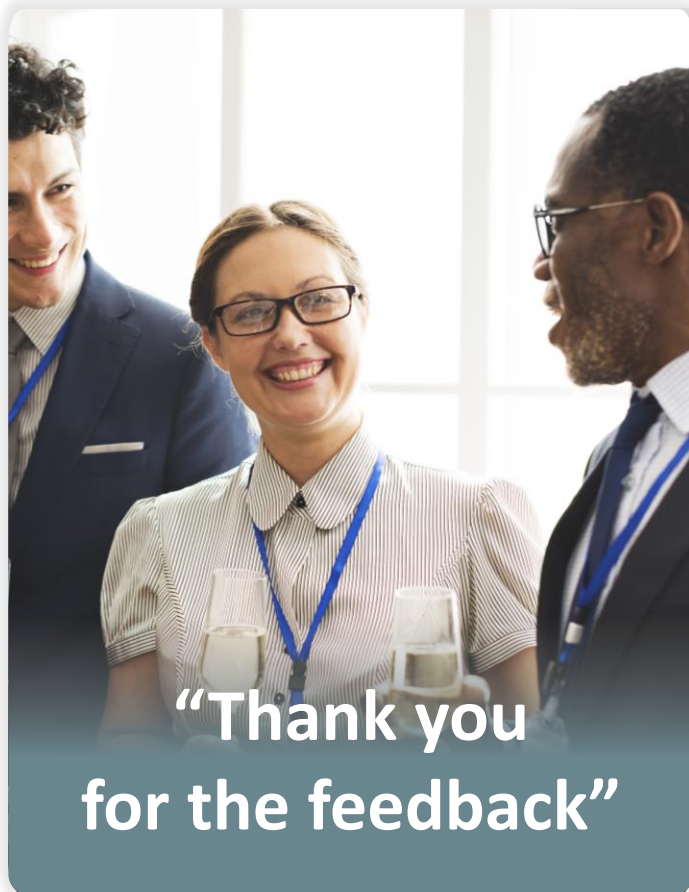
Beliefs and Feedback:

Is that a belief I want them to have?

Will that belief prevent me from achieving my goals?

The best response to feedback:

“Thank you for the feedback”



We thank the person for the feedback:



It shows appreciation



It doesn't indicate if you agree or disagree with it



It demonstrates you are open to feedback,
so you can receive more in the future

Skill practice: ask for feedback

**01**

Identify a person from whom you would benefit from feedback

**02**

Ask: “What feedback do you have for me?”

**03**

Listen and practice KYMS, with attention on your facial expressions and body language

**04**

Say: “Thank you for the feedback.”

**Seeing sometimes has as much
to do with your ears as your eyes**

Constructive Feedback



Appreciative Feedback



Types of Feedback:

“Your performance on that project was great”

“Your performance on that was terrible”

Types of Feedback:



Your performance on that was great because



Your performance could have been better if you

Specific Feedback



A Successful Feedback Exchange:



Positive



Informative



Not Career
Limiting

What Causes Feedback Exchange to Fail?



Three-to-Five Data Points Make a Trend



Prepare for a Feedback Exchange



Identify one person to whom you would like to give feedback

01

Name the specific area on which you would like to give feedback

02

Consider how providing feedback is value-added and beneficial to this person

03

Consider how providing feedback is value-added and beneficial to you

04

Use the “three to five data points” exercise to describe the behaviors

05

Ask the person what beliefs they might have about another person if they saw these behaviors

06

Ask: “Can you reach your goals if someone else believes this about you?”

07

Ask: “What experiences can you give that person to shift their beliefs in that area

Mentoring and Feedback



Provide Great Feedback:



01

Feedback needs
a two-way
dialogue



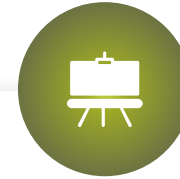
02

Feedback should
include both
appreciative and
constructive
comments



03

We need to be
specific when we
give feedback



04

Take the time to
provide the
“big picture”



Use the link to write yourself an e-mail!

In 30 days, what would you like to have worked on?

- Updated your goals with your mentor?
- Started building your network or looking for mentors for after the program?
- Started working on a current goal?



<https://www.research.net/r/mid-pointgoals>

Hi Mike!

At the mid-point event, I challenged you to reach out to your mentor to talk about how you can continue to grow your network and find other mentors once the Emerge Program ends.

Let me know: have I accomplished it?

I'm looking forward to hearing about it!
Mike



Shannon Allen
Sigred Group
Emerge Program
Manager



Kristi Stepp
Sigred Group
Partner



Mike Dergis
Sigred Group
Partner



Next Steps and Reminders



Claire Ofiara
DEI Program Manager
(System Office)



Next Steps and Reminders

- Mentoring partnerships formally run through April with the Program Close Celebration on April 23, 2025, 12:00 p.m. ET
- Please **ensure you maximize the remaining months of your program**
- Quarterly Connection #3: Strategic Leadership on Dec. 10, 2024, 12:00 p.m. ET
- Mentee Mingle on Feb. 7, 2025, 12:00 ET
- Please look out for the year-end survey in March 2024
- Quarterly Connection #4: Program Management on March 4, 2025, 12:00 p.m. ET
- For additional support or to discuss your partnership further, contact Emerge@trinity-health.org

Thank You for Your Participation in and
Support of Emerge!

EMERGE

Trinity Health Mentoring Program

