

Copyright Licensing Agency – HE Scanning Licence

Copyright Notice

Staff and students of the University of Birmingham are reminded that copyright subsists in this extract and the work from which it was taken. This Digital Copy has been made under the terms of a CLA Licence which allows you to:

- access and download a copy
- print out a copy

This Digital Copy and any digital or printed copy supplied to or made by you under the terms of this Licence are for use in connection with this Course of Study.

You may retain such copies after the end of the course, but strictly for your own personal use.

All copies (including electronic copies) shall include this Copyright Notice and shall be destroyed and/or deleted if and when required by the University.

Except as provided for by copyright law, no further copying, storage or distribution (including by e-mail) is permitted without the consent of the copyright holder.

The author (which term includes artists and other visual creators) has moral rights in the work and neither staff nor students may cause, or permit, the distortion, mutilation or other modification of the work, or any other derogatory treatment of it, which would be prejudicial to the honour or reputation of the author.

Course of Study: Understanding and developing my leadership practice

Name of Tutor authorising the scanning: Yvonne Sawbridge

ISSN for book: 0309068371

Title of book: To err is human

Author of book: Kohn

Title of extract: Develop a working culture in which communication flows freely regardless of authority gradient

Pages from and to: 180-181

Name of Author of Extract: Kohn

Name of Publisher: National Academy Press

Develop a Working Culture in Which Communication Flows Freely Regardless of Authority Gradient

Organizations also have to foster a management style in dealing with error that supports voluntary reporting and analysis of errors so there are no reprisals and no impediments to information flowing freely against a power gradient.

Techniques for such communication can be taught. Military and civilian aviation has taught senior pilots to respect and listen to junior colleagues, and that copilots and junior officers have the responsibility to communicate clearly their concerns about safety. Superiors have the responsibility to reply to these concerns according to the "two-challenge rule." This rule states that if a pilot is clearly challenged twice about an unsafe situation during a flight without a satisfactory reply, the subordinate is empowered to take over the controls. During military briefings and debriefings, attendees are also expected to express their concerns about safety aspects of an operation.

Bringing about such change in communication patterns within the health care environment, particularly in teaching environments, is without question a major undertaking that begins at least with medical residency training and nursing training. For the leaders of health care teams, it requires learning leadership behavior that encourages and expects all members of the team to internalize the need to be alert to threats to patient safety and to feel that their contributions and concerns are respected.