



HUMAN SCAFFOLD

Building human connections for exceptional results

QUEEN SQUARE FHT

ANNUAL RETREAT

September 24, 2025

Steve's Cottage

Key Objectives

1. Enhance individual and collective competence to lead a team focussed on sustaining and enhancing both staff well-being & patient care;
2. Build upon a team culture of “respectful candor” and “critical friends”;
3. Develop an external self-awareness of how others perceive you and how you believe that you are perceived;
4. Explore the above interactively using relevant scenarios and reflect on various perspectives in the group.

AGENDA



TIMEFRAME	DESCRIPTION
9-905am	Intro kick-off
905-930am	"one honest goal"
930-1015am	DiSC Concept Review
1015-1030am	BREAK
1030-1045am	Communication Activity
1045-1200pm	Johari Window
1200-100pm	LUNCH
1-115pm	Would You Rather (OR game)
115-125pm	Reflection Discussion
125-1:30pm	CBCF Framework
130-215pm	Breakout Discussions
215-230pm	BREAK
230-300pm	Conflict Companion Guide
300-345pm	Scenarios
345-415pm	Final Reflections
415-430pm	Final Thoughts, Wrap Up



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CRITICAL FRIEND



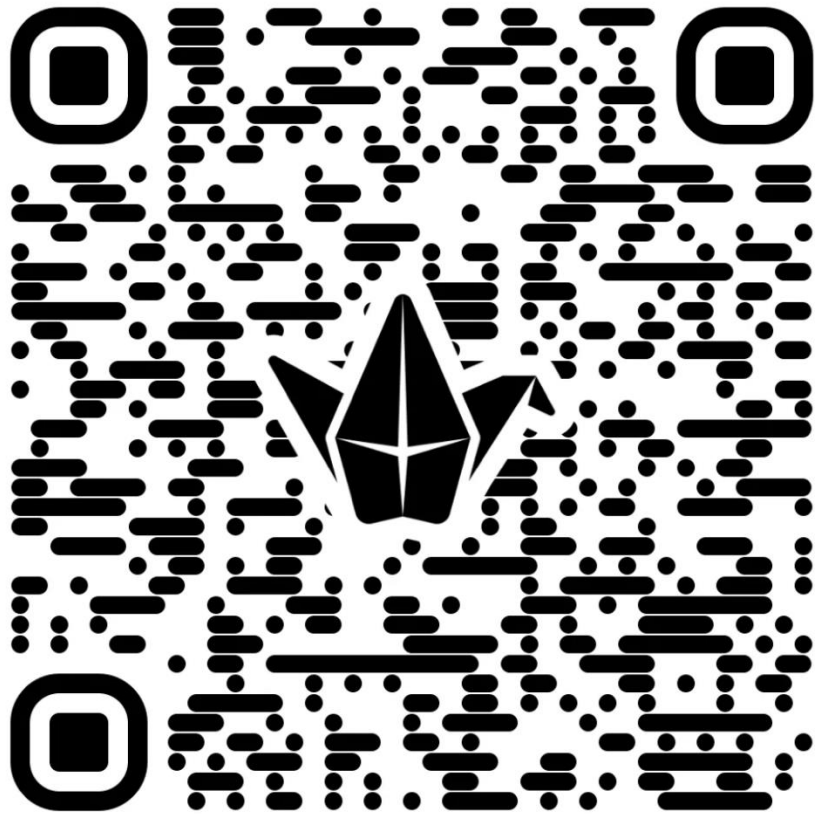
What is a **CRITICAL FRIEND**?

"Critical friends" are trusted individuals who provide constructive feedback in a supportive, honest way.

This concept encourages accountability and growth.

Today, you are a **LEARNER** and a **SUPPORTER**.

ACTIVITY



Commit to one aspect
of honest
communication that you
will practice today to
help you both learn
about yourself and
support one another.



Mission

- Our mission is to provide healthcare that is welcoming to all, patient-focused, high-quality, collaborative, and timely.

Vision

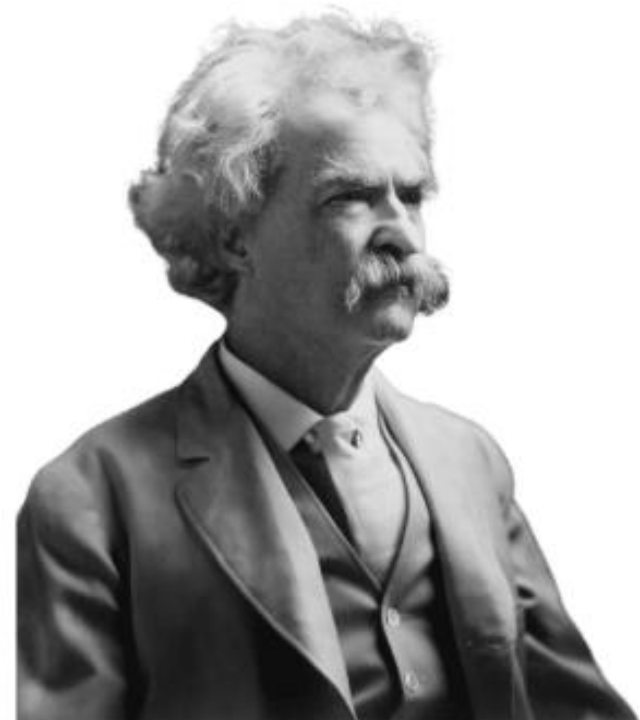
- We aim to be Canada's best healthcare team by providing:
 - Seamless patient and client experiences.
 - Superior work environments for our care providers.
 - Successful patient outcomes.
 - Outstanding collaborative partnerships to support our community.
 - Visionary leadership and innovative care.



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DiSC Concept Review

*"It ain't what you don't know
that gets you into trouble, it's
what you know, that ain't so."*



**Who wants to hear that they
could be wrong?**

People
perceive situations of the
environment as
favourable or
unfavourable

WILLIAM MARSTON

Psychologist – Harvard

Manuscript:

“Emotions of Normal People”



Individual's reaction to
stimulus will tend to be
proactive (approach
stimuli) or
reactive (avoid stimuli).



People
perceive situations of
the environment as
favourable or
unfavourable

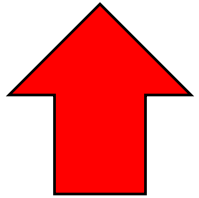
Individual's reaction to
stimulus will tend to be
PROACTIVE (approach stimuli)
or
REACTIVE (avoid stimuli).

***"I have a problem with
what you said, let's
talk about it."***
(direct, competitive)

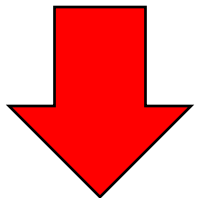
DOMINANCE (RISK)

***"Yeah, everything's
fine(... not)"***
(non-confrontational)

*"Let's talk about
this"
(direct)*

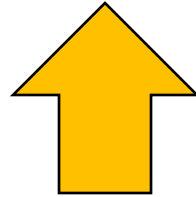


DOMINANCE

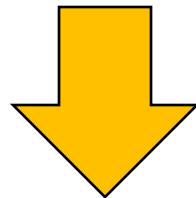


*"Yeah,
everything's fine."
(non-
confrontational)*

*"Let's meet for
coffee to discuss."
(communicative)*

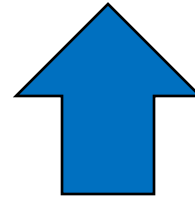


INFLUENCE

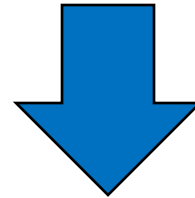


*"I need to research
and analyze this a
bit more."
(analytical)*

*"I like to deal with
one task at a
time."
(listens, calm)*

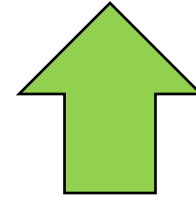


STEADINESS



*"Let's try some
new things!"
(restless, dynamic)*

*"How will this meet
my high standards?"
(meticulous, precise)*



CONSCIENTIOUSNESS



*"Let's try something
different."
(unconventional,
fearless)*



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BREAK

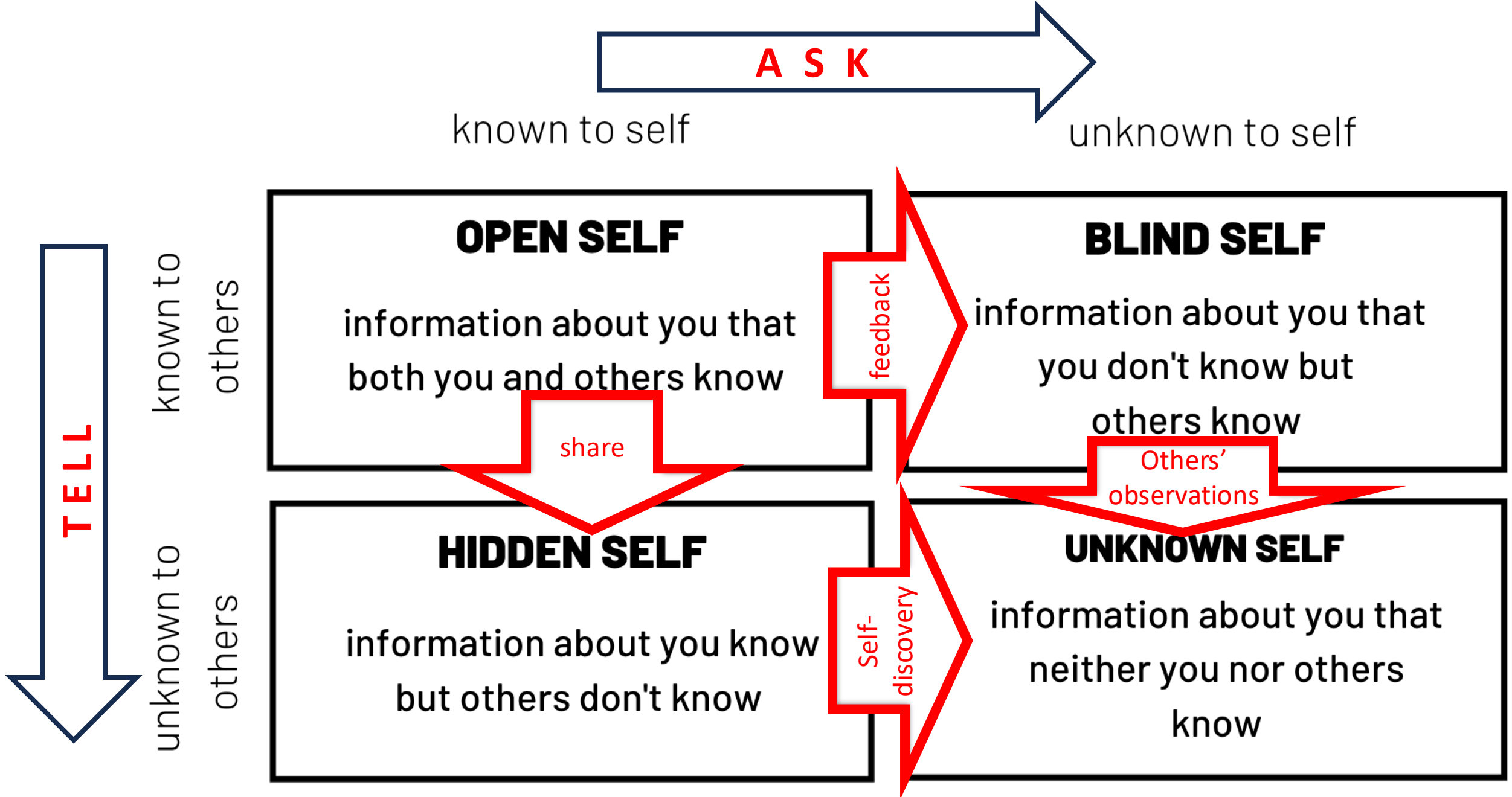




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JOHARI WINDOW





JOHARI WINDOW WORD LIST

1	Assertive	26	Logical
2	Confident	27	Good listener
3	Decisive	28	Cooperative
4	Driven	29	Trustworthy
5	Goal-oriented	30	Consistent
6	Independent	31	Compassionate
7	Direct	32	Analytical
8	Inquisitive	33	Precise
9	Results-focused	34	Detailed
10	Strong-willed	35	Organized
11	Enthusiastic	36	Dependable
12	Charismatic	37	Conscientious
13	Inspiring	38	Methodical
14	Persuasive	39	Objective
15	Sociable	40	Accurate
16	Optimistic	41	Thorough
17	Energetic	42	Cautious
18	Friendly	43	Consultative
19	Outgoing	44	Factual
20	Creative	45	Serious
21	Patient	46	Dynamic
22	Loyal	47	Active
23	Supportive	48	Independent
24	Calm	49	Fearless
25	Reliable	50	Adaptable

OPEN SELF

Information about you that both you and others know.

BLIND SELF

Information about you that others know, but you do not know.

HIDDEN SELF

Information about you that you know but others do not know.

UNKNOWN SELF

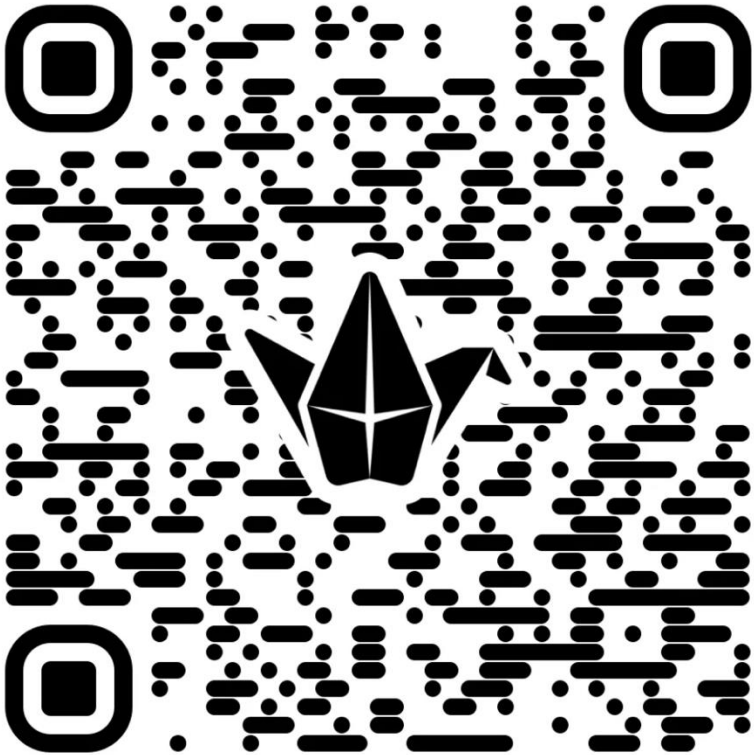
Information about you that you nor others know.



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CBCF FRAMEWORK

CBCF: *top 3-5 priorities per quadrant*



Collaboration

→ Outline what good collaboration looks like between staff members.

Boundaries

→ Frame the boundaries in staff member relationships.

Communication

→ Describe what ideal, open communication looks like between staff.

Feedback

→ Articulate best practices for giving and receiving feedback.

COLLABORATION

Task Ownership

Clear responsibility, timelines, and accountability keep projects moving without confusion.

Concise Updates

Meetings should highlight only the essentials; move detailed problem-solving offline.

Meeting Minutes & Follow-Up

Documenting and tracking next steps ensures nothing falls through the cracks.

Open Communication

Staff should feel safe to share progress, blockers, and ideas without hesitation.

BOUNDARIES

Communicate Limits

Saying “no” respectfully and redirecting to others helps manage workloads effectively.

Escalation Pathways

Clear guidance on who to involve prevents bottlenecks and confusion in decision-making.

Model Vulnerability

Sharing mistakes encourages others to do the same and builds a learning culture.

Professional Distance

Maintaining respectful boundaries with colleagues and physicians ensures professionalism.

COMMUNICATION

Respect & Honesty

Directness paired with kindness builds trust and minimizes misunderstandings.

Balanced Feedback

Appreciation is just as valuable as constructive critique. Both should be shared regularly.

Choose the Right Format

Sensitive or detailed issues often need a private 1:1 conversation.

Clarity & Brevity

Short, clear messages reduce confusion and keep teams aligned.

FEEDBACK

Normalize Feedback

Treat feedback as a regular part of work by creating a “culture of asking for feedback”. e.g. “How did that go?” after meetings)

Model Reciprocity

Leaders who openly ask for feedback create an environment of trust.

Strengths & Solutions Focus

Feedback should build confidence by highlighting what’s working and offering constructive ways forward.

Encourage Vulnerability

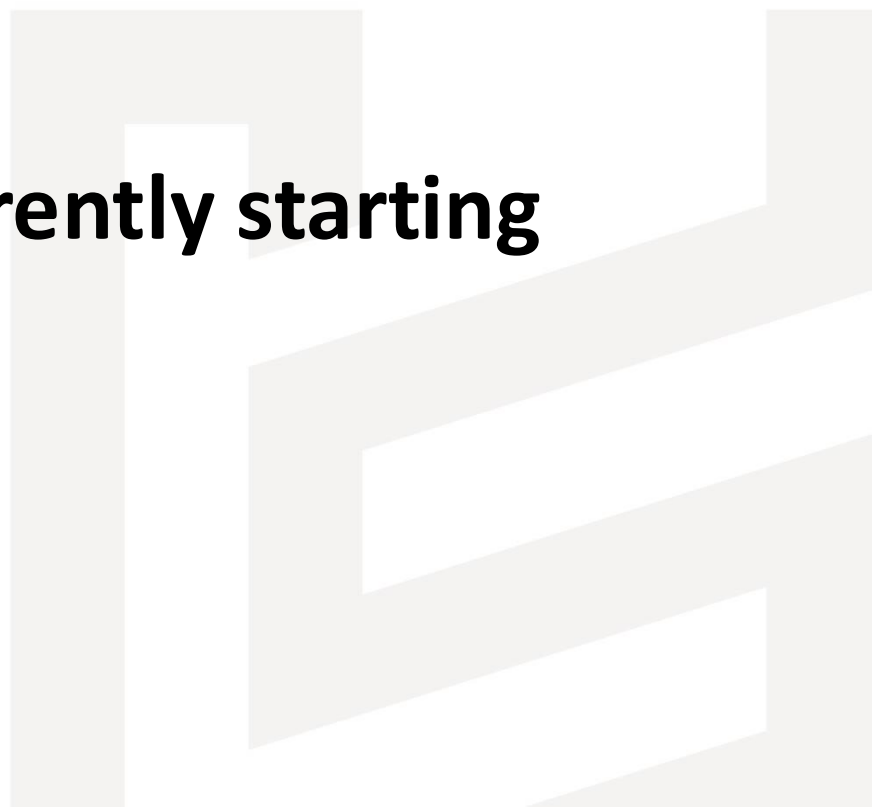
When people feel safe being honest, feedback becomes more authentic and impactful.



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FINAL REFLECTION

FINAL REFLECTION: *what's next?*

- 1. What is one thing that captured your attention today?**
 - 2. What is one thing you will do differently starting tomorrow?**
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- An abstract geometric graphic in the bottom right corner, consisting of several overlapping, light gray rectangular shapes that form a larger, irregular, stepped pattern.



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