



RELATIONAL COORDINATION ANALYTICS

MEASURE • CONNECT • TRANSFORM

Transforming Relationships for High Performance

Relational Coordination Master Class Curriculum and Resources with Basic, Advanced and Master Credentials

Summer 2025 Workshop

(complimentary, by invitation only)

Part 1: August 27, 8:00 am - 12:00 pm

Part 2: August 29, 8:00 am - 12:00 pm

Instructors

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Relational Coordination Analytics

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What is the RC Master Class?

The RC Master Class helps participants develop the capacity to use relational coordination to achieve desired performance outcomes. Participants will be introduced to the concept of RC, how it works, how organizations shape it and how they can diagnose the current state, identify the desired state and move organizations in that direction.

RC Basic Credential

8-hour workshop learning to lead RC change using RC Analytics Platform

RC Advanced Credential

6 hours of coaching to complete a change project using RC Analytics Platform

RC Master Credential

Demonstrate expertise leading RC change using RC Analytics Platform

Learning Objectives (8-hour workshop)

- Understand the foundations of relational coordination and its impact on performance outcomes in diverse industry and country contexts.
- Learn how to use the Relational Coordination Survey to assess relational coordination comprehensively, from the perspective of relevant workgroups and along multiple dimensions (shared goals, shared knowledge, mutual respect, etc.) using the RC Analytics Platform.
- Learn how to use the Organizational Structures Assessment Tool to assess your existing structures and their ability to support relational coordination across the relevant workgroups using the RC Analytics Platform.
- Learn how to use the Relational Model of Change and Six Stages of Change methodology to guide the change process.
- Through practice, learn key aspects of the RCA approach:
 - Introducing RC and making the case for RC to leaders
 - Scoping the work in partnership with leaders
 - Creating a change team and inviting key stakeholders to join it
 - Using the RC Analytics Platform to consult, and training clients to use it
 - Setting up the RC Survey on the RC Analytics Platform
 - Setting up the OSAT on the RC Analytics Platform
 - Sharing back results with key stakeholders as part of the change process
 - Developing interventions with key stakeholders based on the results
 - Supporting stakeholders through the implementation process
 - Reassessing RC, OSAT and other metrics periodically over time to inform change process

Target Participants

Target participants are consultants and change agents who value relationships as a fundamental source of value creation and well-being. Those who are tasked with leading change will find the Relational Coordination Master Class to be particularly beneficial. Sectors include healthcare, pharma, commercial, education and human services.

Benefits

- **Readiness to Lead Large Scale Change** – Develop the knowledge and tools to effectively support and manage complex change efforts, making you a valuable asset in high-impact organizational transformations.
- **Career Advancement** – Enhance your credentials and skillset, positioning yourself for leadership roles and greater career opportunities in change management, organizational development, and strategic transformation.
- **Become a Relational Coordination Consultant** – Gain the expertise needed to apply RC principles and be eligible for consulting opportunities, helping organizations drive meaningful change in your sector.
- **Networking & Professional Growth** – Connect with like-minded professionals, industry experts, and potential collaborators, expanding your network and influence in the field of change management.

RC Credential	Knowledge and Skills	Investments
Basic	Completion of the 8-hour workshop	<ul style="list-style-type: none">● \$1,200● \$1,000 for groups of 4 or more
Advanced	Completion of 6 hours of coaching and a change project, using RC Analytics Platform	Coaching <ul style="list-style-type: none">● \$3,000 Platform access w/ tech support <ul style="list-style-type: none">● \$3,600
Master	Demonstrated expertise in guiding others to lead RC change	Review process <ul style="list-style-type: none">● \$1,500
TOTAL Cost		<ul style="list-style-type: none">● \$9,300

Resources

Slides from the Course

- [Workshop 1, Relational Coordination Master Class](#)
- [Workshop 2, Relational Coordination Master Class](#)

Required Readings

- Gittell, J.H. (2009). *High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience*. New York, NY: McGraw-Hill.
 - Chapter 1: Transforming Healthcare
 - Chapter 2: The Challenges We Face
 - Chapter 3: What is Relational Coordination?
 - Chapter 4: How Relational Coordination Drives Quality and Efficiency Performance
- Gittell, J.H. (2016). *Transforming Relationships for High Performance*. Palo Alto: Stanford University Press.
 - Chapter 1: Meeting Performance Pressures with a Relational Response
 - Chapter 6: A Relational Model of Organizational Change
 - Chapter 11: Relational Interventions
 - Chapter 12: Structural Interventions
 - Chapter 13: Work Process Interventions
 - Chapter 14: Bringing It All Together In Your Organization
- Gittell, J. H., & Ali, H. N. (2021). *Relational Analytics: Guidelines for Analysis and Action*. Routledge.
 - Chapter 1: From People Analytics to Relational Analytics
 - Chapter 2: The Theory of Relational Coordination
 - Chapter 10: Leveraging Relational Analytics to Create Positive Change
- Schein, E.H. (2012). *Helping: How to Offer, Give and Receive Help*. Jossey-Bass.
- Bolton, R., Logan, C., & Gittell, J. H. (2021). [Revisiting relational coordination: A systematic review](#). *The Journal of Applied Behavioral Science*, 57(3), 290-322.
- [Introduction to Relational Mapping](#) - we will create these maps in the workshop.
- [Introduction to the Organizational Structures Assessment Tool](#) - we will complete this tool in the workshop.

Additional Course Resources

- [Relational Coordination Collaborative at Brandeis University](#)
- [Relational Coordination in Action: RC Analytics Case Portfolio](#) (in process)
- Bond, B. & Gebo, E. (2025). [Exploring the relational model of change as a facilitator of interorganizational change](#). *The Journal of Applied Behavioral Science*.

- McLean, D., Connor, M., Marshall, A. P., McMurray, A., & Jones, L. (2025). [Illuminating power dynamics that influenced a relational coordination program in a tertiary hospital: An institutional ethnography study.](#) *Health Care Management Review*, 50(1), 23-31.
- Hajjar, L., Olaleye, O., Yang, J., McGirr, S., & Sullivan, E. E. (2025). [Relational coordination and team-based care: Change initiative overload and other challenges in a learning health system.](#) *Learning Health Systems*, e10455.
- Gomes, P. J., & Mirzaei, T. (2025). [Evolving dynamics of relational coordination: A study of progression of care huddles in hospital observation services.](#) *Medical Care Research and Review*, 82(1), 88-99.
- Grøn, A.B., Hvilsted, L., Ingerslev, K., Jacobsen, C., Bech, M. & Holm-Petersen, C. (2024). [Can leadership improve interorganizational collaboration? Field-experimental evidence from a team-based leadership training intervention.](#) *The American Review of Public Administration*.
- Hajjar, L., Gittell, J. H., Stephens, J. P., Meier, N., & Cutcher Gershenfeld, J. (2024). [Seeing the whole together through relational mapping: A method for engaging in complex systems change.](#) *The American Review of Public Administration*.
- Thygeson, N. M., Logan, C., Lindberg, C., Potts, J., Suchman, A., Merchant, R., & Thompson, R. (2021). [Relational interventions for organizational learning: An experience report.](#) *Learning Health Systems*, 5(3).
- Gittell, J. H., Logan, C., Cronenwett, J., Foster, T. C., Freeman, R., Godfrey, M., & Vidal, D. C. (2020). [Impact of relational coordination on staff and patient outcomes in outpatient surgical clinics.](#) *Health Care Management Review*, 45(1), 12-20.
- Abu-Rish Blakeney, E., Lavalley, D. C., Baik, D., Pambianco, S., O'Brien, K. D., & Zierler, B. K. (2019). [Purposeful interprofessional team intervention improves relational coordination among advanced heart failure care teams.](#) *Journal of Interprofessional Care*, 33(5), 481-489.
- Havens, D. S., Gittell, J. H., & Vasey, J. (2018). [Impact of relational coordination on nurse job satisfaction, work engagement and burnout: Achieving the quadruple aim.](#) *The Journal of Nursing Administration*, 48(3), 132-140.
- Gittell, J. H., Fairfield, K. M., Bierbaum, B., Head, W., Jackson, R., Kelly, M., ... & Zuckerman, J. (2000). [Impact of relational coordination on quality of care, postoperative pain and functioning, and length of stay: a nine-hospital study of surgical patients.](#) *Medical Care*, 38(8), 807-819.