

Building Effective Teams Chief Medical Residents

July 27, 2011

Objective/Agenda:

Present an overview of the qualities of highly functioning teams and to determine where you are now and where you want to be

- Qualities of Teams
- Stages of Team Development
- Your Roles/Needs
- Scenario

Definition

Katzenbach & Smith
The Wisdom of Team

- A team is small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable

Qualities of Highly Functioning
Teams

- Common Commitment/Purpose for the Team that the Members Believe
- Performance Goals that Incorporate Individual and Collective Work-Products
- Collective and Individual Plans

- Individual and Mutual Accountability
- Self-Conscious about its Operations
- Disagreement Viewed as Good
- Trust
- Care

Team Effectiveness Model (Shonk)

Alignment of:

- Vision
- Goals
- Roles
- Processes
- Relationships

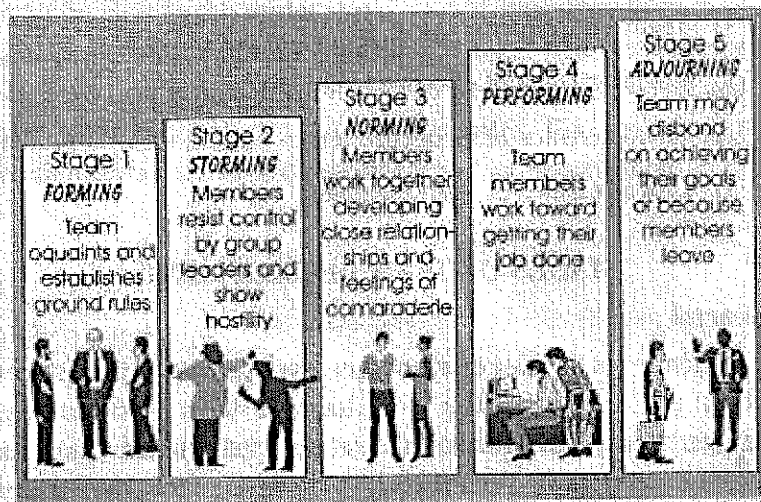


Figure 2-1: The Five Stages of Team Development

Forming

- Getting to Know Each other
- Creating a Vision
- Developing Goals
- Establishing Roles
- Excitement

Storming

- Reality Sets In
- Competition and Conflict
- Establish Open Dialogue about Issues
- Resolve Conflict

Norming

- Cohesion
- Shared Norms and Values
- Sense of Belonging
- Relief is Resolving Conflict

Performing

- Team is Most Productive
- Task and People Oriented
- Unified
- High Morale
- Loyalty

Adjourning

- Planned Conclusion
- Wrapping Up
- Recognition



Communication Styles Assessment

Instructions: Read the factor descriptions for each communication style on page 8.
Check the boxes that best describe your response to each factor.

Which column do you have the most checks?

What does that say about your communication style?

FACTORS:	EXPRESSER	DRIVER	RELATER	ANALYTICAL
How to Recognize Me:				
I Tend to Ask:				
I Dislike:				
I React to Pressure and Tension By:				
Best way to Deal With Me:				
I Like To Be Measured By:				
I Must Be Allowed To:				
I Will Improve With:				
I Like to Save:				
For Best Results:				



FACTORS:	EXPRESSER	DRIVER	RELATER	ANALYTICAL
How to Recognize Me:	I get excited.	I like my own way; decisive & strong viewpoints.	I like positive attention, to be helpful & to be regarded warmly.	I seek a lot of data, ask many questions, behave methodically & systematically.
I Tend to Ask:	Who? (personal dominant question)	What? (results-oriented question)	Why? (personal non-goal question)	How? (technical analytical question)
I Dislike:	Long explanations/wasting time with too many facts.	Someone wasting my time trying to decide for me.	Rejection, treated impersonally, uncaring & unfeeling attitudes.	Making an error, being unprepared, spontaneity.
I React to Pressure and Tension By:	"Selling" my ideas or argumentative.	Taking charge taking more control.	Becoming silent, withdraws, introspective.	Seeking more data & information.
Best way to Deal With Me:	Get excited with me. Show emotion.	Let me be in charge.	Be supportive; show you care.	Provide lots of data & information.
I Like To Be Measured By:	Applause, feedback, recognition.	Results, Goal-oriented.	Friends, close relationships.	Activity & busyness that leads to results.
I Must Be Allowed To:	Get ahead quickly. Likes challenges.	Get into a competitive situation. Likes to win.	Relax, feel, care, know you care.	Make decisions at own pace, not cornered or pressured.
I Will Improve With:	Recognition & some structure with which to reach the goal.	A position that requires cooperation with others.	A structure of goals & methods for achieving each goal.	Interpersonal and communication skills.
I Like to Save:	Effort. I rely heavily on hunches, intuition, feelings.	Time. I like to be efficient, get things done now.	Relationships. Friendship means a lot to me.	Face. I hate to make an error, be wrong or get caught without enough info.
For Best Results:	Inspire me to bigger & better accomplishments.	Allow me freedom to do things my own way.	Care & provide detail, specific plans & activities to be accomplished.	Structure a framework or "track" to follow.

Personal Styles and Effective Performance by David Merrill and Roger Reid



Four Communication Styles

No one communication style outshines the other or is preferable to the other - but all complement each other in different ways. If you are choosing a team for a difficult task, it is a good idea to have representation for each on your team for a balanced approach to the task at hand.

The basic characteristics of each are:

Expresser:

- Warm and enthusiastic
- Good motivators
- Good communicators
- Can be competitive
- Energized by being with people

Driver:

- Objective-focused
- Know what they want and how to get there!
- Communicates quickly, gets to the point
- Hardworking, high energy
- Does not shy away from conflict

Relater:

- Kind-hearted people who avoid conflict
- Can blend into any situation well
- Prefers everyone to agree on decisions
- Places high priority on friendships
- Can be quiet and soft-spoken

Analytical:

- Highly detail oriented people
- Makes decisions based on facts, principles, and logic
- Make great accountants and engineers
- Standard setter
- Very perceptive

Adapted from, *Personal Styles and Effective Performance* by David Merrill and Roger Reid

Team Development Work Sheet

Please fill in the blank and be prepared to share with the others

In order to work effectively with me please _____

and try to avoid _____

and please know when I am tired I may _____ and

when I am stressed I may _____

so please _____

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Appreciative Inquiry exercise:

What do you want to accomplish in a year as an individual and as a group?

Education

- Develop an educational model and longitudinal curriculum
- Choose speakers to support curriculum
- Give structure to clinical competency group
- Evaluate residents based on articulated metrics, evaluation
- Expand medical knowledge and leadership skills
- Create an online repository of EBM articles

Morale

- Have appropriate resources professionally, emotionally
- Feel appreciated
- Attend morning report willingly
- Maintain perspective
- Kept patient care and advocacy as top priorities

Team work

- Work well together
- Build relationships with one another
- Advance a common scholarly project on quality improvement
- Maximize collective intelligence
 - Woolley, A. et al. 2010. Evidence for a Collective Intelligence Factor in the Performance of Human Groups. Science 330(6004):686-688. PMID: 20929725

Fun

- Stay healthy and motivate
- Balance work and personal life
- Laugh while learning
- Recognize accomplishments through weekly e-mail

Next steps

- Schedule one-hour meetings twice a month
- Develop a curriculum of topics to support goals
- Keep these milestones in mind as the year progresses