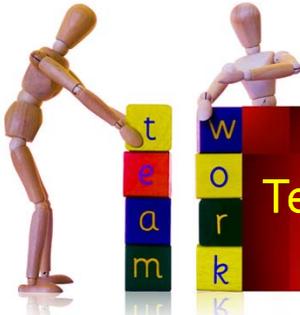


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Teambuilding

TCHP: Building Leadership Skills
Presenter: Darlene Schwan, RN, BSN, PHN



OBJECTIVES

- Define Teamwork
- Define Teambuilding
- Identify Benefits/Barriers of Teamwork
- Describe Elements of a Successful Team
- Outline Team Roles and Responsibilities
- Introduce Team Concepts and Process'
- Explore Team Tools and Models



Building Essential Teamwork Skills



"A team of experts does not make an expert team."

Wiener, et al, (1993) as cited in Burke, et al, (2004). How to turn a team of experts into an expert medical team: guidance from the aviation and military communities. Quality and Safety in Health Care, 13(suppl 1), 196-204



What is a TEAM



- Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal.

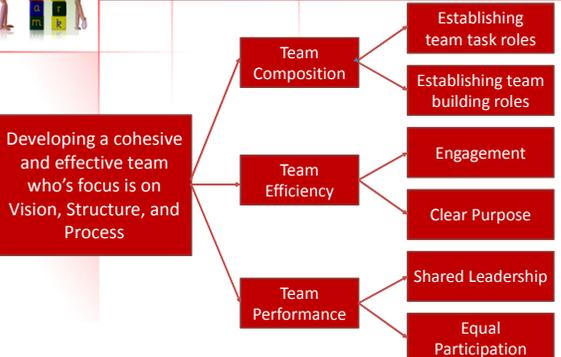


Opportunities for Teambuilding

- Team building requires a paradigm shift from "individual" thinking and action to "shared" thinking and action.
 - Shared Vision
 - Shared Responsibility
 - Shared Information
 - Shared Support
- The team's knowledge, attitudes and performance are what make the difference.



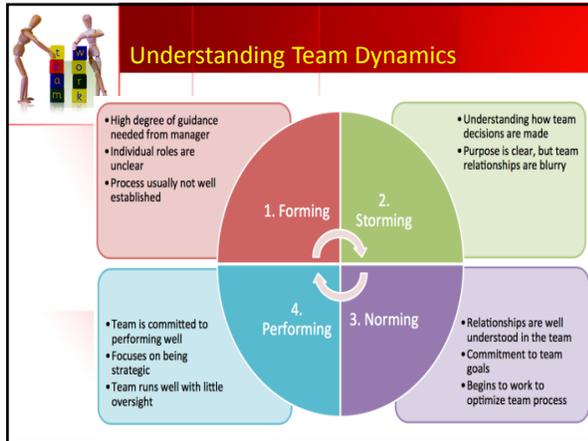
What is the process for Team Development



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    graph LR
      A[Developing a cohesive and effective team who's focus is on Vision, Structure, and Process] --> B[Team Composition]
      A --> C[Team Efficiency]
      A --> D[Team Performance]
      B --> B1[Establishing team task roles]
      B --> B2[Establishing team building roles]
      C --> C1[Engagement]
      C --> C2[Clear Purpose]
      D --> D1[Shared Leadership]
      D --> D2[Equal Participation]
    
```

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- ### Role of the Team Leader
- A team leader holds the team together and extracts the best out of the team members.
 - The team leader should be such that every individual draws inspiration from and seeks advice and guidance whenever required.
 - The best way to “motivate” is to “validate.”
 - The team leader should be a role model for the team.
 - A team leader is the one who maintains the focus on the goals and objectives and keeps the team on track.
 - A team leader must make the team members well aware of their roles and responsibilities and must understand the team members well.
 - A team leader deals with issues facing the team and facilitates resolution.
 - The duties and responsibilities must be assigned to team members based on their interest and skill set in order for them to accept the challenge willingly. Never assume or impose things on them.

- ### Role of the Team Members
- Every team member should ask himself and be able to articulate...
“What are my key strengths that my team can count on?”
- #### Attributes to Promote

 - flexible and adaptable
 - active listener
 - optimistic
 - effective communicator
 - cooperative not competitive
 - honest, loyal and committed to the team
 - warm and enthusiastic when dealing with others
 - confident, supportive, and helpful
 - curious
 - resourceful
 - patient
 - dependable and reliable
 - meet the targets within specified deadline
 - win-win philosophy

Attributes to Avoid

 - angry or sarcastic approach
 - impatient or bored affect
 - disrespectful behaviors
 - pessimistic or anxious
 - negativity
 - rude, suspicious
 - mocking, or blaming
 - vengeful or intimidating
 - self-conscious or self righteous
 - unprepared
 - closed-minded and intolerant
 - complainer
 - excuse making
- It's not about the role, its about the goal!**

Barriers to Team Performance

Inconsistency in team membership	Lack of coordination and follow-up
Lack of time	Distractions
Lack of information sharing	Fatigue
Hierarchy	Workload
Defensiveness	Misinterpretation of cues
Conventional thinking	Lack of role clarity
Varying communication styles	Conflict

Which of these are evident where you work?

- ### What is the Objective of the Team
- S Smart**
 - M Measurable**
 - A Attainable**
 - R Realistic**
 - T Timely**

Define expectations. Goals should be as specific as possible and answer questions: What is your goal? How often or how much? Where will it take place? State exactly: Who, What, Where, Why.

How will you demonstrate and evaluate the extent to which the goal has been met? Measurement will give you specific feedback and hold you accountable. Think quality, quantity, timeliness, cost.

Goals should stretch and challenge but remain achievable. Use caution in assigning too many goals even though each one might be within reason.

Is the goal and timeframe realistic? How does the goal tie into key responsibilities? How is it aligned to objectives? Ensure team members understand how the goal relates to them as well as business needs.

Timeframes help to keep everyone accountable and motivated. Set 1 or more target dates based on steps within the objective. Ensure the “person responsible” is aware of their deadline.

- ### OTHER TEAM TOOLS
- Teamwork is one area where visual tools can be extremely useful
 - Use Best Practice and proven tools
 - Tools for brainstorming and tracking are very helpful
 - Tools related to informational process’ improve consistency and quality of information
 - SBAR
 - Debriefing
 - D.E.S.C.-Mutual Support Tool
 - Any assigned task should begin with an **action plan** and include a tentative and firm due dates

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Action Plan Examples

ACTION PLAN				
GOAL 1	ACTION STEP DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE TO END
Write your goal statement here				
Use Resources & Detailed Objectives				
GOAL 2	ACTION STEP DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE TO END
Write your goal statement here				
Use Resources & Detailed Objectives				
GOAL 3	ACTION STEP DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE TO END
Write your goal statement here				
Use Resources & Detailed Objectives				
GOAL 4	ACTION STEP DESCRIPTIONS	PARTY / DEPT RESPONSIBLE	DATE TO BEGIN	DATE TO END
Write your goal statement here				
Use Resources & Detailed Objectives				

Task	Specific Action	Team Member	Target Date	Completed
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

Techniques to Improve Creativity & Stay Focused

- Idea Mapping**
 - Idea mapping is a visual technique that helps create connections among multiple issues or ideas. It encourages Team Members to use right-brain and left-brain thinking to raise their levels of creativity. Relationships can be understood based on the different branching, color-coding, and proximity of ideas.

Techniques to Improve Creativity & Stay Focused

- Mind Mapping**
 - A mind map is a more advanced idea map, generally a diagram using symbols, pictures, shapes, etc... A mind map is also created around a single concept, however the use of colors and images assists in the flow of creativity.

Techniques to Improve Creativity & Stay Focused

- Process Map**

The Way To Do Something

Process Map Example – Broad View

Here is a simple example of a broad view process map, showing how to boil a couple of eggs for breakfast... (Zoom out)

Process Map Example – Narrow View

Here is a narrow view of the same eggs for breakfast. Notice the greater detail. (Zoom in)

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Evaluate Your Project

What are we trying to accomplish?

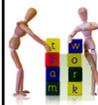
How will we know that a change is an improvement?

What changes can we make that will result in improvement?

The Plan-Do-Study-Act (PDSA) method is a way to test a change that is implemented. By going through the prescribed four steps, it guides the thinking process into breaking down the task into steps and then evaluating the outcome, improving on it, and testing again. Most of us go through some or all of these steps when we implement change in our lives, and we don't even think about it. Having them written down often helps people focus and learn more.



For more information on the Plan-Do-Study-Act, go to the [IHI \(Institute for Healthcare Improvement\) Web site](http://www.ihl.org/HealthcareImprovementWebSite)



Teamwork

Teamwork sits alongside trust, communication, and tolerance as a building block of the best relationships.

Teamwork is **not** "What can I get out of this relationship?"; it's, "What can I **bring** to this relationship to make it **better**?"

Teamwork is the combined commitment to overcome obstacles. It's support. It's encouragement. It's working together.

It's rising to the challenge of bettering yourself for the benefit of the whole. It's providing the support & encouragement necessary to help others better themselves and succeed in their endeavors.

Zero Dean




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