

Chapter 20

Team Building

Understanding Characteristics of a Team

- Teams generally
 - Provide support and strength in health care
 - Allow individuals to specialize in different areas and still meet all of the needs of patients
 - Bring people together for a common cause and purpose
 - Can be both professional and personal
 - Promote growth for individuals
 - Need to be put together carefully

Understanding Characteristics of a Team (cont'd)

- Characteristics of teams

- Clear and elevating goal

- Goal has to be clear to all team members
- Something the team can take pride in doing
- Goal should be something that team members can easily share with others

- Results-driven structure

- Responsibility of the manager
- Quality assurance checks
- Appropriate resources available
- Team performance is evaluated and reworked if necessary
- Dynamic team that embraces change to improve service

Understanding Characteristics of a Team (cont'd)

■ Characteristics of teams

• Competent team members

- Knowledge of teams and willing to participate with team: also known as being a “team player”
- Expert in a set of skills needed to meet team goals

• Unified commitment

- Committed to the process and to the goal
- Committed to other team members

• Collaborative climate

- Ability to work together
- Comfortable nonthreatening environment
- Decisions made as a group

Understanding Characteristics of a Team (cont'd)

- Characteristics of teams
 - Standards of excellence
 - Goal is met with excellence
 - External support and recognition
 - Administrative support for the team
 - Team is recognized for excellence and relied upon
 - Principled leadership
 - Focused on goal
 - Focused on team members and their needs
 - Maintains high levels of personal and professional conduct

Understanding Characteristics of a Team (cont'd)

■ Build trust

- Requires time
- Getting to know team members on a personal level
- Develop interpersonal relationships
- Giving others the benefit of the doubt
- Admit when mistakes are made

Stages of Team Development

- Stage one
 - Forming: allowing team members time to get to know each other and develop trust
- Stage two
 - Storming: sharing and recognizing different ideas of team members, working through potential problems, and begin moving the group towards its overall goal
- Stage three
 - Norming: coming together as a cohesive unit
- Stage four
 - Performing: team is productive and accomplishing goals

Group Norms

- Functional behaviors
 - Welcome new members
 - Assist group members in crisis
 - Group decisions to end meetings on time
 - Attending meetings and being prepared
 - Keep members informed and up-to-date
 - Commitment to celebrate special occasions as a group

Group Norms (cont'd)

- Dysfunctional group behaviors
 - Distrust because of lack of confidentiality
 - Unwillingness to take risks
 - Frank comments taken personally by group members
- Managerial feedback
 - Recognizing and dealing with dysfunctional behavior
 - Sharing observations and expectations
 - Offering time and support to make changes

Group Norms (cont'd)

■ Role of LPN

- Likely not a manager
- May be asked to chair an important committee
 - Be open and caring
 - Always be objective
 - Share information in an open dialogue

Understanding the Value of Team Concepts

- Performance of teams critical to the overall effectiveness of health-care organization
- Teamwork is critical to address the diversity of care needed while processing and planning for additional care needs
- Collaboration essential in achieving quality work and cost control