

Team Building

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Objectives

- Describe team building and its benefits
- Name the five stages of team development
- Identify task and process functions that create an effective team
- Describe the outcomes of a multi-national research study on teamwork with physicians, healthcare workers, and pilots
- Use a simulation activity to demonstrate team problem solving

Why Team Building for Program Coordinators?

- Program coordinator responsibilities shifted from clerical to a member of residency program's education team
- Article: Tips for New Residency Coordinator Success
 - “Develop a team approach to managing the problem”
 - *Residency Program Connection, May 19, 2009*
- Basics of Accreditation for New Program Coordinators: Workshop sponsored by ACGME; 2010
 - Breakout session: Building a Team Oriented Approach to the PIF

Team Building

- W. Edwards Deming
- American Statistician
- Urged Japanese corporations to:
 - Create an atmosphere of trust and support
 - Encourage two-way communication
 - Promote teamwork and interrelationships:
“People...must work as a team.”
- The above is a succinct definition of team building

Team Building

- Japanese culture adopted and implemented Deming's team ideology
- More difficult to implement in our culture
- Fortune 500 Manager: “Teamwork is a lot of people doing what I say.”

Team Building

- 1980s: Outdoor activities - rock climbing, obstacle courses
- Demonstrated mutual support, but did not change behaviors
- # 2 on list of 101 Dumbest Moments in Business
 - “A dozen Burger King marketing execs suffer first- and second- degree burns while walking over hot coals as part of a team-building retreat.”

Business April 2002

- “Twenty-one people were treated for burns after walking across a bed of hot coals at an inspirational event hosted by motivational speaker Tony Robbins in San Jose, Calif., last week.”

Associated Press July 2012

Team Building

- Not a way to correct mediocre management or a defective organizational culture
- It is a way to take relatively healthy teams and infuse more vitality into them
- Team building should involve learning, interpersonal growth, and a change in personal perspective
- Team building is a process that takes place over a period of time

Benefits of Team Building

- **Skill level:** more talent, expertise, technical competence
- **Communication:** vertical and lateral; cross-departmental; more ideas
- **Participation:** boost morale; “buy in” to changes
- **Effectiveness:** solutions more likely to be implemented; ownership of the process

Team Development

- Five Stages
 - **Forming:** getting acquainted; defining roles; some anxiety; little task progress expected.
 - **Storming:** Competition and conflict as task is organized; some may be silent, others dominate; effective listening critical to move group forward.
 - **Norming:** People “become a group”; norms (informal rules) established; major task function is the flow of data

Team Building

- **Performing:** Some groups never reach; interdependency - people working as sub-groups, independently, or as a total group with equal facility; most productive stage
- **Transforming:** termination of task behaviors; disengage from relationships; turnover may result in reverting to earlier stages

Teamwork - Research

“Error, Stress, and Teamwork in Medicine and Aviation: Cross Sectional Surveys”

Cockpit crews (97%) and intensive care staff (94%) advocate flat hierarchies, but surgeons are less likely to do so (55%).

77% of intensive care physicians reported high levels of teamwork with nurses; 40% of nurses reported high levels of teamwork with intensive care physicians.

Teamwork - Research

- 70% of surgical staff reported a high level of teamwork with other surgeons
- 62% of surgical staff reported a high level of teamwork with anesthesia staff
- 41% of anesthesia staff reported a high level of teamwork with surgical staff

British Medical Journal, Volume 320: March 18, 2000

Teamwork - Research

Crew Resource Management (CRM) can be defined as a system which makes optimum use of all available resources - equipment, procedures and people - to promote safety and enhance the efficiency of operations.

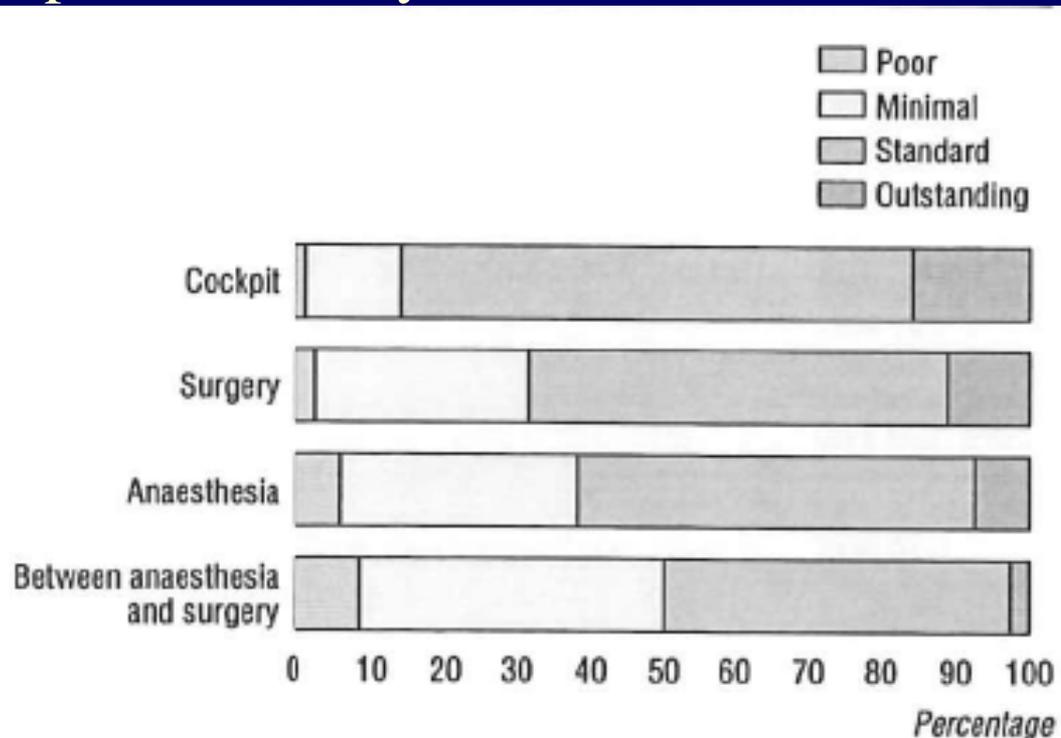


Fig 2 Trained observers' ratings of teamwork in aviation, surgery, anaesthesia, and between surgery and anaesthesia

Simulation Activity: Scheduling Problem

- Six people/group
- All the information you need to solve the problem is on the cards
- It is a scheduling problem
- Use the Group Interactions handout to capture any one behavior (task, process) you observe in your group

Room 703 - Debriefing

- Synergy in Group Problem Solving
 - One Side: Hitchhiking
 - How many of you noticed new ideas were created by building on one another's thoughts?
 - Flip side: Elimination
 - How many of you thought a particular idea sounded good when you worked on it individually, but when discussed in the group it appeared erroneous?

Room 703 - Debriefing

- How were decisions made?
- How could better decisions have been made?
- Did your group debate or dialog?

Debate	Dialog
From French: to beat	A free flow of meaning among all participants
Oppositional – winning is the goal	Finding common ground is the goal
Find flaws, counter arguments	Listen to understand, find meaning, agreement
Creates a determination to be right	Creates an open-minded attitude

- As a group, if you had to do this again, what would you do differently?

Room 703 - Debriefing

- Successful groups demonstrate:
 - Task functions - behaviors concerned with getting the job done
 - Process functions - behaviors that maintain harmonious relations among members
 - An environment of trust, communication, respect, and the ability to clearly articulate one's point of view

Team Effectiveness

- Online instrument to measure:
 - Goals and objectives
 - Leadership
 - Processes and controls
 - Recognition and reward
 - Relationships
 - Development
- <http://www.iwise2.com/team-effectiveness>

Teams - Lessons from Geese

- As each bird flaps its wings, it creates an uplift for others behind him. There is 71 percent more flying range in V-formation than flying alone
- **Lesson:** *People who share a common direction and sense of common purpose can get there quicker*
- Whenever a goose flies out of formation, it quickly feels the drag and tries to get back into position
- **Lesson:** *It's harder to do something alone than together.*
- When the lead goose gets tired, it rotates back into the formation and another goose flies at the head.
- **Lesson:** *Shared leadership and interdependence gives us each a chance to lead as well as opportunities to rest.*

Teams - Lessons from Geese

- The geese in formation honk from behind to encourage those up front to keep up their speed
- **Lesson:** *We need to make sure our honking is encouraging and not discouraging.*
- When a goose gets sick or wounded and falls, two geese fall out and stay with it until it revives or dies. Then they catch up or join another flock.
- **Lesson:** *Stand by your colleagues in difficult times as well as in good.*

Thank you!