Apr 8th, 9:45 AM - 11:00 AM

Leadership – Building Successful Teams

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Nurse Leadership Builders

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Building Successful Teams
an Exploration of The Five Dysfunctions of a Team
Michael B. Grossman, DM, MSN, RN, NEA-BC, CNML
Objectives

1. Review the dynamics of building a successful team
2. Explore individual leadership strengths needed to be an effective change agent
How Long Does it Take to Build a Winning Team?

- How much time do you have?
- How committed are you?
- Who is the “TEAM”?
- What kind of history do you have? Take today as an example...
- Are you here because you were told to come or because you want to be here? Because it’s the right thing to do, out of obligation, or for recognition?
- So, would you still have come if you were given a choice?

*What do your answers say about the TEAM and your commitment to the TEAM, at this moment…..*
We want to be *known* as the employer of choice...

We just can’t afford all this educational stuff...
The “Perfect Team” an Idealized Design

So, let’s say you went out to California to visit the world’s best team. Describe what they were like...
Keys to Organizational Health
Patrick Lencionni (2012)

• Sophistication Bias-It seems too simple. All it requires is discipline, courage, persistence, and common sense.

• Adrenaline Bias-It takes too much time. Urgency Addiction (Merril & Covey, 1996)

• Quantification Bias-Too difficult to quantify.
Organizational Health
Patrick Lencioni (2012)

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

Smart vs Healthy

Commitment

Competence

Character
VISION

Mission
Principles
Values
Roles
Responsibilities

CURRENT REALITY
**Which are You?**

**Group**
- Related in some way
- Individual takes precedence
- Issue more important than group
- See challenge as individual
- Team skill not discussed
- Synergy not valued

**Team**
- Common vision purpose
- Members feel responsible
- Sound internal relationships
- Interdependence
- Open/honest communication
- Respect diversity

Team: a relatively small number of people that shares common goals, rewards, responsibilities, and sets aside their individual needs for the greater good of the team. Lencioni (2005)

(Woodring, 1997, p. 13)
Lack of Commitment

People are selfish: Putting oneself at risk for the good of others is not a natural tendency.

Fear of Conflict

Arguments are often personalized and “laced with politics, pride, and competition.” Getting to the truth is secondary.

Absence of Trust

You’re never going to achieve consensus. The goal is to explore EVERY idea, pick one, and agree to trying it.

Avoidance of Accountability

True accountability happens at the peer level, not through authority & punishment.

Inattention to Results

Arguments are often personalized and “laced with politics, pride, and competition.” Getting to the truth is secondary.

We tend to look out for ourselves and use subjective measures of our effectiveness. “Things seem o.k. don’t they? Well, the boss is happy.”
Functional Team

Build Trust

Evaluation

Results

Accountability

Commitment

Master Conflict

Build Trust
Some Basic Myth’s About Leadership

- People respond to TNAKA
- Great Man Theory
- “I take full responsibility…”
- Short term improvement is a reflection of what’s coming next.
- You add by subtracting.
- There’s plenty of good people out there, we just need to find them.
- We need to hire more people that will “fit in.”
- We don’t have to all be friends.
- You shouldn’t bring your personal life to work.
- WE already discussed that....(who’s the “we”?)
Why You May be Feeling Discouraged at Work

Buckingham & Coffman (1990). First Break All the Rules

- Treating every employee as an individual
- **Focusing on strengths rather than weaknesses**
- Building a positive work environment.
- The company mission is compatible with the employee’s values
- There are clear expectations
- **The employee’s opinions count**
- Opportunity to do their best
- Proper equipment
- Receiving recognition for good work
- Someone (not necessarily the boss) cares about them as a person
- Friendly co-workers
- Someone works with the employee to review their progress and develop plans to learn and grow.
- Co-workers are committed to quality work.

Based on a Gallup survey of 80,000 managers
Short Term Victory vs. Long Term Effectiveness

Blame Free Culture

We can lower taxes and still provide EVERYTHING

What People Want to Hear

Tactics or Character Values Principles

We’re safe

You’ll never have to rotate

Fully staffed by January

Trust me I’m from the Government
Short Term Victory vs. Long Term Effectiveness

What Kind of Team are You?

What People Want to Hear

Tactics
or
Character
Values
Principles

Show Permanent White Water
We Cannot Solve Problems by Using the Same Thinking That Created Them

Insanity: doing the same thing over and over again and expecting different results.
A System’s Approach: Fixes That Fail
by Peter Senge

- Quick Fix
- Situation
- Fundamental Solution
A System’s Approach: Fixes That Fail

by Peter Senge

Go Out Drinking → Side Effects

Stressed Out by Work

Problem that caused the stress is still there!

Relaxation
Work Life Balance
Organization Skills
Relationship Building

Fundamental Solution
A System’s Approach: Fixes That Fail
by Peter Senge

Call Social Work & Psych

“Difficult” Family

Side Effects
Social Work’s not around 24/7
At some point you do have to go into the patient’s room!

Outpatient Support
Parental Competence
Schools
Fix Society-Advocacy
Support Our Nursing Staff to Feel Better Equipped
What’s a Situation You’re Struggling With?

- Situation
- Quick Fix
- Fundamental Solution
But We Can’t All Agree on the Solution...
Mastering Conflict: What’s So Bad About Conflict Anyway???
Mastering Conflict: What's So Bad About Conflict Anyway???
Mastering Conflict: Stages of Change & Team Development
(Thompson, 2000, p. 54)

(Grossman, 2003)
Depth-Frequency Conflict Model

Depth - Frequency Conflict Model

- **Rare and Shallow Conflict** (Low Depth, Low Frequency)
- **Frequent but Shallow Conflict** (High Depth, Low Frequency)
- **Rare but Substantive Conflict** (Low Depth, High Frequency)
- **Frequent and Substantive Conflict** (High Depth, High Frequency)

Lencionni (2005), p. 129
You May Never Achieve Consensus

I think the most important thing is OUR senior people.

I think if we don’t pay attention to the new people they’re just going to leave.

O.K. we’re going to focus on the new people, agree?

I’m telling you right now I’m not working Christmas again!

I agree

I don’t
People Resist Change the More They’re Tied to the History

But there’s no roads?
How far can you travel on a tank of gas?
What if it breaks down? Who’ll fix it?
I’d rather stick with my horse!
In Retrospect it Seems Silly

- What are we going to do when nobody knows how to make their own ink anymore?
- It will destroy education
Preserving Traditions

My God, what’s this world coming to?

Have you no pride?

Our duty is to preserve traditions

Papa, there are actually women in this world who prepare meals
If it Ain’t Broke Don’t Fix it!
Why Do Your Staff Resist Change

- Form a team of 3 people
- Take a current hot issue being debated
- As a team make a list of the issues for and against it
- If you are against it think about why? Talk about that with your team
- Imagine the world 20 years from now. How could this issue be addressed if we were not constrained by our current thinking?
- Team give honest feedback and why you think they are against it
Next Week: Holding Each Other Accountable

How could YOU have this conversation differently?

I thought we said we were going to focus on the new people?

I don’t remember that?
What are We Role Modeling?
Always Think Empowerment & Delegation

You sound overwhelmed. Let’s break this down one item at a time and figure out what to do NOW.

Let’s make an appointment for next week to think about some strategies YOU can use in the future.

I’m just feeling so overwhelmed. We’re short staffed and nobody will work a double and the ED is screaming that we have to take an admission and I still have to chart my meds and I was supposed to be precepting today, but I had to be in charge because Mary called in sick and I still took a two patient assignment because well what was I supposed to do???
So what SHOULD I do?
So Let’s Summarize What We Learned Today About Our Team . . .
References


