TEAM STRUCTURE

The ratio of We's to I's is the best indicator of the development of a team.

– Lewis B. Ergen

SUBSECTIONS

- Why Teamwork?
- High-Performing Teams
- Barriers to Team Performance
- Multi-Team System for Patient Care
- Team Member Characteristics

TIME: 50 minutes

TEAM STRUCTURE

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MODULE TIME:

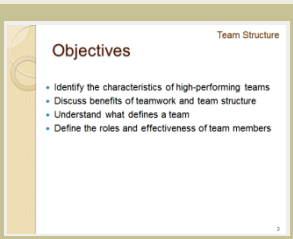
50 minutes

SAY:

Teamwork cannot occur in the absence of a clearly defined team. Therefore, improving upon an existing—or designing a new—team structure is the first step in implementing a teamwork system in any environment.

Organizational researchers have long focused on the value of teams as a unit of task work, with leadership serving as a means for improving employee performance and attitudes. It is important to first understand the structure of teams to learn how to promote teamwork and create a climate conducive to effective team functioning. Such a climate is based on a commitment to collaboration, mutual accountability, acknowledgement, recognition, and professional respect.

OBJECTIVES



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SAY:

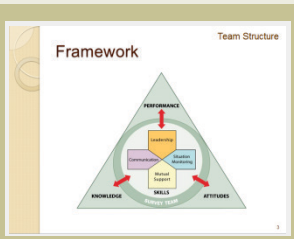
Upon completion of this module, participants will be able to:

- Identify the characteristics of high-performing teams.
- Discuss the benefits of teamwork and team structure.
- Understand what defines a team.
- Define the roles and effectiveness of team members.

TeamSTEPPS TEAM SKILLS

SAY:

Team structure is an integral part of the teamwork process. A properly structured survey team is an enabler and the result of effective leadership, communication, situation monitoring, and mutual support.



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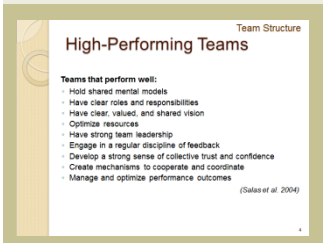
HIGH-PERFORMING TEAMS



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SAY:

Over the course of this training, we will touch on the many inter-related aspects of high-performing teams. Generally speaking, high-performing teams have some common traits.

DISCUSSION:

- In what way do “Shared Mental Models” contribute to the success of high-performing teams?
- Answers include: members can anticipate each other; coordinate without the need to communicate overtly; know when explicit communication is best; and know where to look for expertise.

SAY:

Other traits of high-performing teams, which we will explore in more detail later in this course, include:

- Have clear roles and responsibilities.
- Have a clear, valued, and shared vision.
  - A common purpose.
  - An engaging purpose.
  - A leader who promotes the vision with the appropriate level of detail.
- Optimize resources.
- Have strong team leadership.
- Engage in a regular discipline of feedback.
  - Regularly provide feedback to each other and as a team.
  - Establish and revise team goals and plans.
  - Differentiate between higher and lower priorities.
  - Have mechanisms for anticipating and reviewing issues of team members.
  - Periodically diagnose team effectiveness, including its results, processes, and vitality (including morale, energy, and retention).

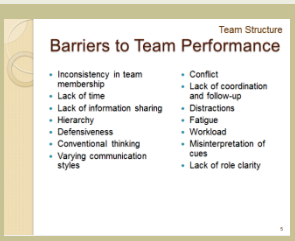
Continued…

HIGH-PERFORMING TEAMS (continued)

SAY:

- Develop a strong sense of collective trust, team identity, and confidence.
  - Manage conflict by effectively confronting one another.
  - Have a strong sense of team orientation.
  - Trust other team members' intentions.
  - Believe strongly in the team's collective ability to succeed.
  - Develop collective efficacy.
  - Have a high degree of psychological safety.
- Create mechanisms to cooperate, coordinate, and generate ongoing collaboration.
  - Identify teamwork and task requirements.
  - Ensure that the team possesses the right mix of competencies through staffing and development.
  - Distribute and assign work thoughtfully.
  - Consciously integrate new team members.
  - Involve the right people in decisions in a flexible manner.
  - Examine and adjust the team's physical workplace to optimize communication and coordination.
- Manage and optimize performance outcomes.
  - Communicate often and at the right time to ensure that fellow team members have the information they need to contribute.
  - Use closed-loop communication.
  - Learn from each performance outcome.
  - Continually strive to learn.

BARRIERS TO TEAM PERFORMANCE



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SAY:

There are many barriers to effective team performance:

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

DISCUSSION:

- Can you provide examples of how some of these barriers might play out in the survey environment?

EXERCISE: TEAMS AND TEAMWORK

SAY:

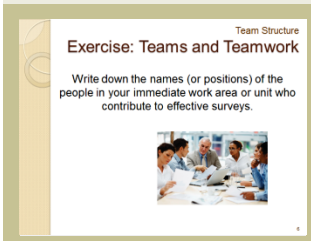
Now let's look at the team in your own work area. Please take a few minutes to complete the Teams and Teamwork Exercise Sheet.

DO:

Give the participants several minutes to complete their sheets.

DISCUSSION:

- Who are the team members?
- What is the goal of your team?
- What properties or characteristics make a group a team?



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TIME:

5-10 minutes

MATERIALS:

- Teams and Teamwork Exercise Sheet

TEAM MEMBER CHARACTERISTICS

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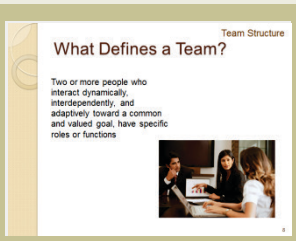
SAY:

Now we are going to look at team leaders and team members.

WHAT DEFINES A TEAM?



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SAY:

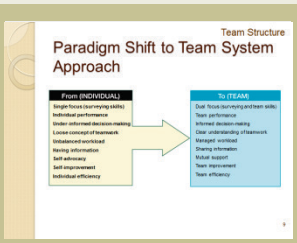
A team is different from a group. A group can achieve its goal through independent individual contributions. Real-time coordination of tasks between individuals is not required.

A team consists of two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions, and have a time-limited membership. During the temporal life of a team, the team's mission is of greater value than the goals of the individual members.

Team members:

- Includes anyone involved in the survey
- Have clearly defined roles
- Are accountable to the team for their actions
- Must stay continually informed for effective team functioning

PARADIGM SHIFT TO A TEAM SYSTEM APPROACH



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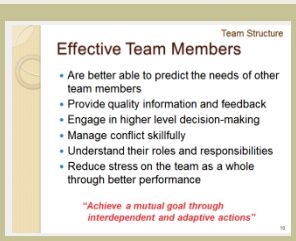
SAY:

Moving to a team system approach will result in a number of shifts in traditional work patterns:

FROM	TO
a single focus (surveyor skills)	a dual focus (surveyor and team skills)
individual performance	team performance
under-informed decision making	informed decision making
a loose concept of teamwork	a clear understanding of teamwork
an unbalanced workload	a managed workload
having information	sharing information
self-advocacy	mutual support
self-improvement	team improvement
individual efficiency	team efficiency

EFFECTIVE TEAM MEMBERS



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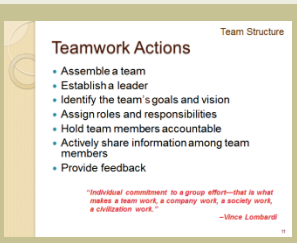
SAY:

Effective team members:

- Are better able to predict the needs of other team members and are proactive versus reactive.
- Provide quality information and feedback.
- Engage in higher level decision making.
- Manage conflict skillfully.
- Understand their roles and responsibilities.
- Reduce stress on the team as a whole through better performance.

Effective team members "achieve a mutual goal through interdependent and adaptive actions."

TEAMWORK ACTIONS



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MATERIALS:

- Flipchart or Whiteboard (Optional)
- Markers (Optional)

SAY:

Teamwork actions include:

- Assembling a team
- Selecting a leader
- Identifying the team's goals and vision
- Assigning roles and responsibilities
- Holding team members accountable
- Actively sharing information among team members
- Providing feedback

DISCUSSION:

- What actions will you take to improve your team's structure and effectiveness?

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