

Team Structure



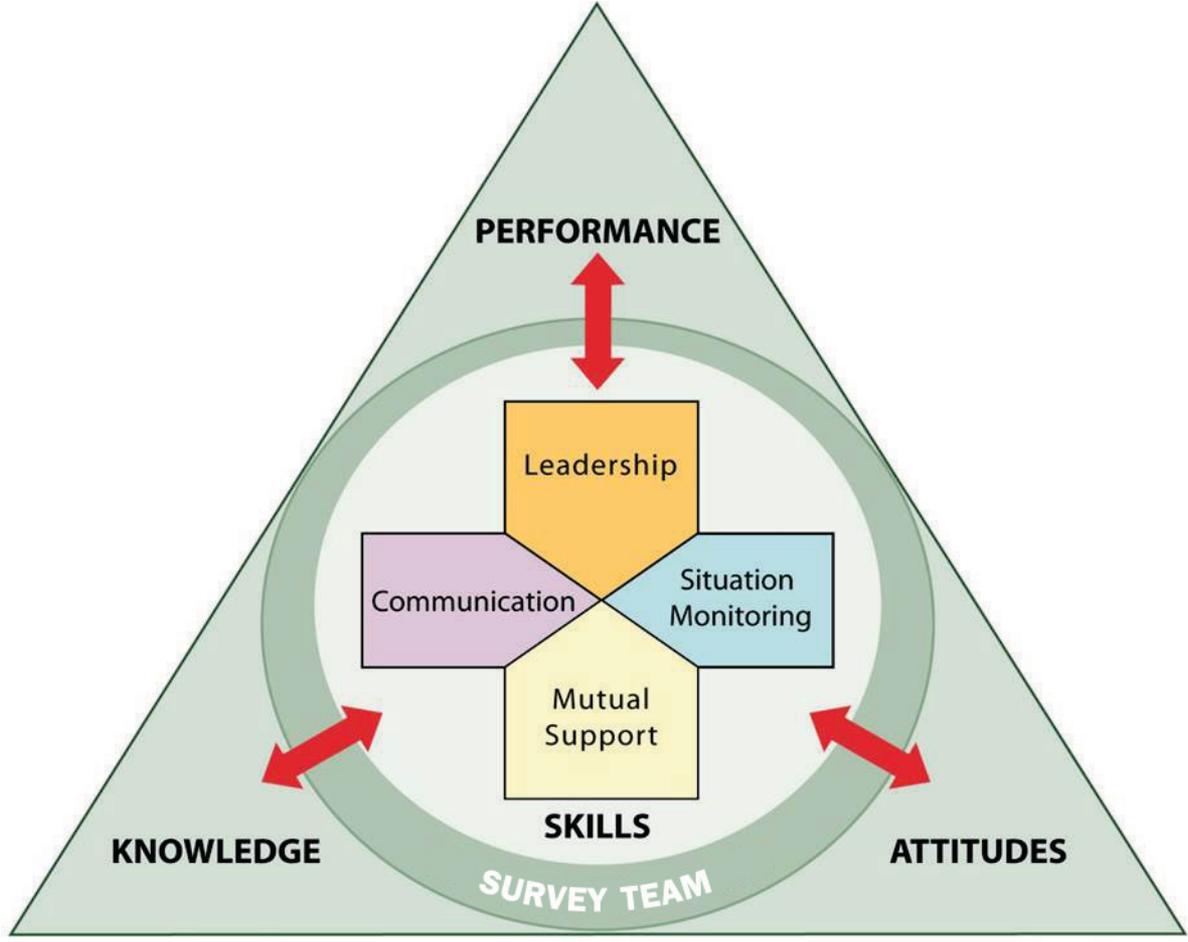
The ratio of We's to I's is the best indicator of the development of a team.

–Lewis B. Ergen

Objectives

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

Framework



High-Performing Teams

Teams that perform well:

- Hold shared mental models
- Have clear roles and responsibilities
- Have clear, valued, and shared vision
- Optimize resources
- Have strong team leadership
- Engage in a regular discipline of feedback
- Develop a strong sense of collective trust and confidence
- Create mechanisms to cooperate and coordinate
- Manage and optimize performance outcomes

(Salas et al. 2004)

Barriers to 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

Exercise: Teams and Teamwork

Write down the names (or positions) of the people in your immediate work area or unit who contribute to effective surveys.



Team Member Characteristics

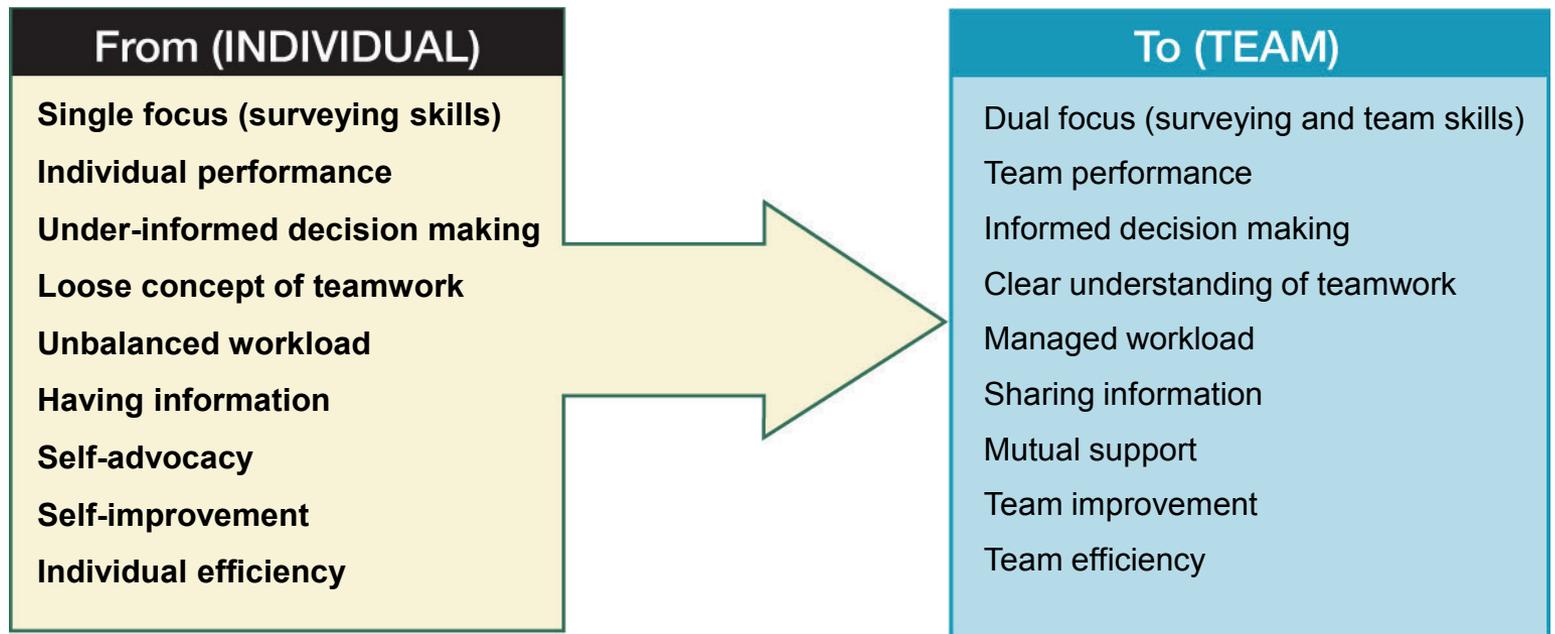


What Defines a Team?

Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions



Paradigm Shift to Team System Approach



Effective Team Members

- Are better able to predict the needs of other team members.
- 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.

“Achieve a mutual goal through interdependent and adaptive actions”

Teamwork Actions

- Assemble a team.
- Establish a leader.
- Identify the team's goals and vision.
- Assign roles and responsibilities.
- Hold team members accountable.
- Actively share information among team members.
- Provide feedback.

“Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.”

—Vince Lombardi

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