

# From nightmare to dream team

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# What I'm going to say

- Bad team/good team
- How teams develop
- Team roles
- Doctors in teams
- Helping your team develop
- Assumptions:
  - Adequate resources
  - Stable organisation
  - Stable team role
  - Not 'your ' team, but the team you work in

# \*\*\*\*\* CMHT - weekly MDT (I served my time 1995 -2006)

- Late starts, finished with work outstanding
- Rotating chair – not necessarily team leader
- Lots of discussion, few decisions
- Many patients on caseload never discussed
- 25 people in the room
- When tasks given out, everyone looked at floor
- Subdivisions within team
- Consequences:
  - Waiting lists, unequal case loads, poor morale, bad reputation, stagnant caseloads
- DIDN'T FEEL LIKE A TEAM AT ALL

# \*\*\*\*\* Prison Inreach Team –weekly MDT (2006 to date)

- MDT starts and stops on time
- 7 people in room
- Single leader
- Good admin support
- Open communication
- Clear decisions
- Clear role understanding
- No waiting list, lots of throughput
- Every case reviewed every week
- A PLEASURE TO WORK IN

# What is a Team anyway?

- Group
  - Two or more persons who are interacting in such a way that each person influences and is influenced by each other person.
- Team
  - A group of people committed to a common purpose, set of performance goals, and approach for which the team members hold themselves mutually accountable.

# The Popularity of Teams

- Received wisdom:
  - Teams typically outperform individuals when tasks require multiple skills, judgment, and experience
  - Teams are a better way to utilize individual employee talents
  - The flexibility and responsiveness of teams is essential in a changing environment
  - Empowered teams increase job satisfaction and morale, enhance employee involvement, and promote workforce diversity
- Personal view
  - Bad teams are an unmitigated disaster, an obstacle to clinical care and endemic in the NHS

# Getting from group to team

When groups are formed into teams:

- Roles and interactions are not established.
- Some members may observe as they attempt to determine what's expected of them.
- Others engage in the team process immediately.
- As members learn their roles they find ways to work together and learn about team issues.
- These processes occur in 4 stages.
  - Analogy to grief

# Stage One - Forming

Period in which members are often guarded in their interactions because they're not sure what to expect from other team members.

This is also the period in which members form opinions of their teammates.

During this stage, productivity is low.

## Stage two - Storming

Characterized by competition and strained relationships among team members. There are various degrees of conflict dealing with issues of power, leadership and decision- making.

This is the most critical stage for the team.

## Stage three - Norming

Characterized by cohesiveness among members. In this phase, members realize their commonalities and learn to appreciate their differences.

Functional relationships are developed resulting in the evolution of trust among members.

## Stage four -Performing

The team now possesses the capability to define tasks, work through relationships, and manage team conflicts by themselves.

Communication is open and supportive. Members interact with without fear of rejection.

Leadership is participative and shared. Different viewpoints and information is shared openly.

Conflict is now viewed as a catalyst that generates creativity in the problem-solving process.

*Do we ever really get there?*

*REMEMBER!!!*

Any change in the composition of the team or its leadership will return the team to the forming stage.

# What It Takes to Be a Team Player

- Personality
  - Individualism versus collectivism
- Interpersonal Skills
  - Conflict management skills
  - Collaborative problem solving skills
  - Communication skills
- Management Skills
  - Develop and establish goals
  - Control, monitor, provide feedback
  - Set work roles and assign tasks

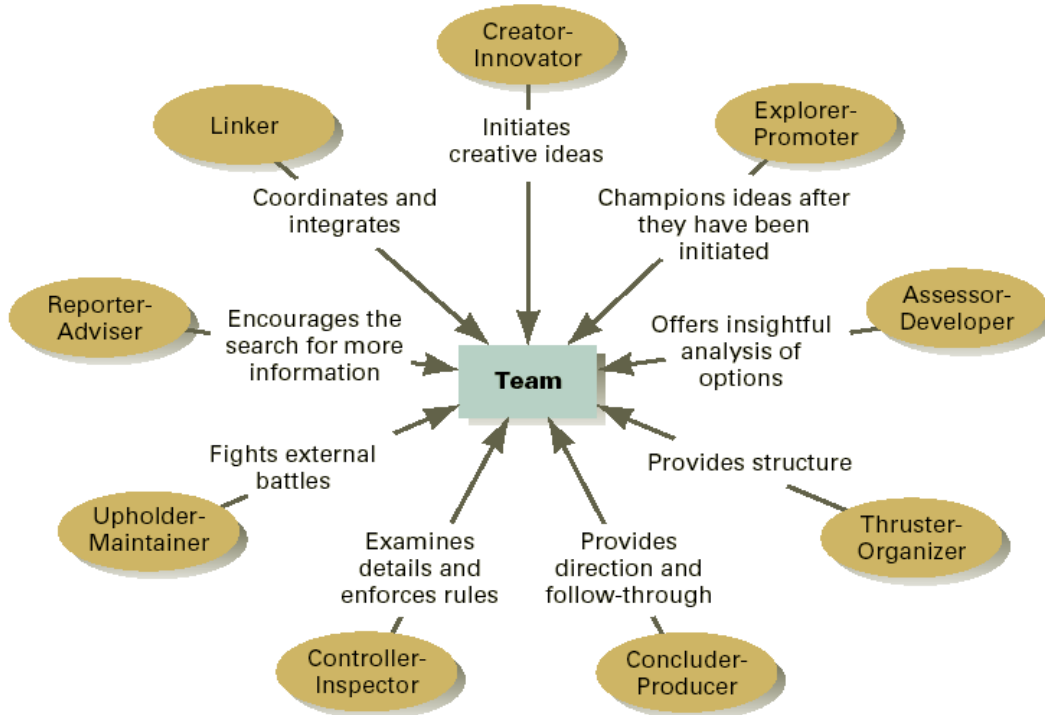
# Team Member Roles

This a version of  
the received  
wisdom

All these can live  
within one  
person (but  
don't usually)

There are many  
other versions

My experience is  
that best teams  
have people who  
can switch roles



# Doctors in teams

- Special issues
  - Relative longevity or transience in post
  - Disparities
    - Pay
    - Legal responsibilities and power
    - Perceived authority
    - ?Expertise
  - Effect
    - Docs being team leaders of non-docs potential problem
    - Distortion decision-making by being 'expert'
    - Undermining team leader's authority
    - Non-engagement - too busy, clever, skilled, etc
    - Can carry anxiety for team

# How can you contribute?

- Forming
- Storming
- Norming
- Performing
- Team roles
- Team decision making
- Above all – awareness of group dynamics!!!

## Forming – Enhance Team Development by:

- Help share responsibility
- Encourage open dialogue
- Help provide structure
- Air and help direct team issues
- Develop a climate of trust and respect.

## Storming - Enhance Team Development by:

- Joint problem solving.
- Norms for different points of view.
- Decision-making procedures.
- Encourage two-way communication.
- Support collaborative team efforts.

## Norming - Enhance Team Development by:

- Communicate frequently and openly about concerns.
- Encourage members to manage the team process.
- Give positive and constructive feedback.
- Support consensus decision-making efforts.
- Delegate to team members as much as possible AND accept delegation.

## Performing - Enhance Team Development by:

- Offer feedback when requested.
- Support new ideas and ways for achieving outcomes.
- Encourage ongoing self-assessment.
- Help develop team members to their fullest potential.
- Look for ways to increase the team's capacity.
- Constantly bear in mind fit with organisation

# Decision making

- Identifying the issue.
- Setting a specific objective.
- Gathering and analyzing the facts.
- Developing alternatives.
- Evaluating the alternatives.
- Deciding and acting.
  - Lots of methodologies, e.g.
    - Delphic
    - Step ladder
- Also HUGE issues about interpersonal relationships, trust, honesty underpinning how well all the above works

## ***Remember***

- 1 .You are NOT the team leader, and that
2. following New Ways of Working, decision making responsibility is shared

# How to Build a Productive Team

- ✓ **Have clear mission/purpose.**
- ✓ **Set specific performance goals.**
- ✓ **Compose the right team size and mix.**
- ✓ **Have an agreed-upon structure appropriate to the task.**
- ✓ **Delegate the authority to make the decisions needed, given their mission.**
- ✓ **Provide access to or control of the resources needed to complete their mission.**
- ✓ **Offer a mix of group and individual rewards.**
- ✓ **Foster longevity and stability of membership.**

## Symptoms of Unproductive Teams

- ☑ **Non -accomplishment of goals.**
- ☑ **Cautious, guarded communication.**
- ☑ **Lack of disagreement.**
- ☑ **Malfunctioning meetings.**
- ☑ **Conflict within the team.**