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Leadership – Building Successful Teams

Michael B. Grossman DM, MSN, RN, NEA-BC, CNML
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

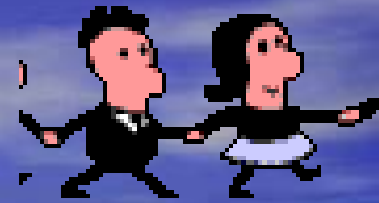


Objectives

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?



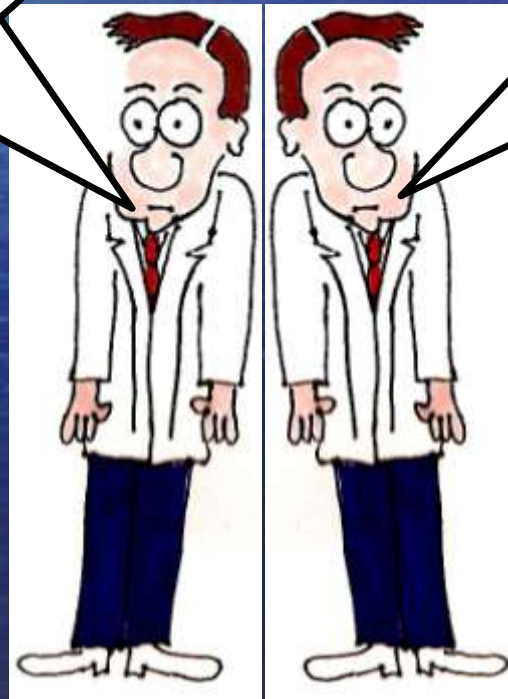
- How much time do you have?
- How committed are you?
- Who is the "TEAM?"
- What kind of history do you have? Take today as an example...
- Are you here because you were told to come or because you want to be here? Because it's the right thing to do, out of obligation, or for recognition?
- So, would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

What do your answers says about the TEAM and your commitment to the TEAM, at this moment.....

From Teamwork to Organizational Health

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 worlds best team.*

Describe what they were like...



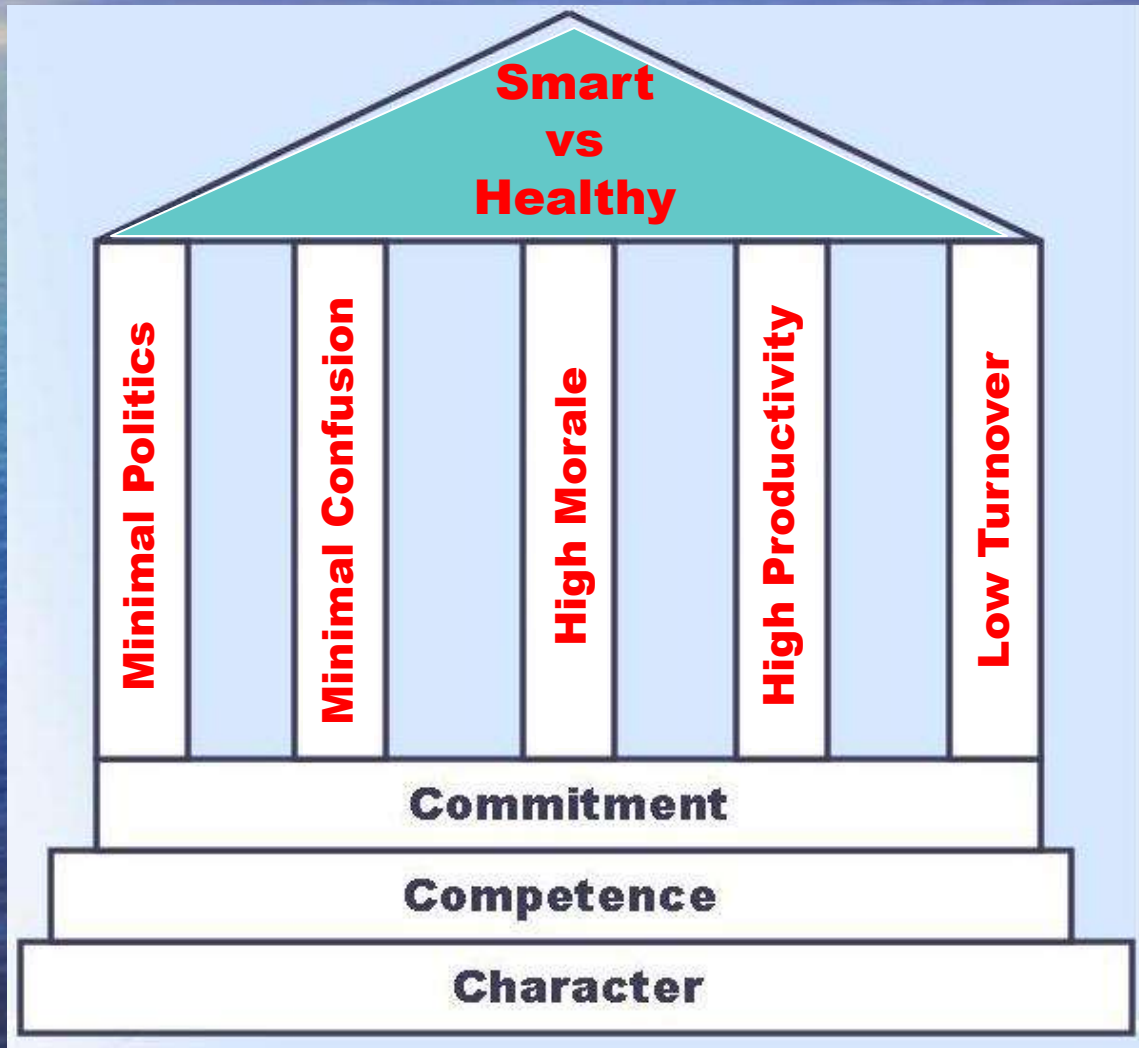
Keys to Organizational Health

Patrick Lencioni (2012)

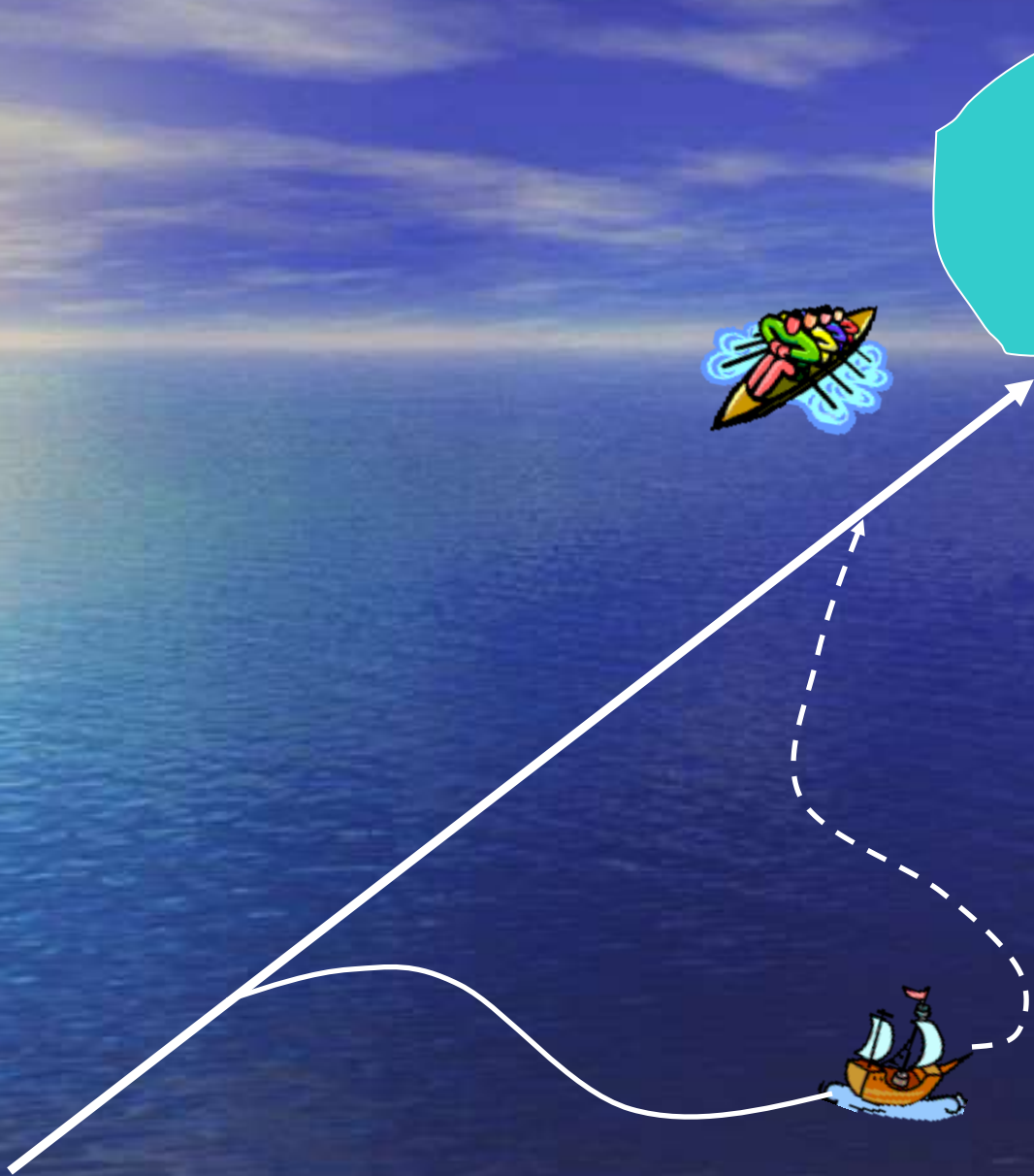
- Sophistication Bias-It seems too simple. All it requires is discipline, courage, persistence, and common sense.
- Adrenaline Bias-It takes too much time.
Urgency Addiction (Merril & Covey, 1996)
- Quantification Bias-Too difficult to quantify.

Organizational Health

Patrick Lencioni (2012)



**CURRENT
REALITY**



VISION

- Mission
- Principles
- Values
- Roles
- Responsibilities

Group

or

Team

Which are You?

Related in some way

Common vision purpose

Individual takes precedence

Members feel responsible

Issue more important than group

Sound internal relationships

See challenge as individual

Interdependence

Team skill not discussed

Open/honest communication

Synergy not valued

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. Lencionni (2005)

Synergy frequent and typical

(Woodring, 1997, p. 13)

The Five Dysfunctions of a Team

And How We Could Do it Better... by Patrick Lencioni (2002, 2005)

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."

Inattention to Results

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

Avoidance of Accountability

Lack of Commitment

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

Fear of Conflict

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

Absence of Trust

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

Functional Team



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

What People Want to Hear

We're safe

You'll never have to rotate

We can lower taxes and still provide EVERYTHING

Tactics
or
Character
Values
Principles

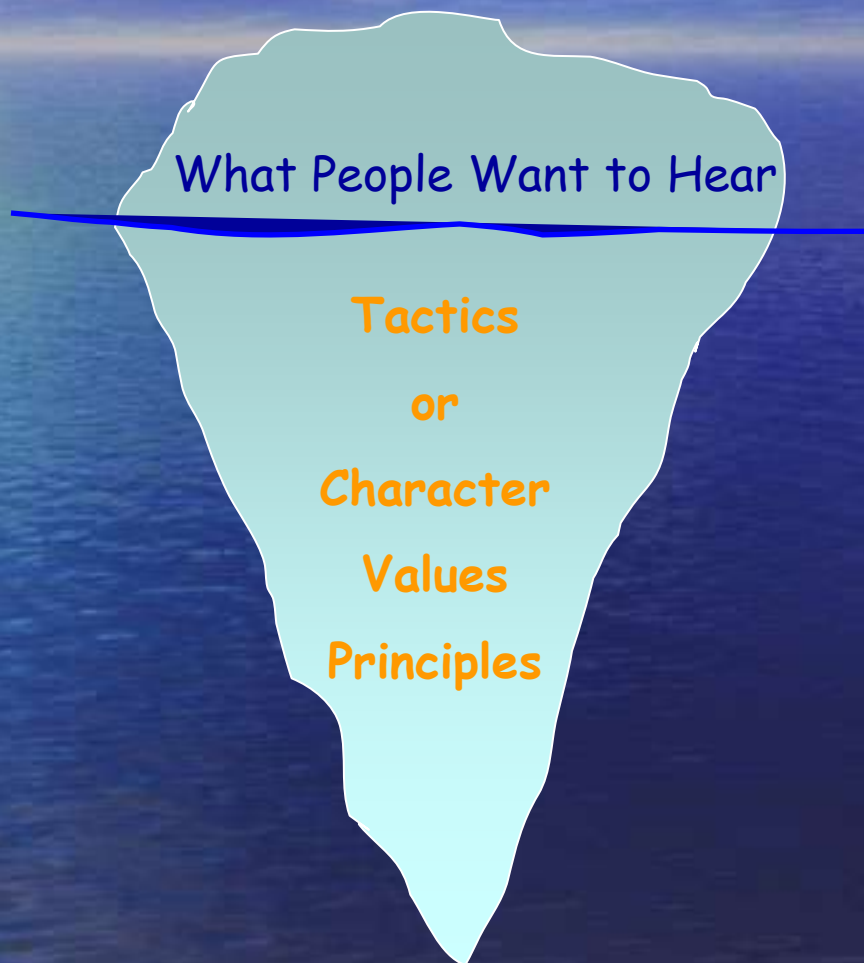
Trust me I'm from the Government

Fully staffed by January

Short Term Victory vs. Long Term Effectiveness

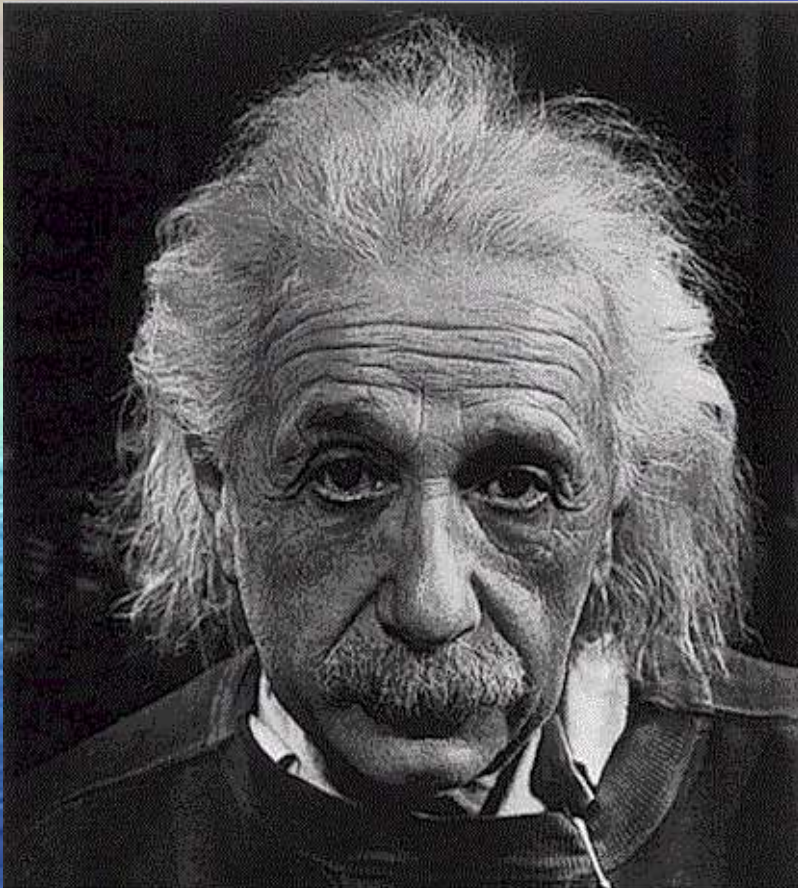


What Kind of Team are You?

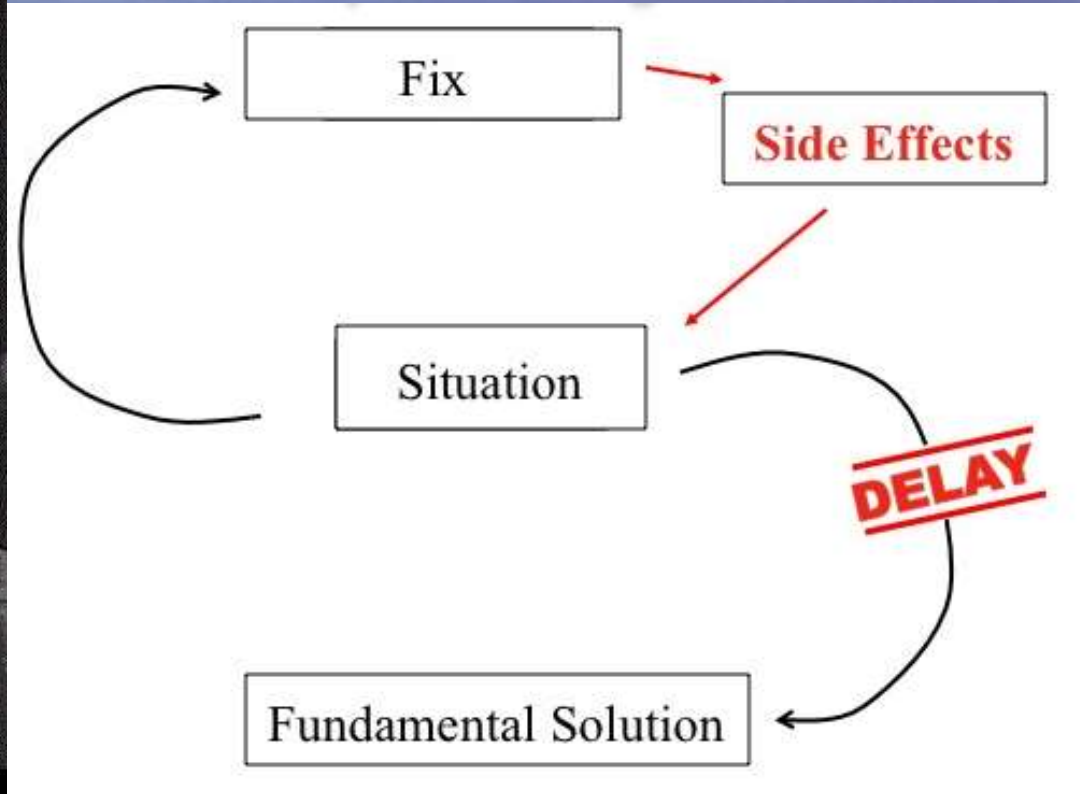


Show Permanent White Water

We Cannot Solve Problems by Using the Same Thinking That Created Them

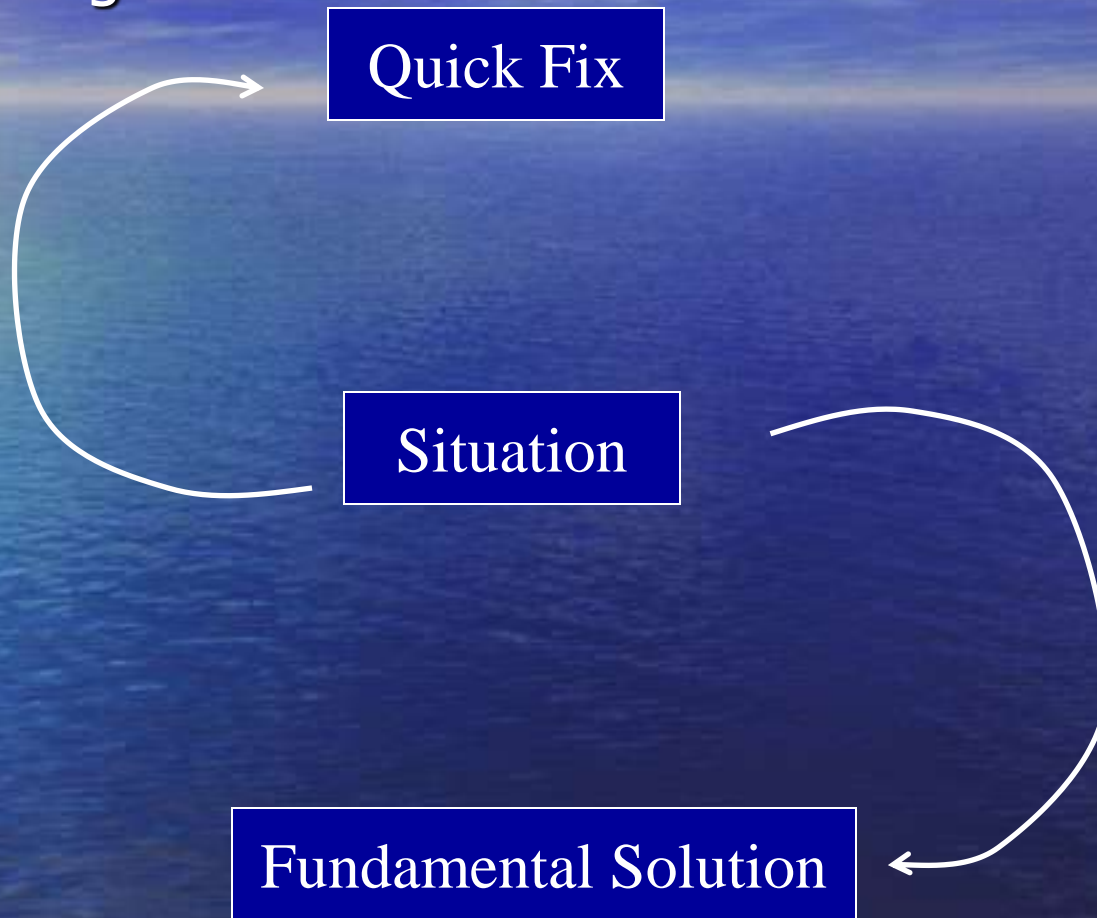


Insanity: doing the same thing over and over again and expecting different results.



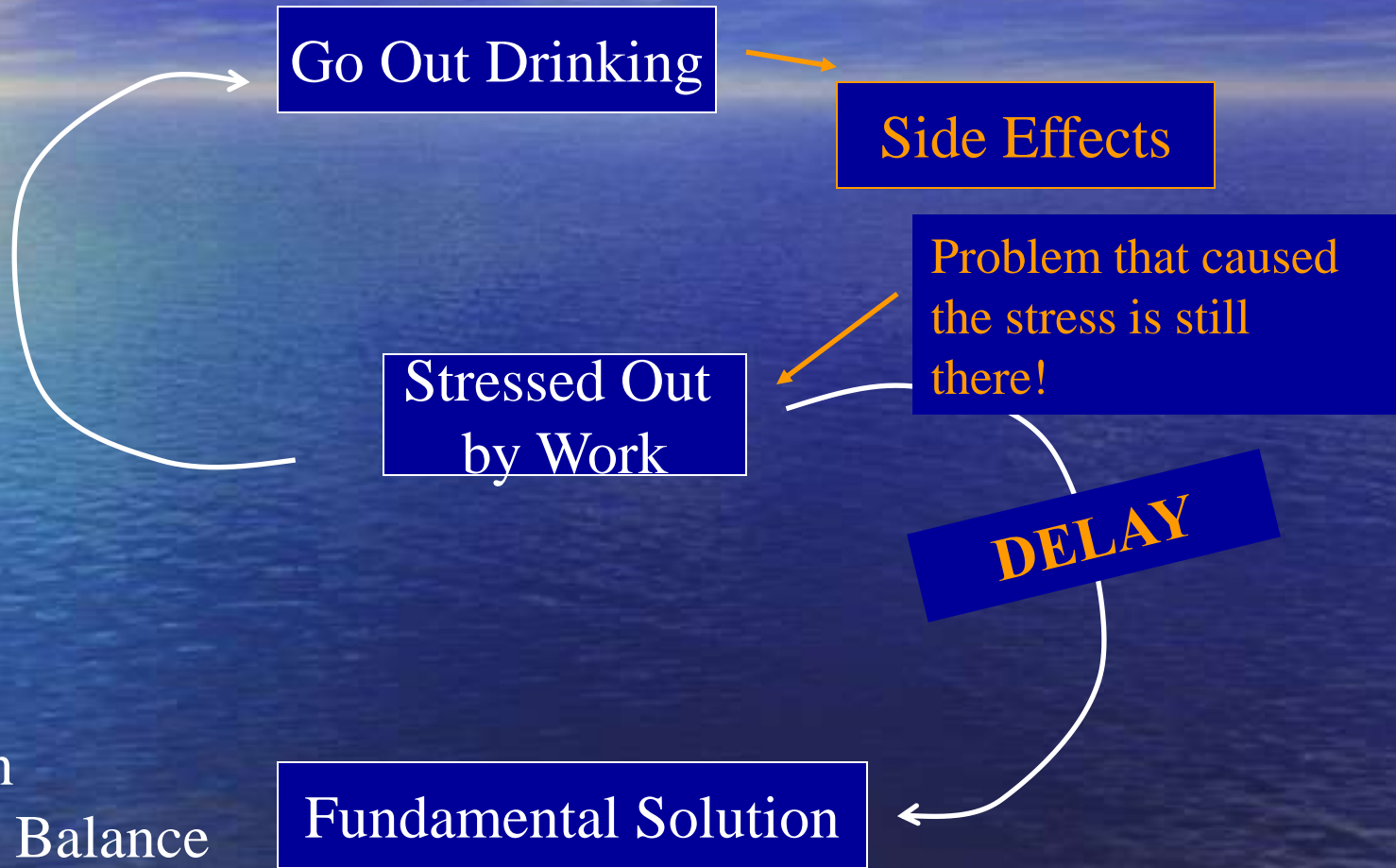
A System's Approach: Fixes That Fail

by Peter Senge



A System's Approach: Fixes That

Fail by Peter Senge



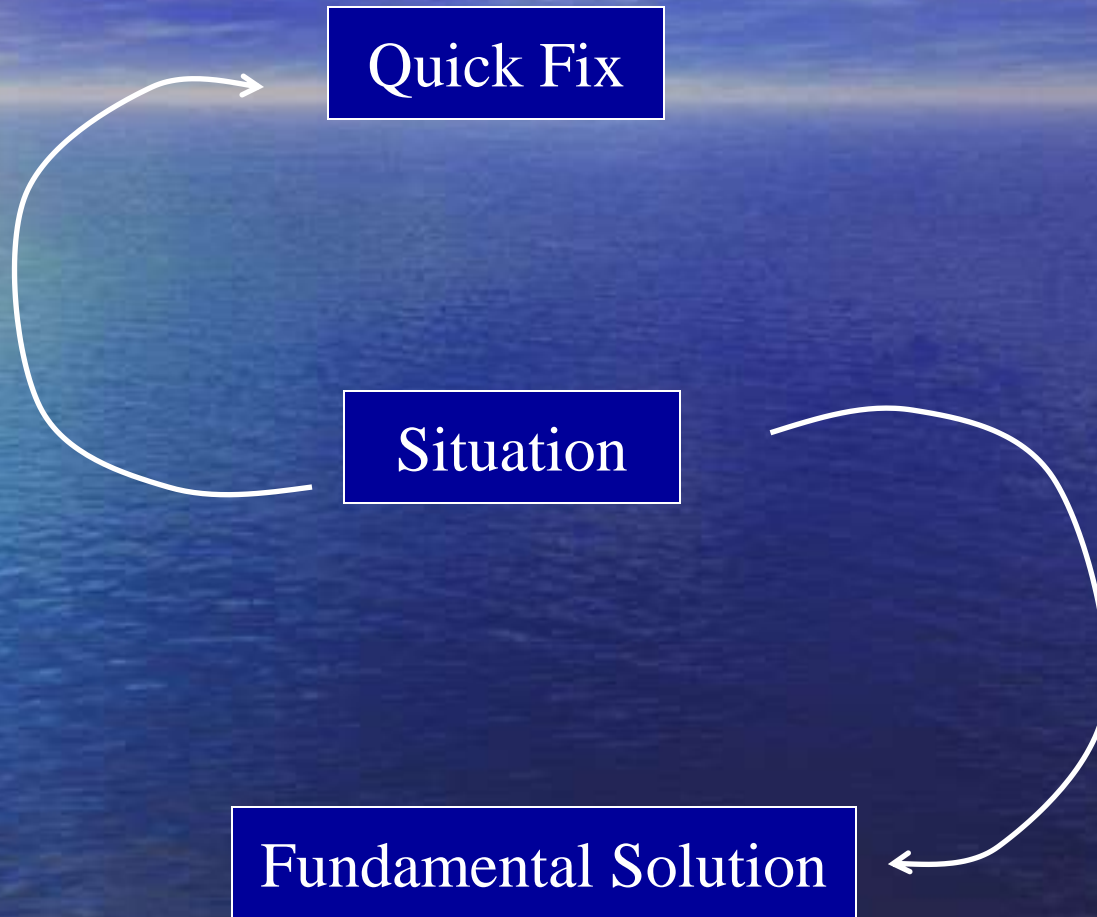
Relaxation
Work Life Balance
Organization Skills
Relationship Building

A System's Approach: Fixes That Fail

by Peter Senge



What's a Situation You're Struggling With?



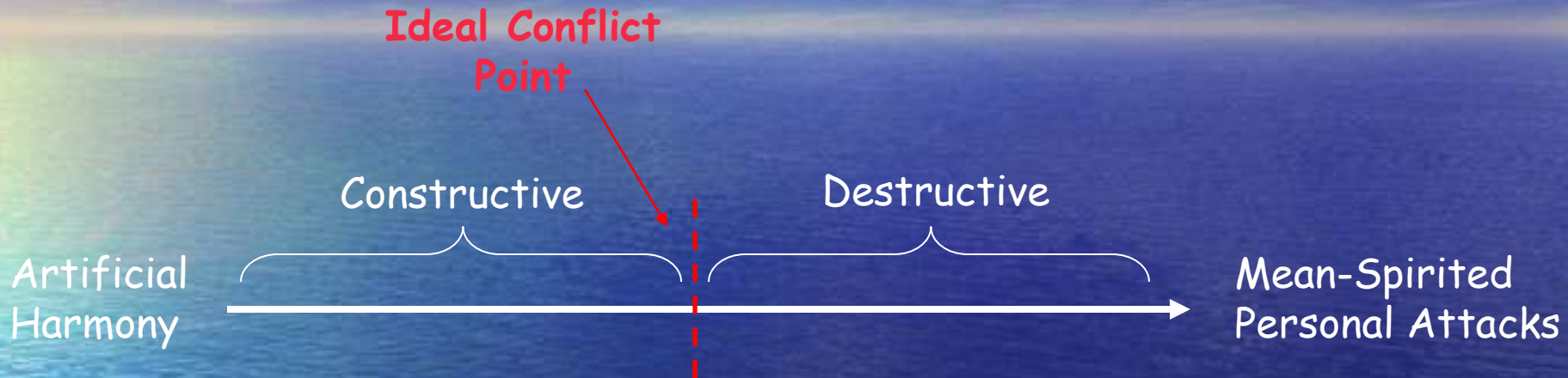
But We Can't All Agree on the
Solution...



Mastering Conflict: What's So Bad About Conflict Anyway???

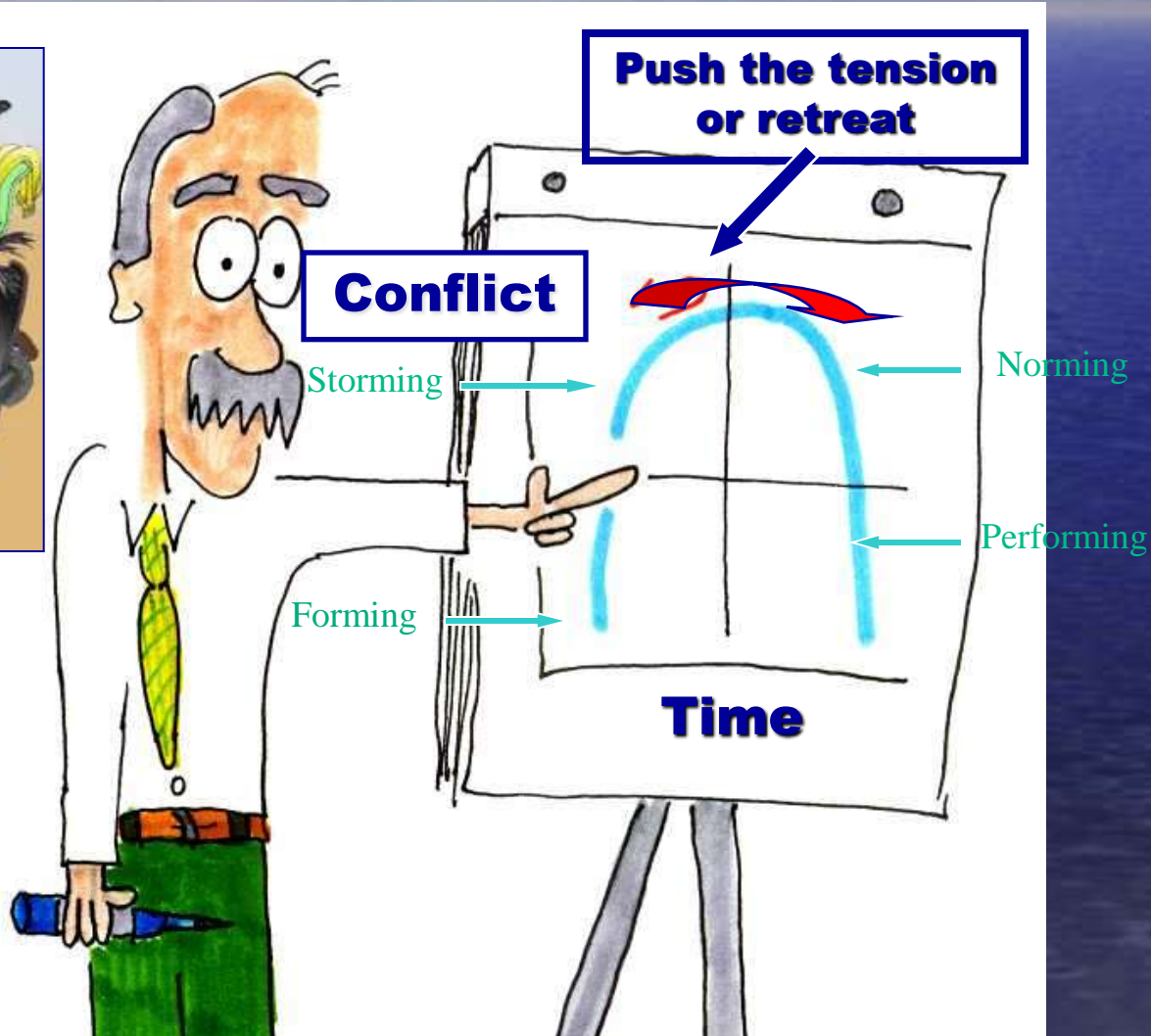


Mastering Conflict: What's So Bad About Conflict Anyway???



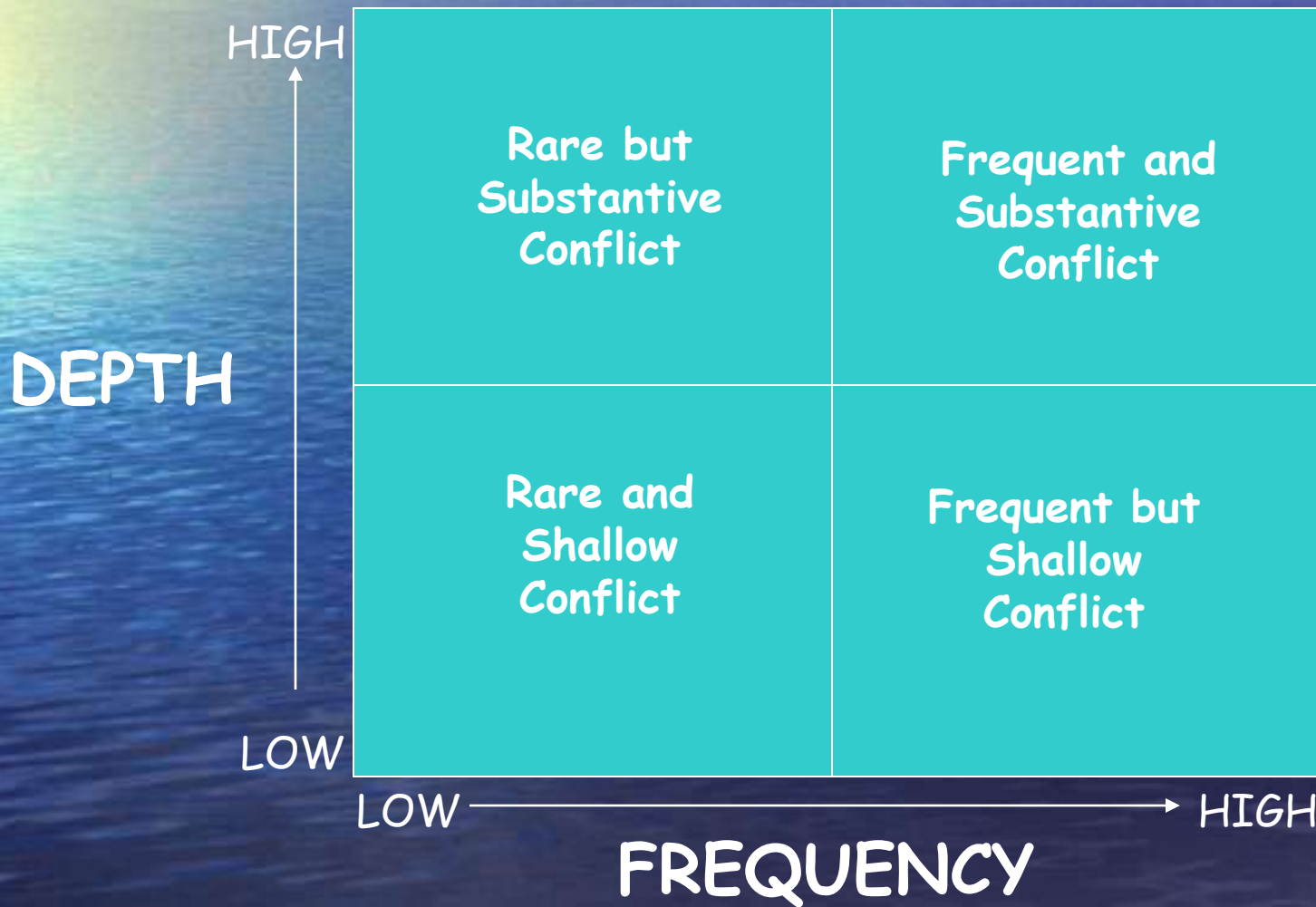
Mastering Conflict: Stages of Change & Team Development

(Thompson, 2000, p. 54)



(Grossman, 2003)

Depth-Frequency Conflict Model



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 don't

I agree

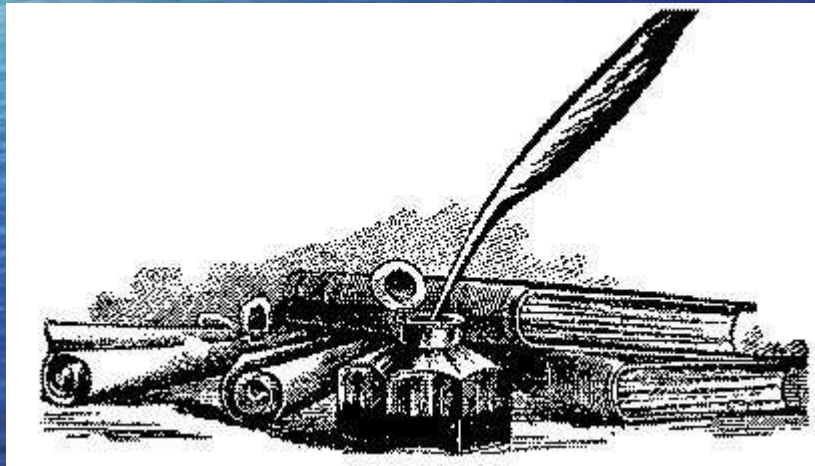


People Resist Change the More They're Tied to the History



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

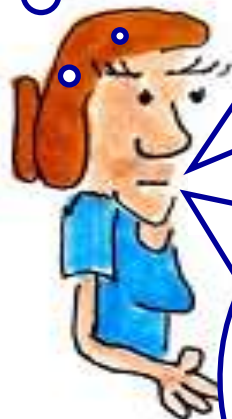
Alone
Isolated
Unappreciated

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 . . .

**CURRENT
REALITY**



VISION

Mission

Principles

Values

Roles

Responsibilities

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