Developing Your Team

Prof. William P. Bottom
Knight Center for Executive Education
Olin Business School

Leadership Training Pilot Program
SLCH 3rd Floor Boardroom
Department of Pediatrics
Washington University School of Medicine
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Primary Objectives

• Identify opportunities to enhance teamwork
• Learn to recognize sources of dysfunction
• Share ideas about workable approaches
• Understand the role of team leadership
Background

- Ph.D., Psychology, University of Illinois
- Wood Distinguished Professor in Business
- Area Chair, Organizational Behavior
- Administrative work
- Teaching, consulting
  - leadership
  - organization development
  - negotiation and conflict management

- A Few Clients
  - BJC Health Systems
  - FBI Crime Lab
  - Monsanto
  - NIH
A Business and its Beliefs

TJ Watson Jr., 1963

“to survive and succeed, any organization must have a sound set of beliefs on which it premises all its policies and actions”

from 1946-92

• Respect for the individual
• Superior customer service
• Excellence in everything we do
The decline of these three giants is the biggest what-went-wrong story in U.S. business history. There are lessons here for everybody.

By Carol J. Loomis
Louis Gerstner’s “statement of principles” at IBM - 1991

1. The marketplace drives everything we do.

2. We are a technology company committed to quality.

3. Customer satisfaction and shareholder value are our primary measures of success.

4. We operate as an entrepreneurial organization with a minimum of bureaucracy.

5. We think and act with a sense of urgency.

6. We work together as a team to make it all happen.
Your Mission

• **WUSM - Our Mission:**
  To lead in advancing human health through outstanding clinical care, innovative research and the education of tomorrow’s leaders in biomedicine.

• **Department of Pediatrics - Our mission**
  To improve the health of children and adolescents through excellence in patient care, research, teaching and community service - is embraced by our faculty and staff who are deeply committed to the welfare of children and adolescents.

- Knowledge creation across fields
  - 19.9 million papers in ISI database over 50 yrs
  - U.S. patents since 1975
- Patterns of authorship
- Trends over time

Fig. 1. The growth of teams. These plots present changes over time in the fraction of papers and patents written in teams (A) and in mean team size (B). Each line represents the arithmetic average taken over all subfields in each year.
Table 1. Patterns by subfield. For the three broad ISI categories and for patents, we counted the number ($N$) and percentage (%) of subfields that show (i) larger team sizes in the last 5 years compared to the first 5 years and (ii) RTI measures larger than 1 in the last 5 years. We show RTI measures both with and without self-citations removed in calculating the citations received. Dash entries indicate data not applicable.

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Agenda

- The team as a tool for organization
- The role of teams in the department
- Different modes of collaboration
- A framework for team development
- Learning to have good fights
- Team leadership responsibilities
Teamwork in the Department

• Identify and describe a high performing AND a dysfunctional team focused on:
  1. Patient care
  2. Research
  3. Teaching
  4. Community Service

• What factors contributed to the success? To the failures?
Modes of collaboration

• **Working group**: a collection of people who can accomplish their work as a combination of individual inputs.
  – *Share information and ideas*
  – *Communicate and coordinate decisions*

• **A team**: a small number of people with complimentary skills working toward a common goal with a common working approach and mutual accountability
  – *A collective work product*
  – *Synergy*
The Team Performance Curve

Phases of Development

- Forming
- Storming
- Norming
- Performing

Working Group

Performance

Dysfunctional Team

Potential Team

Real Team

High Performance Team
Inattention to RESULTS

Avoidance of ACCOUNTABILITY

Lack of COMMITMENT

Fear of CONFLICT

Absence of TRUST

Ego and the desire for personal status become main motivators

Team members lower their standards

Ambiguity on goals and team targets

Artificial Harmony is Dominant

Team members strive to create an image of invulnerability
Trust

• Why is invulnerability a problem?

• Is trust “the most critical part of building a team”

• What steps can build trust in a team?
Building trust:

"The willingness of a party to make themselves vulnerable to the actions of another party"

- Slow to develop
- Quickly lost