

Developing Your Team

Session II

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Objectives

- Obtain a basic tool for team assessment
- Learn to contract for team behavior
- Learn basic techniques for overcoming dysfunctions
- Consider how these can be applied in department context

Recapping the 1st DYT Session

- Team based organization supplanting hierarchies
- Pediatrics mission necessitates teamwork
 - Research
 - Administration
 - Patient care
- Requires distinct mind and skill sets

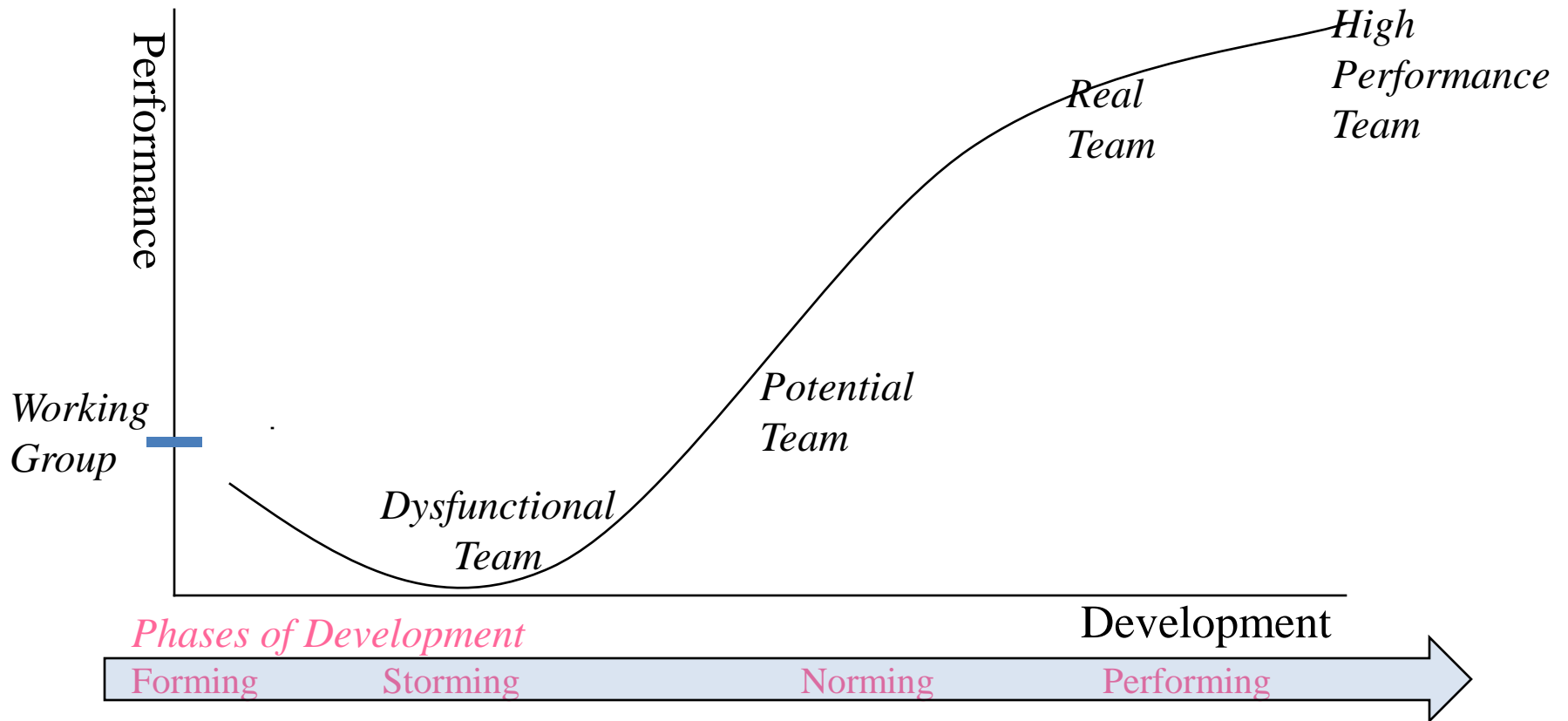
Team-Based Learning: An Alternative Active-Education Model

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Team-Based Learning (TBL) is an active-learning model in which students work in teams to solve problems by applying core concepts. Student teams work within a large classroom setting, thus allowing one or two instructors to circulate among the teams as facilitators. During this session, participants will be introduced to the major components of TBL, as well as to data on its impact in medical education.

The Team Performance Curve



[The Man Who Killed Osama Bin Laden ... is Screwed](#)

The Shooter's odyssey through situations that are always strewn with violence and with his own death always imminent — is grounded by a sense of deep confederacy.

"I'm lucky to be with these guys. I'm not going to let them down. I was going to go in for a few years, but then I met these other guys and stuck around because of them." He and one buddy made their first kills at exactly the same time, in Ramadi. Shared bloodletting is as much a bonding agent as shared blood.

After Team 6 SEAL Adam Brown was killed in March 2010, Brown's squadron members approached the dead man's kids at the funeral. They were screaming and inconsolable. "You may have lost a father," one of them said, "but you've gained twenty fathers."



Inattention to RESULTS

Ego and the desire for personal status become main motivators

Avoidance of
ACCOUNTABILTY

Team members lower their standards

Lack of COMMITMENT

Ambiguity on goals and team targets

Fear of CONFLICT

Artificial Harmony is Dominant

Absence of TRUST

Team members strive to create an image of invulnerability

Team Vital Signs

- Monitoring team functioning
 - Team basics: numbers, skills, goals, working approach
 - The five dysfunctions
- Developmental tools
 - A contract
 - Common goals, working approach, and accountability
 - Understand mode of collaboration –
 - Team
 - working group
 - NIH “Collaborative Agreement Template”
 - Questionnaire measures
 - Lencioni’s quick and dirty checklist
 - Olin Team Behavior Survey (OTBS): Konczak and Bottom

Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

3 = Usually

2 = Sometimes

1 = Rarely

- ___ 1. Team members are passionate and unguarded in their discussion of issues.
- ___ 2. Team members call out one another's deficiencies or unproductive behaviors.
- ___ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- ___ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- ___ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- ___ 6. Team members openly admit their weaknesses and mistakes.
- ___ 7. Team meetings are compelling, and not boring.
- ___ 8. Team members leave meetings confident that their peers are completely committed to the de-

cisions that were agreed on, even if there was initial disagreement.

- ___ 9. Morale is significantly affected by the failure to achieve team goals.
- ___ 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.
- ___ 11. Team members are deeply concerned about the prospect of letting down their peers.
- ___ 12. Team members know about one another's personal lives and are comfortable discussing them.
- ___ 13. Team members end discussions with clear and specific resolutions and calls to action.
- ___ 14. Team members challenge one another about their plans and approaches.
- ___ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Team functioning

1. Trust: $q4 + q6 + q12$
2. Conflict: $q1 + q7 + q10$
3. Commitment: $q3 + q8 + q13$
4. Accountability: $q2 + q11 + q14$
5. Results: $q5 + q9 + q15$

Scores

3-5: dysfunction to address

6-7: potential problems, evaluate further

8-9: proper functioning

Collaboration and Team Science Field Guide Template

- Overall goals
- Who will do what
- Authorship, credit
- Contingencies, communicating
- Conflicts of interest

Employing the tools

- Choose a team you are or have been involved in during the past. Complete the team development questionnaire with this group in mind.
- What problems or potential dysfunctions were flagged? What caused them?
- How would you employ these tools in your work teams?

Overcoming dysfunctions

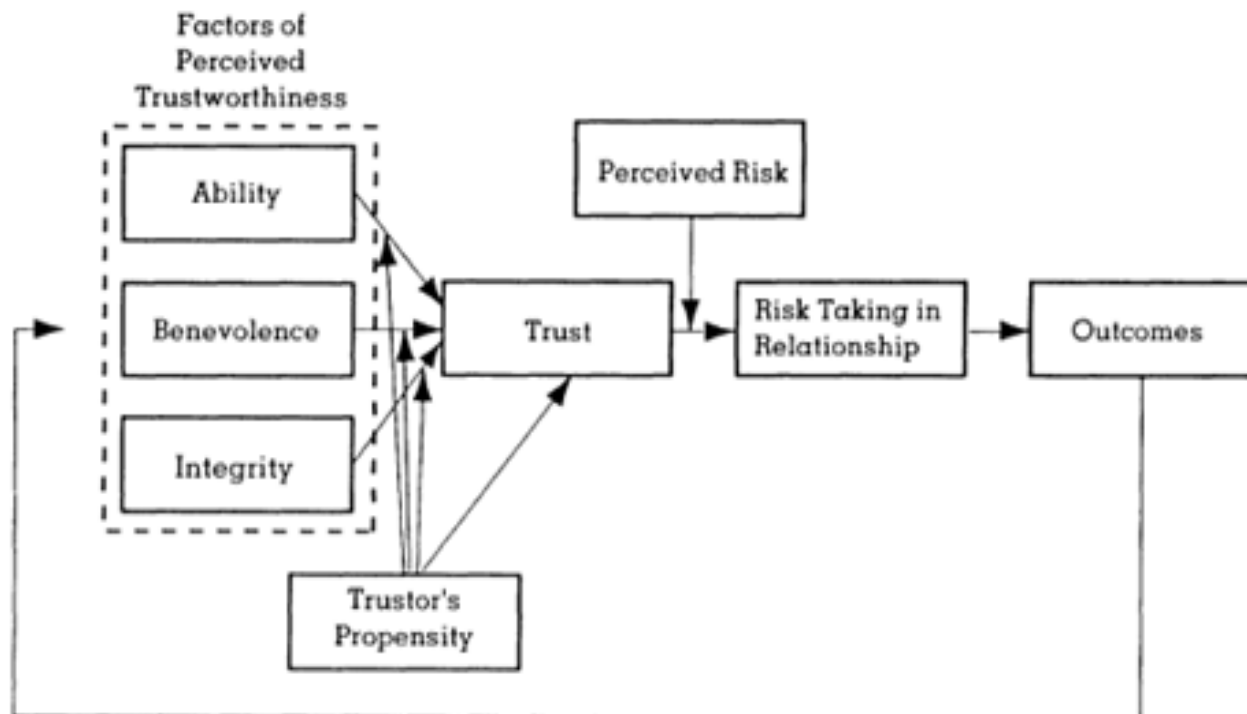
- Informal approaches
- Formal interventions
- Structured techniques

Techniques for building trust

- Fifteen minutes
- Go around the table and have everyone answer 3 questions about themselves.
 - Where did you grow up?
 - How many siblings did you have and where did you fall in the order?
 - What was the most difficult or important challenge you faced during childhood?
- What did you learn about each other?

Building trust:

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



Organization for Economic Cooperation and Development survey:

"Generally speaking would you say that most people can be trusted or that you need to be very careful in dealing with people?"

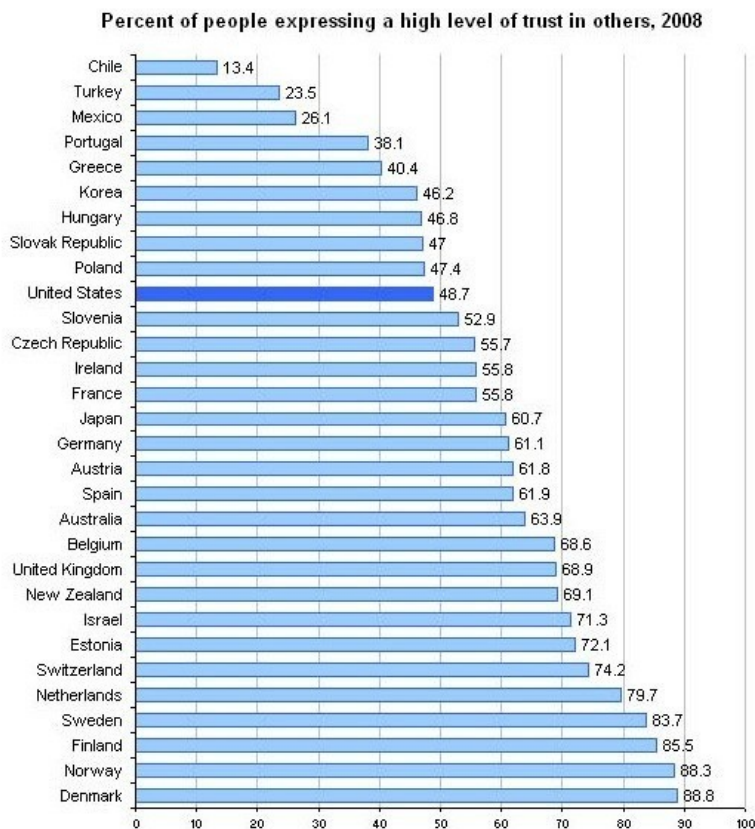
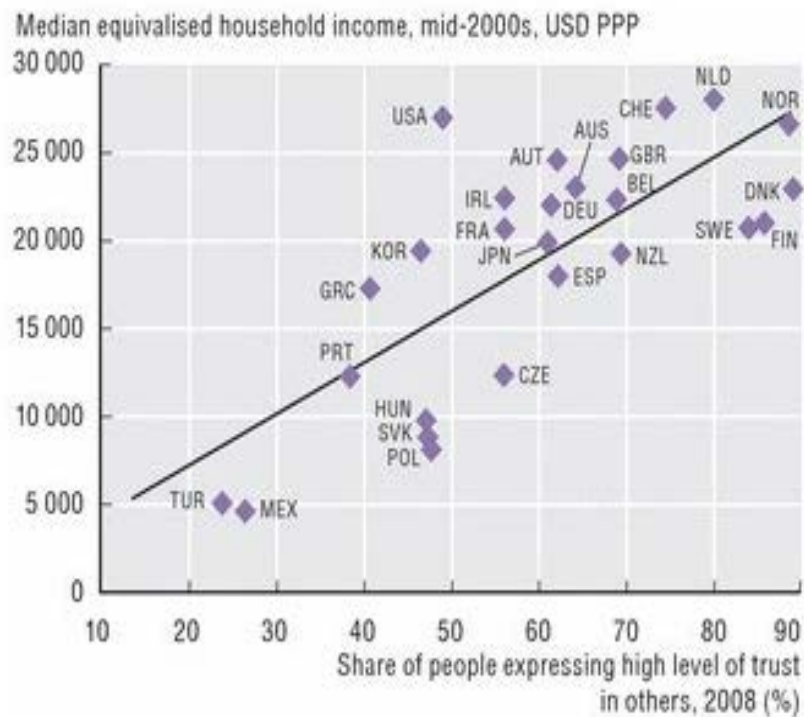


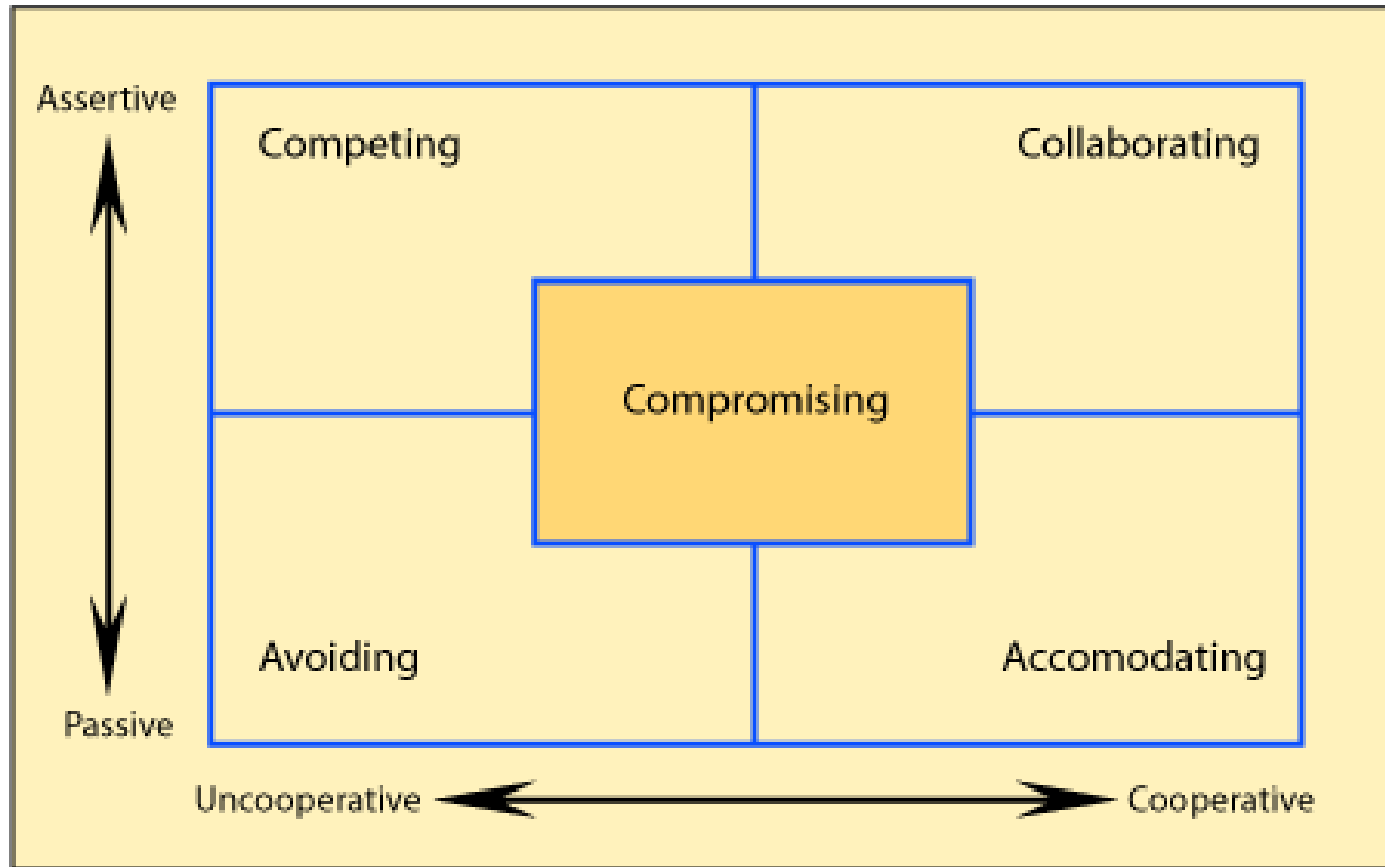
Figure CO1.2 Richer countries trust more



Behavior Profiling

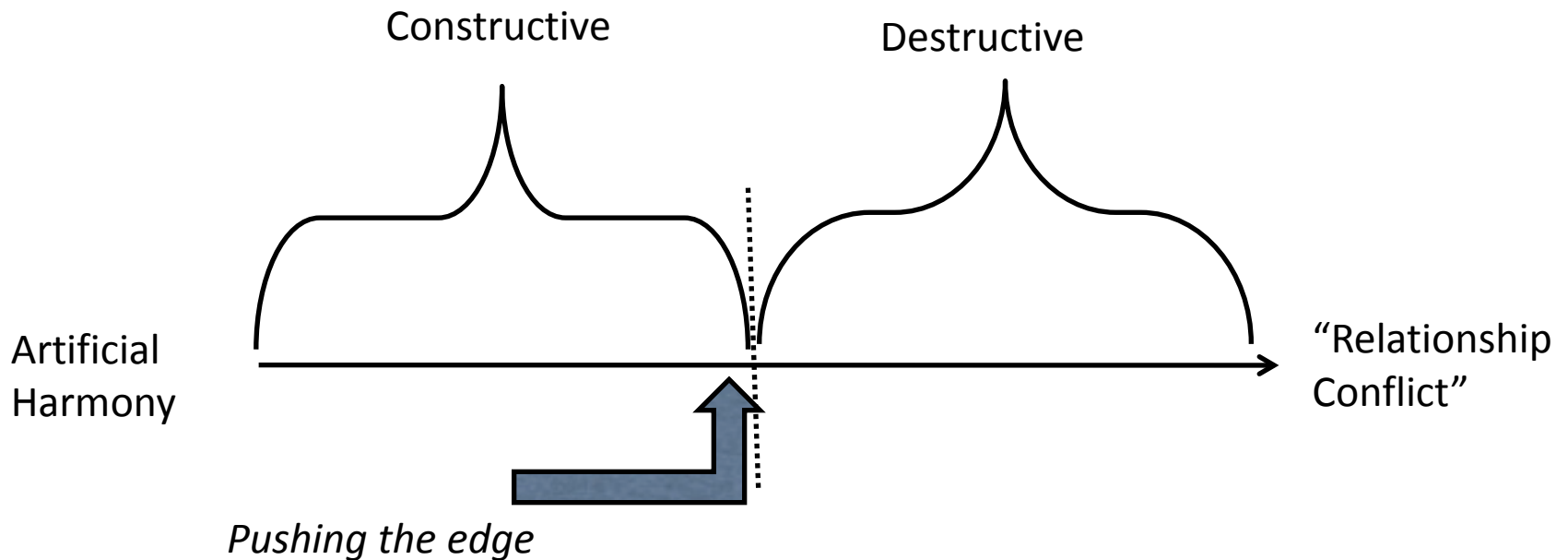
- Will require some professional facilitation
- Complete Myers-Briggs Type Indicator (or Keirsey Temperament Sorter or Kolb Learning Inventory) before session
 - Present an overview of the inventory model
 - Explain scores to each person
 - Team members describe own profile to group
 - Group discusses points of similarity and difference
 - Identify potential weaknesses or blind spots of team
- Follow-up
 - Team members choose areas for personal development
 - Interim reporting on progress

The conflict styles grid



Mastering Conflict

- Teams require passionate unfiltered debate around issues of importance to the team.
- Learning how to have good fights
- Requires willingness to be vulnerable to other members.



Conflict Styles

- Should tailor approach to the situation
- Basic tendencies and habits
- Styles learned over time
- Cultural differences
- Five basic approaches

Understanding Conflict Management

- 30 items with two possible responses A or B
- Circle the statement that best describes how you deal with situations.
- Sometimes neither will be very accurate but choose the one that is closest to your approach.
- Score using the template on the last page

Another basic tool and exercise

Conflict profiling

- Discuss your styles and the experiences that shaped them. Include family and professional experience as well as cultural background.
- Discuss similarities and differences of the team in terms of collective outlook on conflict. Address implications for team performance.

Achieving Commitment

- Buy-in
- Clarity: avoid ambiguity
- Disagree and commit
- Some basic techniques:
 - What exactly have we decided?
 - Required cascading communication to staff in 24 hours
 - The thematic goal

Embracing accountability

- Willingness to remind one another when they are not adhering to performance standards of group.
 - Results Based
 - Behavior Based
- Tools:
 - Team effectiveness exercise
 - Everyone answers two questions about everyone else
 - single most effective behavior
 - single behavior or quality that can derail the team
 - Leader is up first for discussion: + first, then derail

Follow-up for TEE

- All team members email personal areas of strength and weakness to leader
- Follow-on meeting where team reviews those areas and discusses again
- Use shared knowledge to track progress
- Team holds members accountable during meetings.

In this session

- Understand team performance curve
- Identified key leadership functions
- Learned about tools for diagnosis
- Discussed a few basic techniques for moving up the curve

Recommended readings

1. Katzenbach, Jon R., and Douglas K. Smith. *The wisdom of teams: Creating the high-performance organization*. Harvard Business Press, 1992.
2. Mackin, Deborah. *The Team Building Tool Kit: Tips and Tactics for Effective Workplace Teams*. Amacom Books, 2007.
3. *Collaboration and team science: A field guide*.

Available on-line -

https://ccrod.cancer.gov/confluence/download/attachments/47284665/TeamScience_FieldGuide.pdf?version=2&modificationDate=1285330231523

4. Lencioni, Patrick. *The Five Dysfunctions Of A Team: A Leadership Fable*” (jlb Lencioni Series), 2002.
5. Ancona, Deborah, and Henrik Bresman. *X-teams: How to build teams that lead, innovate, and succeed*. Harvard Business Press, 2007.