Creating a Culture of Teamwork: The Power of One  
2019 IAASC Annual Conference

Eric Suter, MBA

Program Manager – Organizational Development

UnityPoint Health – St. Luke’s Hospital - Cedar Rapids

Session Objectives

* Explain the negative impact of poor teamwork and why teams are beneficial to individuals and organizations.
* Describe the characteristics of high-performing teams and the stages of growth that teams transition through over time.
* Describe the conditions that support and promote the development of a Culture of Teamwork and its impact on performance.
* Identify next steps participants can take to create and/or improve the culture of teamwork within their organization.

Never doubt that a small group of thoughtful committed people can change the world; indeed, it's the only thing that ever has.

~Margaret Mead

**Why?**

The Seven Crucial Conversations

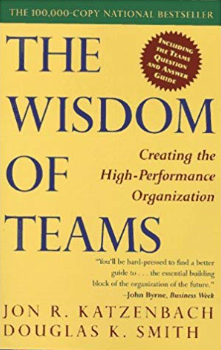
1. \_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_
3. Lack of \_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_
5. Poor \_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The Seven Crucial Conversations –   
#5 Poor \_\_\_\_\_\_\_\_\_\_\_

The study reveals that \_\_\_\_% of clinical-care providers have one or more teammates who gossip or is part of a clique that divides the team…and \_\_\_\_% have a teammate who tries to look good at others’ expense.

|  |  |  |
| --- | --- | --- |
| Nurses and Other Clinical Care Providers’ Concerns about Poor Teamwork | | |
| \_\_\_\_\_% are concerned about a peer’s poor teamwork. | This peer does something that undercuts the team at least once a month. | \_\_\_\_% |
| The problem with this peer has gone on for a year or more. | \_\_\_\_% |
| \_\_\_\_% have spoken with this peer and shared their full concerns. | Because of this teamwork issue, the respondent can’t trust that patients in their area are receiving the right level of care. | \_\_\_\_% |
| Because of this teamwork issue, the respondent is seriously considering leaving the unit or the hospital. | \_\_\_\_% |

Benefits of Teams



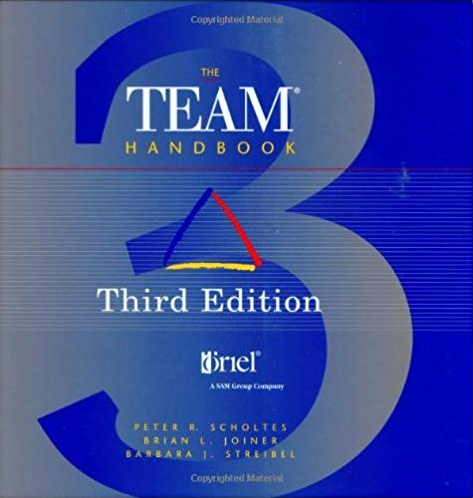
* Teams bring together complementary \_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that, by definition exceed those of any \_\_\_\_\_\_\_\_\_\_\_\_ on the team.
* Teams establish \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that support real-time problem solving and initiative.
* Teams provide a unique \_\_\_\_\_\_\_\_\_ dimension that enhances the economic and administrative aspects of work.
* Teams have more \_\_\_\_\_\_.

**What?**

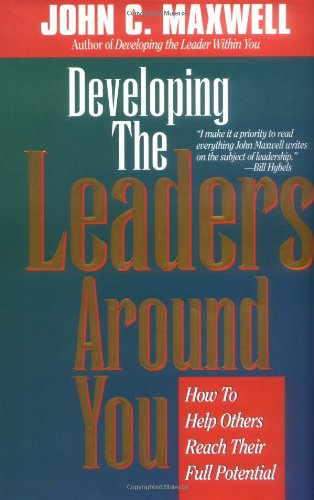
‘Team’ Defined

* A team is a small number of people with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ skills who are \_\_\_\_\_\_\_\_\_\_\_\_ to a common \_\_\_\_\_\_\_\_\_\_, performance \_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_\_\_\_\_ for which they hold themselves mutually \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Characteristics of High-Performing Teams

* Ingredients for a Successful Team
  + Clarity in team \_\_\_\_\_\_\_\_
  + A plan for \_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Clearly defined \_\_\_\_\_\_\_\_
  + Clear \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + \_\_\_\_\_\_\_\_\_\_\_ team behaviors
  + Well-defined \_\_\_\_\_\_\_\_ procedures
  + \_\_\_\_\_\_\_\_\_\_\_ participation
  + Established \_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_
  + Awareness of the group \_\_\_\_\_\_\_\_\_\_
  + Use of the \_\_\_\_\_\_\_\_\_\_\_ method

Characteristics of High-Performing Teams

* Qualities of a Dream Team
  + Team members \_\_\_\_\_\_\_\_\_\_ for one another
  + Team members know what is \_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Team members \_\_\_\_\_\_\_\_\_\_\_\_\_ with one another
  + Team members \_\_\_\_\_\_\_\_\_ together
  + There is a team \_\_\_\_\_\_\_\_
  + Team members place their \_\_\_\_\_\_\_\_\_\_\_\_\_ rights \_\_\_\_\_\_\_\_\_\_\_ the best interest of the team
  + Each team member plays a \_\_\_\_\_\_\_\_\_\_\_\_\_ role
  + An effective team has a \_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_
  + Team members know exactly where the team \_\_\_\_\_\_\_\_\_\_\_\_
  + Team members are \_\_\_\_\_\_\_\_\_\_\_\_\_ to pay the price

An Integrated Description of Team

Complementary Skills

* Clearly defined roles
* Each team member plays a special role
* There is a team fit
* Balanced participation
* Team members grow together
* An effective team has a good bench

Committed

* Beneficial team behaviors
* Team members care for one another
* Team members place their individual rights beneath the best interest of the team
* Team members are willing to pay the price

Common Purpose

* Team members know what is important

Common Performance Goals

* Clarity in Team Goals

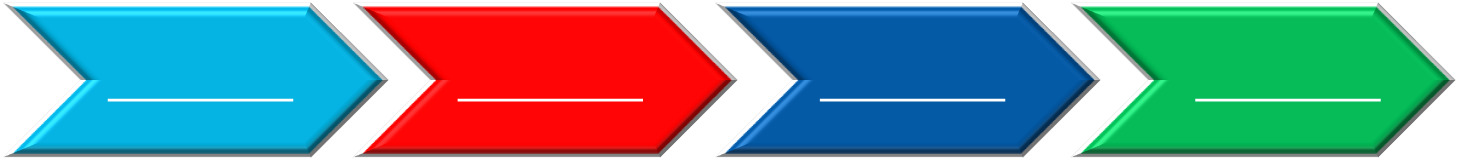
Common Approach

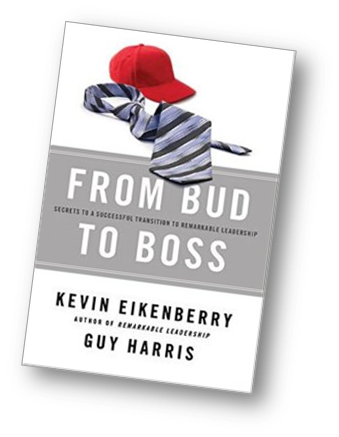
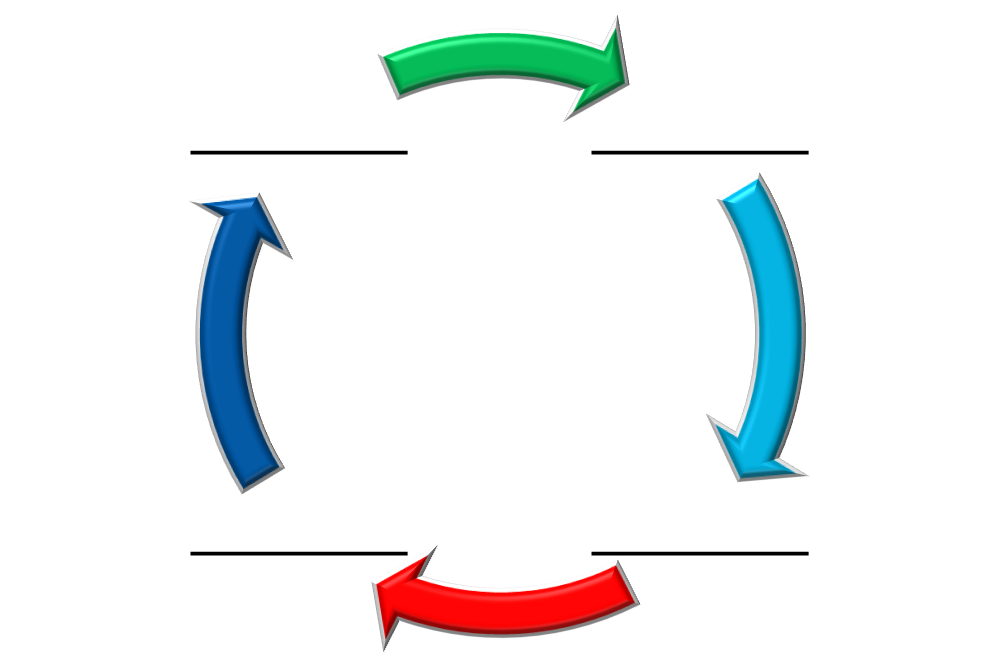
* A plan for improvement
* Clear communication
* Well-defined decision procedures
* Established ground rules
* Awareness of the group process
* Use of the scientific method

Mutually Accountable

* Team members communicate with one another
* Team members know exactly where the team stands

Stages of Team Growth





Stages of Team Growth

\_\_\_\_\_\_\_\_\_\_\_\_

* Characteristics
  + Members often feel \_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + People don’t know each other \_\_\_\_\_\_\_ yet
  + \_\_\_\_\_\_\_\_ aren’t clear
  + \_\_\_\_\_\_\_\_ aren’t clear
  + \_\_\_\_\_\_\_\_\_\_\_\_ aren’t clear
  + \_\_\_\_\_\_\_\_\_\_ may be noticed
  + People don’t understand the leader’s \_\_\_\_\_\_ or \_\_\_\_\_\_\_
* Strategies to Move to the Next Stage
  + Get to know each other and build \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Understand the \_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_ of team members
  + Clarify team’s \_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_
  + Focus all efforts on \_\_\_\_\_\_\_\_\_\_\_ goals
  + Clarify \_\_\_\_\_\_\_\_\_
  + Establish or clarify team operating \_\_\_\_\_\_\_\_\_\_\_\_

Stages of Team Growth

\_\_\_\_\_\_\_\_\_\_\_\_

* Characteristics
  + False \_\_\_\_\_\_\_\_\_\_\_\_ emerge (misunderstanding/misinterpretation)
  + \_\_\_\_\_\_\_\_\_\_\_\_\_ conflicts – procedural or situational factors
  + \_\_\_\_\_\_\_\_\_\_\_\_\_ conflicts – Simple disagreements that lead to more fundamental differences of opinion
  + General \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ voiced during meetings and afterward
  + Heightened levels of \_\_\_\_\_\_\_\_\_\_
  + Less \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ than the team wants or needs
* Strategies to Move to the Next Stage
  + Surface and recognize the value of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on the team
  + Discuss the \_\_\_\_\_\_\_\_\_\_\_\_, its source and possible solutions
  + View \_\_\_\_\_\_\_\_\_\_\_\_ as a useful and valid part of teamwork
  + Address disagreements and spend time for appropriate \_\_\_\_\_\_\_\_\_\_\_
  + Get \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ involved in these discussions
  + Address other issues that are causing challenges or reduce \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Stages of Team Growth

\_\_\_\_\_\_\_\_\_\_\_\_

* Characteristics
  + Conflict is replaced by a feeling of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + A sense of unity or team \_\_\_\_\_\_\_\_\_\_\_ develops
  + Members are \_\_\_\_\_\_\_\_\_\_ involved
  + Members are more \_\_\_\_\_\_\_\_\_\_\_\_ with the team and its progress
  + Stress and anxiety are \_\_\_\_\_\_\_\_\_\_\_\_
  + Cooperation and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ begin to replace conflict as the prevalent features of team interactions
* Strategies to Move to the Next Stage
  + Develop or continue to \_\_\_\_\_\_\_\_\_\_\_\_ a specific project management plan with detailed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Establish methods for \_\_\_\_\_\_\_\_\_\_\_ problems and \_\_\_\_\_\_\_\_ conflicts
  + Build in feedback and \_\_\_\_\_\_\_\_\_\_\_ mechanisms (individual and team performance)
  + Establish or reinforce \_\_\_\_\_\_\_\_\_\_\_ or expectations for how the team works \_\_\_\_\_\_\_\_\_\_\_\_\_

Stages of Team Growth

\_\_\_\_\_\_\_\_\_\_\_\_\_

* Characteristics
  + There is \_\_\_\_\_\_\_\_ focus on team goals and outputs than on process
  + Members understand and are \_\_\_\_\_\_\_\_\_ to each other and the team
  + Members play to each other’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Members are \_\_\_\_\_\_\_\_ on their roles but are willing to assist \_\_\_\_\_\_
  + Members are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to each other
  + High-quality work gets \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + More \_\_\_\_\_\_\_\_\_\_\_ tasks can be managed
* Strategies to Maintain this Level Teamwork
  + Push for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Evaluate \_\_\_\_\_\_\_\_\_ and make adjustments
  + Learn from \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: what’s working and what isn’t
  + Evaluate efficiency and strive for continuous \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
  + Celebrate team \_\_\_\_\_\_\_\_\_\_\_\_\_\_

**How?**

Culture Eats Strategy for Lunch

Quint Studer Observations

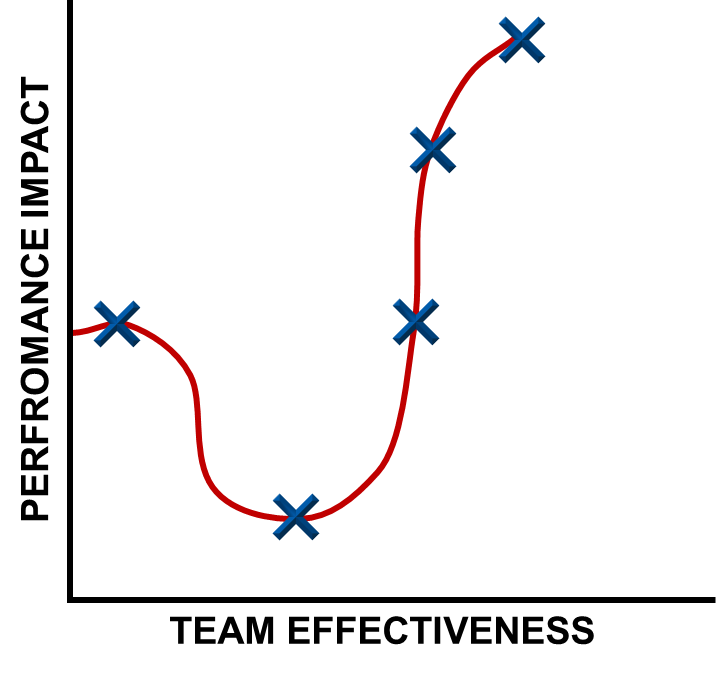
* We Need to Be Balanced

We cannot accept 2/3rd performance.

|  |  |  |  |
| --- | --- | --- | --- |
| Clinical  Skills | Patient  Skills | Team  Skills | Do We  Keep? |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Wisdom of Teams: Lessons Learned

1. Significant performance challenges \_\_\_\_\_\_\_\_\_\_\_\_\_ teams
   * No team arises without a performance challenge that is \_\_\_\_\_\_\_\_\_\_\_ to those involved.
2. Leaders can foster team \_\_\_\_\_\_\_\_\_\_ best by building a strong performance ethic rather than by establishing a team-promoting environment alone
   * Teams do not become teams just because we call them teams or send them to \_\_\_\_\_\_-\_\_\_\_\_\_\_\_\_\_ workshops. They form when leaders make clear performance demands.
3. Biases toward individualism exist but need not get in the way of team performance
   * Teams are not antithetical to individual performance. Real teams always find ways for each individual to \_\_\_\_\_\_\_\_\_\_\_ and thereby gain distinction.
4. \_\_\_\_\_\_\_\_\_\_\_\_ both within the team and across the organization creates the conditions for team performance
   * Groups become teams through disciplined \_\_\_\_\_\_\_\_\_\_\_.

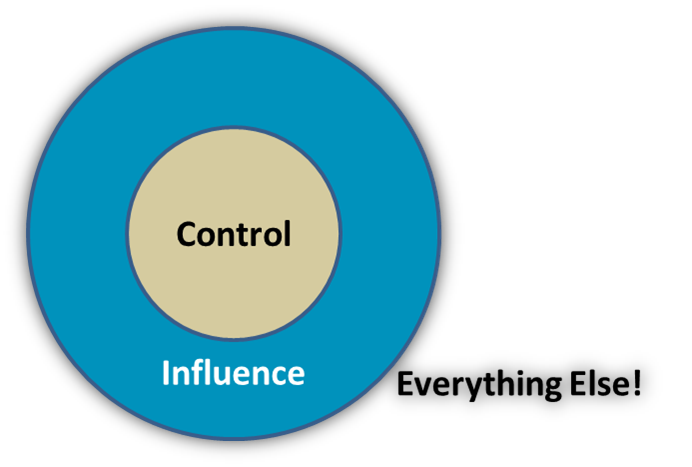
Wisdom of Teams: Performance Curve

* Work \_\_\_\_\_\_\_\_\_
  + No significant, incremental performance need
  + Members interact to improve individual performance within his/her area of responsibility
* \_\_\_\_\_\_\_\_\_ Team
  + There is a significant, incremental performance need
  + No focus on collective performance
* \_\_\_\_\_\_\_\_\_ Team
  + There is a significant, incremental performance need
  + Effort is made to improve its performance impact

Wisdom of Teams: Performance Curve

* \_\_\_\_\_\_ Team
  + A small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable
* \_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Team
  + Same as above with members who are also deeply committed to one another’s personal growth and success.

**Now What?**

Control, Influence, and Everything Else

* You can influence other people. You cannot control them.
* Control \_\_\_\_\_\_\_ you can.
* Influence \_\_\_\_\_\_\_ you can.

It’s All About Getting \_\_\_\_\_\_\_\_\_

When you can’t control what’s happening, challenge yourself to control the way you respond to what’s happening. That’s where your power is.

3 Levels of Success

* Become the Best Team Member
  + Success is about self-mastery
* Develop the Best Work Team
  + Understand the power of one
* Advocate for a Culture of Teamwork
  + Expand your circle of influence

Commit to One Thing… in the Next 30 Days

Change is inevitable. Growth is optional.

3 Levels of Success

* + Become the Best Team Member
  + Develop the Best Work Team
  + Advocate for a Culture of Teamwork

Thank You

Eric Suter, MBA

Program Manager – Organizational Development

UnityPoint Health – St. Luke’s Hospital - Cedar Rapids

Contact Information:

Email Address: Eric.Suter@unitypoint.org

Office Phone #: 319.369.3896

References

Eikenberry, Kevin, and Guy Harris. *From Bud to Boss: Transition to Remarkable Leadership*. Jossey-Bass, 2011.

Katzenbach, Jon R., and Douglas K. Smith. *The Wisdom of Teams::Creating the High-Performance Organization*. Harvard Business School Press, 1993.

Maxwell, John C. *Developing the Leaders around You*. Nelson Business, 1995.

McRaven, William H. *Make Your Bed: Little Things That Can Change Your Life-- and Maybe the World*. Thorndike Press, a Part of Gale, a Cengage Company, 2017.

Scholtes, Peter R., et al. *The Team Handbook*. Oriel, 2003.

*Silence Kills: The Seven Crucial Conversations for Healthcare*. VitalSmarts, 2005, *Silence Kills: The Seven Crucial Conversations for Healthcare*.