# TEAM BUILDING in the CLINICAL SETTING

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1

# Introduction

- **Team Building:**

Team building has come in many forms since the 1920s when early studies showed that increased worker interaction brought a sense of group identity, and increased social support and cohesion. Team building, team development and teamwork are all variations on the theme. Very few companies and organizations get to create teams from the get-go ("team building"), so this session provides practical approaches to team development and increased teamwork. Members of the same team are encouraged to sit together for this session.
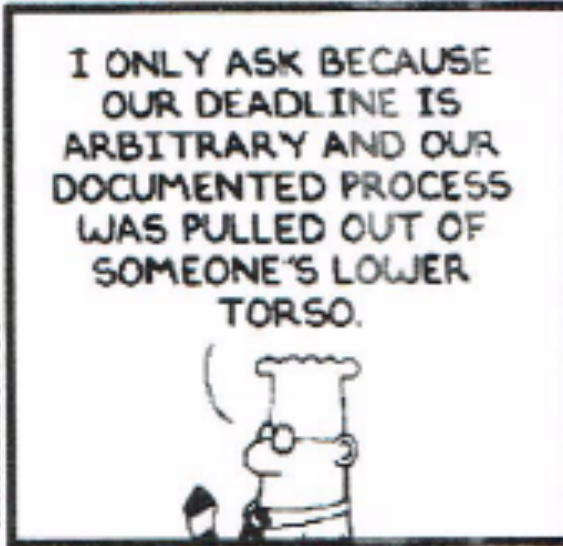
# Learning Objectives

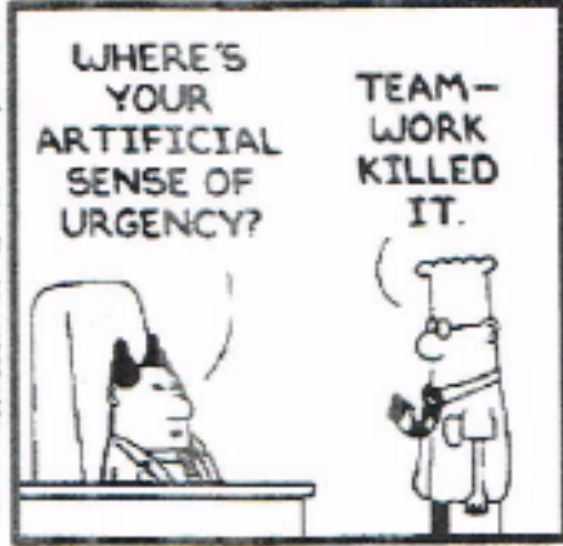The participants will:

- Identify their personal roles in teams
- Learn the stages of team development
- Learn developmental processes to use with their teams
- Return to work with a renewed desire for effective teamwork and continual self-insight
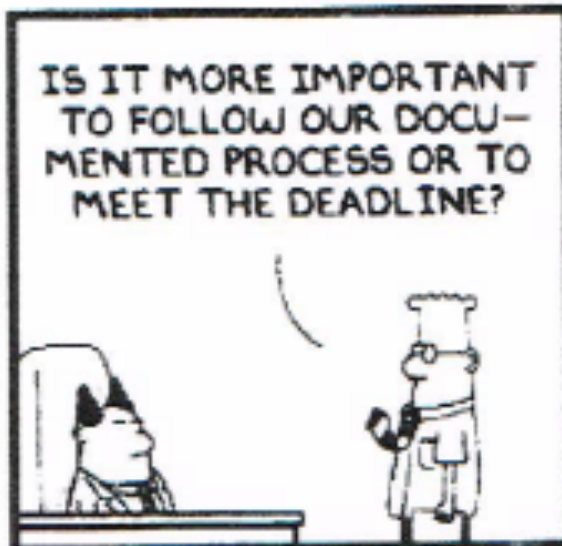
# The Difference Between Groups and Teams

- Most people actually work with *groups* not *teams* in their workplace environments. Sometimes we experience *behaviors associated with teamwork*, and we call the group a "team" when it is technically not a team.

- **The difference between *a group* and a *team* is that a TEAM has very specific GOALS/ OBJECTIVES AND TASKS.**

# Teams Can Be Cost effective

- In tight financial times a team can solve a problem due to input from many points of view

- This can lead to a solution or process that actually saves resources

- If the team is run efficiently the output can more than balance the cost of the members' attendance time

# Advantages of Teams in the Clinical Setting

- **The multidisciplinary culture of teams in teams in mental health settings supports the belief that all members are "equal"**

- **Focus of work is service oriented to the clients**

- **Respect for the each individual is usually present**

# Issues/Solutions that can arise
# in the Clinical Setting

- Clinical appointment schedules/needs can lead to team member absenteeism
  - Team Leader should always bring member up to date before next meeting
- Supervisor of team member does not see value of team purpose
  - Team Leader should meet 1:1 with supervisor to reinforce the importance of team member's participation and the value to agency/clients

# Issues/Solutions that can arise in the Clinical Setting

- Team members who consistently send 'representative" to the meeting for them
  - This can cause disruption in team cohesion and should be avoided if at all possible

- Geographical spread of team members
  - Use electronic communication as necessary

- Frequent staff turn over can occur
  - Newly assigned member should be thoroughly oriented to team function and purpose before attendance

**Orientation**

Saying goodbye to
the old, hello to
the new

# Issues/Solutions that can arise in the Clinical Setting

- A team member can come to the meeting after having just dealt with an clinical intense situation
  - Team Leader should give brief time for member to vent but also should appropriate limit to keep team on track

# Personal Roles in Teams

- Individuals participating in a team express their Personal Roles during the team meeting through their behaviors.

- Whenever team members make suggestions or offer a comment in a meeting they are expressing a "Personal Role."

- Some of the "Roles" expressed primarily do one of these three things:

  1. Offer an idea or suggestions that help accomplish the tasks or objective of the team

  2. Try to maintain or improve the social relationships within the team

  3. Try to satisfy their own psychological needs
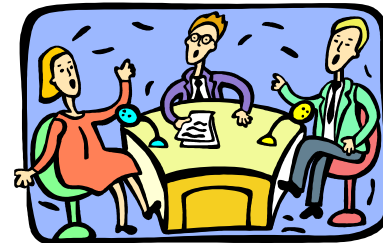
# Personal Roles in Teams
## Productive Roles

- **Facilitator**
  - Key role
  - Insures everyone gets a chance to speak
  - Keeps the team on task
  - Watches for process of how groups interacts
  - Encourages/reaches out to quieter members

- **Information Giver/Seeker**
  - Offers facts and information related to task
  - Asks for clarification of
  - Suggests questions that should be proposed or information should be sought

# Personal Roles in Teams
# Productive Roles

- **Orienter/Clarifier**
  - Reviews and clarifies team position or progress
  - Provides non-judgmental feedback to the team
  - Attempts to coordinate the various team ideas

- **Encourager/Harmonizer**
  - Affirms and supports others on the team
  - Seeks ways to reduce tension in the team
  - Often uses humor and/or warmness to refocus team

# Personal Roles in Teams
# Productive Roles

- **Quiet but productive listener**
  - Often does not speak in group or team meeting
  - Is emotionally engaged and intently listens to the team processing
  - When the Listener contributes idea it is usually very insightful and helpful to the team objective
  - Is an example of "still waters run deep."

# Personal Roles in Teams
# Non-Productive Roles

- **Dominator/Aggressor**
  - Tries to take over all conversation
  - "Talks over" others
  - Makes personal attacks on others' ideas

- **Disrupter**
  - Draws attention to self by bragging or off-task contributions
  - Makes comments that inappropriately relates issue to their personal life
  - Focuses on their "special interest"
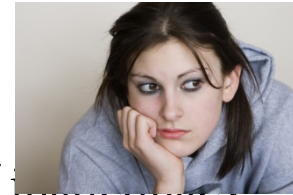  - Makes inappropriate noises or movements during team meetings

# Personal Roles in Teams
# Non-Productive Roles

- **Helpless Participant**
  - Uses the team to disclose personal issues
  - Looks for sympathy by expressing feelings of inadequacy
  - Acts helpless and makes statements like "I am too confused and over-worked to help with this stuff."

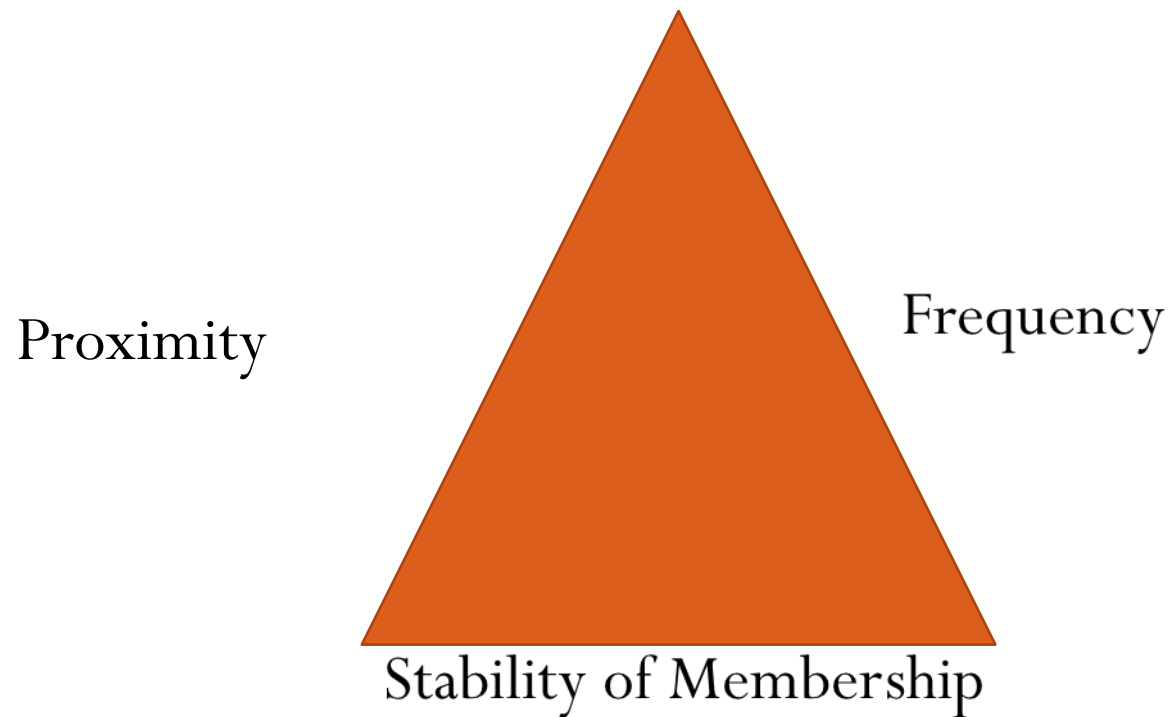- **Blocker or "YES BUT"**
  - Opposes almost *every idea* that is put forward
  - Rarely offers suggestions
  - Consistently focuses on why something will not work

All of these non-productive roles need to be dealt with by Team Leader and in some cases with the help of the other member's feedback

EXCERCISE

# Three Conditions for Teams

Proximity

Frequency

Stability of Membership

Circumstances that negatively impact these will slow team development.
EXAMPLE: Team does not meet frequently enough to form in depth
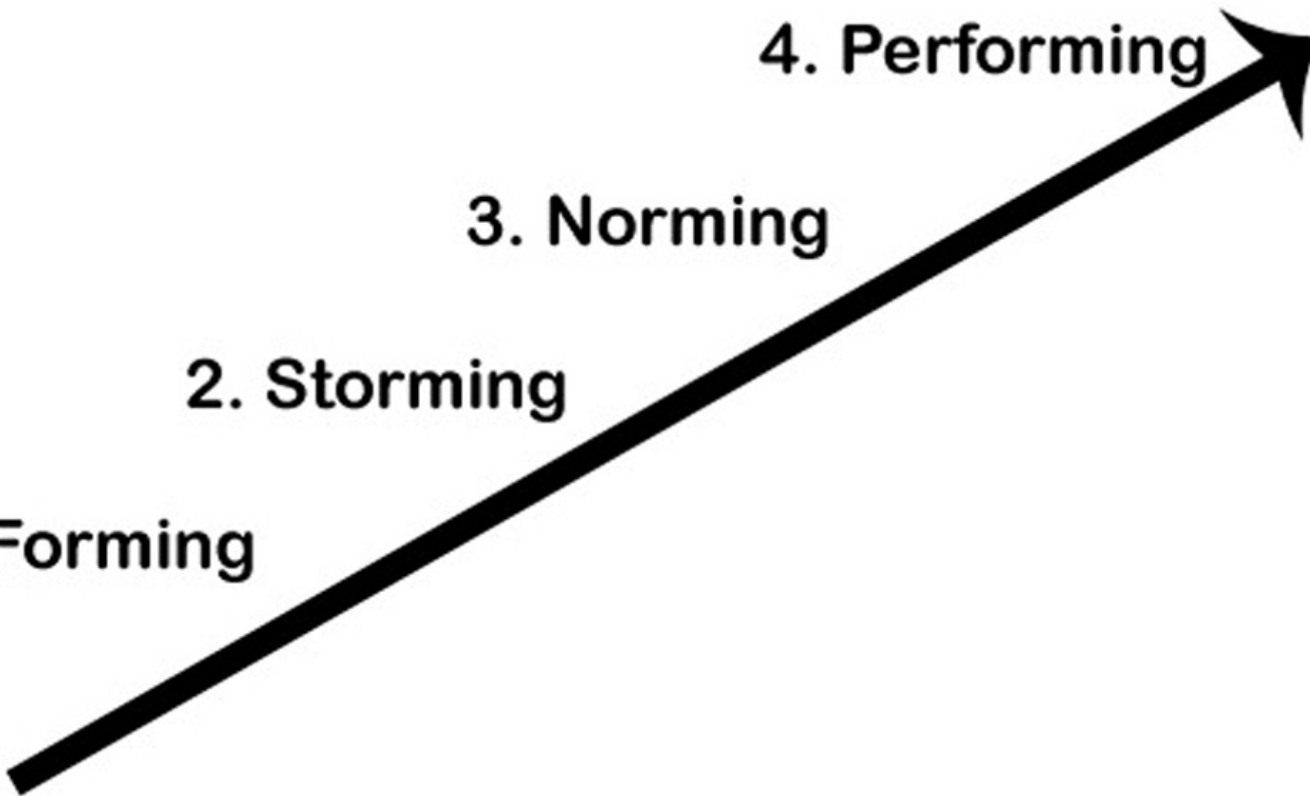
# Stages of Team Development

5. Adjourning

4. Performing

3. Norming

2. Storming

1. Forming

# Stages of Team Development



- **FORMING**
    - Members are positive, polite

    - May be uncertainty about work, mission

    - Some members will be excited; others may be scared

    - Period for getting to know each other

    - **Leader plays important role:  creating initial environment, clarifying roles and responsibilities, encouraging participation/ ideas**

- **STORMING**
  - Pushing against boundaries (internal, external)
  - Members may challenge leader's authority, jockey for position
  - May be overwhelmed by work OR by balancing team's tasks with other roles
  - Conflict between natural working styles/personalities of members
  - May be stressful because of lack of social support
  - **Leader needs to clarify roles and responsibilities, encourage exchange, and let productive conflicts occur. (Conflict leads to discovery. Stopping it will thwart the team's development.)**

- **NORMING**
    - Signs of norming:  natural resolution of differences, expressions of appreciation for others' strengths, respect for leader's authority
    - Social norms and team norms have been established (not always written, these emerge from interaction)
    - Early signs of collective productivity and attention to objectives
    - Increase in member's completion of between-meeting tasks
    - **Leader needs to provide lots of confirming and (as needed) corrective feedback about the team's behaviors.  (Individual feedback in private please!)  Help team focus on objectives.  Problem-solve.  Remove barriers.**

- **PERFORMING**

  - Productive work is accomplished in and out of meetings.
  - New level of excitement about promise of results
  - Members are able to represent the ideas/concerns of occasionally-absent members
  - **Leader's role is to continue what worked in Stage Three, and to focus attention on timelines, deliverables, measurements, and quality.  Give feedback. Problem-solve. Remove barriers. Encourage mini-celebration of wins.**

- **ADJOURNING**
  - The objective has been met, the organization's needs have changed, and/or team members have moved on to other tasks. <u>Teams should be dissolved instead of fading away.</u>  Members should be re-deployed. Celebrate accomplishments as a team and individually.

Teams develop at different speeds;
Not all will reach or exceed Norming
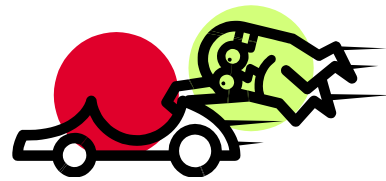
Variations in the "Three Conditions" of Proximity, Frequency and Stability or predominance of Non-productive Personal Roles are often the cause.

# TEAM WORK BEHAVIORS

- Mutual respect
- Cooperation/helpfulness
- Effective communication
- "Easy" relationships
- Fun, praise, encouragement
- Work gets done
- Self motivation
- Shared tasks/objective
- Clear roles and responsibilities
- Confirming feedback
- Productive conflict
- Minimal "us and them" conversations or attitudes

# Attributes of Highly Effective Teams

- 1.**Explicit Operation Rules and Expected Social Norms**

The team has agreed about specific and written operational rules such as everyone will be on time, no interrupting another member when they are talking, call the leader if you cannot attend, etc.

The team has expected "social norms" such as no chewing gum when presenting, etc.

- 2. **Goals**

Team members are clear about, and committed to the group's goals. The goals have measurable (quantitative and/or qualitative) results.

- 3. **ROLES**

Members are skilled and willing to perform productive team personal roles in the team

The role that demands clearest definition for the group to succeed is that of <u>facilitator.</u> Teams must have leaders.
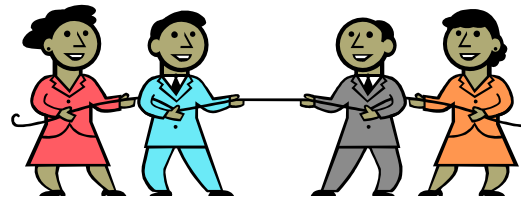
- ## 4. PLAN/DOCUMENTATON

A clearly written, carefully communicated plan is in place that spells out the objective, tasks, timetable, and individuals' responsibilities. <u>Minutes </u>of meetings carefully kept with documentation of assignments.

- ## 5. CONFLICT

Conflict is an unavoidable consequence of human interaction. A highly productive team has developed ways to deal with conflict in functional, constructive ways.

- 6. **ENVIRONMENT**

Each team member feels included and vital to the team's success. Working relationships are functional. Organizational politics are minimized. Each member feels safe within the team. Mutual respect is evident. There is healthy interdependence -- what one person could not achieve alone can be achieved together. When these conditions are met, all of the interaction, problem-solving, and decision-making activities take place in a supportive, productive environment.

- 7. **VALUES**

The values held by individual members have helped to shape relevant team values.
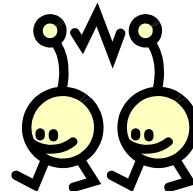
- 8. **COMPENTENCE**

The most productive teams have members who are confident about their own talents.  Experience levels may vary.  Individual and shared competence increases mutual respect and productive output.  Confidence, competence and experience levels all may be increased through participation in team efforts.

# ANY QUESTIONS?

# Thank you for your participation!!