Building and Sustaining Effective Teams

Today's Presenters

Sarah E. Peyre, Ed.D.
Dean
Warner School of Education and
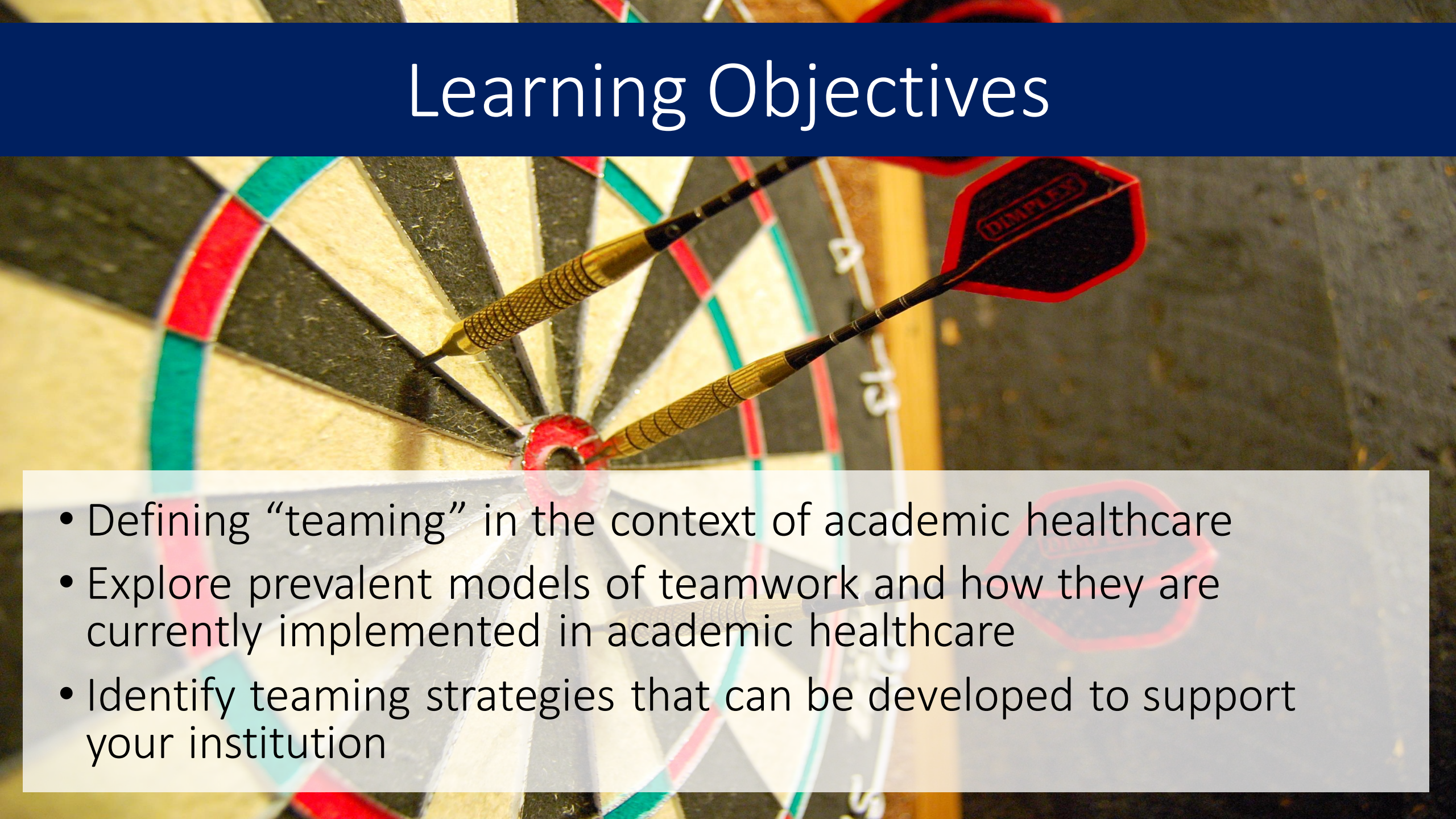Human Development
University of Rochester

Katy Stevenson, MPP
Program Administrator
Strategy, Planning and Development
University of Rochester Medical Center
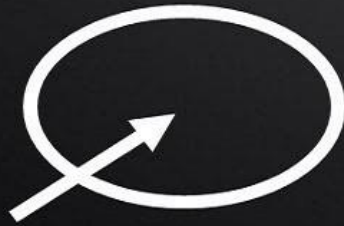
Thank you for spending this time

Learning Objectives

- Defining "teaming" in the context of academic healthcare
- Explore prevalent models of teamwork and how they are currently implemented in academic healthcare
- Identify teaming strategies that can be developed to support your institution

Expectations

Nihal
● active | @nihal

Search

Today

Steve 3:22 PM
How was yesterday's meeting?

Nihal 3:22 PM
It was great. We need to discuss the action items.

Steve 3:22 PM
OK sounds good.
We probably need to bring in a few others
Don't you think?

Nihal 3:23 PM
Yes I agree.

Steve 3:24 PM
OK next week is going to be a big week!

Nihal

Commands matching "/bluejean"

Blue Jeans

/bluejeans [meeting name]   *Launch a Blue Jeans video conference*

/bluejeans

Zoom Meeting ID: 435-212-509

Speaker View

Kim Victoria

George Kao the zoom tutorial guy

Dianne Allen

Leslie Seidel

Kelsey Lowitz

michelle spurling

z cha

Rosalie Schneider

Stop Video

Stop Video (⌘⇧V)

Invite

7
Manage Participants

Share Screen

Chat

Record

Breakout Rooms

End Meeting

Teams All Around Us…

- Military
  - Over $150 million and 50 years of investment in R&D
- Aviation Community
  - 60-80% of mishaps and accidents are caused by poor teamwork
  - 30 year investment in teamwork and safety
- Emergency Management Community
  - 9/11 tragedy
  - Focus on: "Teams of Teams"/ MetaLeadership
- High Reliability Organizations
  - Nuclear power plants/Offshore oil platforms
  - Focus on: Redundancy of systems

Eduardo Salas, PhD, Promoting Teamwork in HRO's when the Lives of Others Depend on it

Definition of a Team

Share common goal

Two or more individuals

Specific roles

Perform Inter-dependent tasks

Adaptable

Salas, 1995

How do we turn a team of experts into an expert team?

7 C's of Teamwork.....

COMMUNICATION

COOPERATION
Motivational Drivers

COORDINATION
Behavioral Mechanism

COGNITION
Common Understanding

COACHING
Leadership Activities

CONFLICT
Conflict Resolution Procedures

CONDITIONS
Norms & Support

TEAMWORK

Organizational & Individual Outcomes

Salas E, Rosen MA. Building high reliability teams: progress and some reflections on teamwork training. BMJ Qual Saf. 2013;22(5):369–73.
Salas E, Almeida SA, Salisbury M, et al. What are the critical success factors for team training in health care? Jt Comm J Qual Patient Saf. 2009;35(8):398–405.

Effective Teams….

1. Clear **roles** & **responsibilities**
2. Compelling **purpose** – goal, vision
3. Team **coach** (leader) – promotes, develops, reinforces
4. Mutual **trust** – familiarity
5. Team **norms** – clear, known & appropriate
6. **Shared understanding** of task, mission & goals – hold shared mental model
7. **Self-correct** – huddles, debriefs
8. Set **expectations** (and are **managed**) clear, understood
9. Shared **unique** information – efficient information protocols
10. Surrounded by optimal organizational **conditions**

Discussion Questions

1. Think of a great team that you have been a part of. Enter up to three words in the Chat that describe attributes of this team.

2. Think about a bad team experience you have had. Enter up to three words in the Chat that describe this experience.

Teaming requires situational humility combined with curiosity = PSYCHOLOGICAL SAFETY

- Basic human challenge – its hard to learn if you already know!

- Message of scarcity – hard to team if you see each other as competitors

Edmondson, Amy C. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth. Hoboken, NJ: John Wiley & Sons, 2018.

"I don't like that man. I must get to know him better."

Abraham Lincoln

Making it Safe to Team

Psychological Safety Defined:

Defined as "being able to show and employ one's self without fear of negative consequences of self-image, status or career" (Kahn, 1990)

- In a *psychological safe* environment:
  - Individuals speak up
  - Share their opinions and ideas openly
  - Take risks
  - Admit failures
  - Learn from the failures
  - Have open honest discussions

Kahn, W. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *The Academy of Management Journal, 33*(4), 692-724.

How do you build Psychological Safety?

- Collective learning FRAME:
  - Asking questions
  - Sharing information
  - Seeking help
  - Experimenting with unproven actions
  - Talking about mistakes
  - Seeking feedback

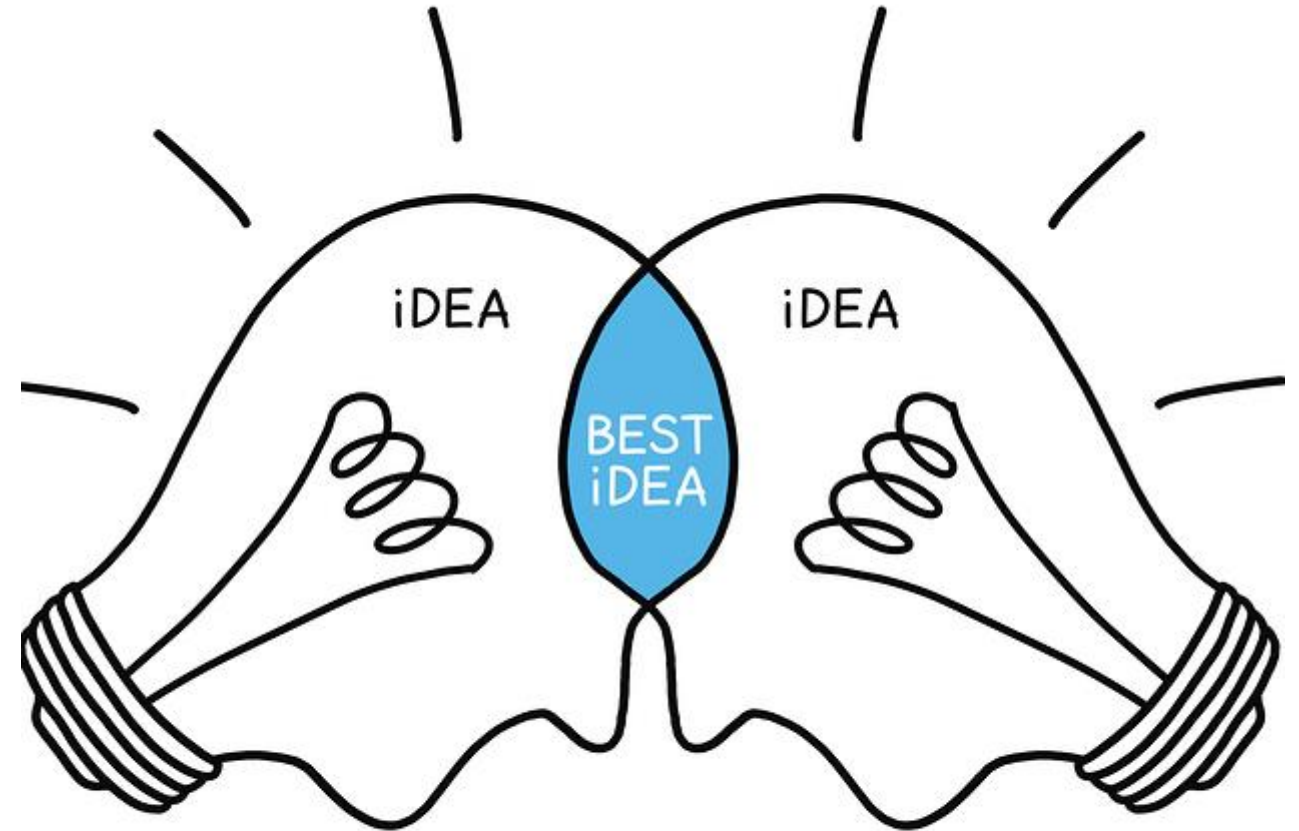Psychological safety enables groups to obtain and process data needed to adapt and improve

Edmondson, Amy C. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth. Hoboken, NJ: John Wiley & Sons, 2018.

Behaviors Driving Teaming Success: **Speaking Up**

Teaming depends on honest, direct conversation between individuals, including asking questions, seeking feedback, and discussing errors

Edmondson, Amy C. Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy. Jossey-Bass, 2012.

Teaming requires a collaborative mindset and behaviors – both within and outside a given unit of teaming – to drive the process

Edmondson, Amy C. Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy. Jossey-Bass, 2012.

Behaviors Driving Teaming Success: **Experimentation**

Teaming involves a tentative, iterative approach to action that recognizes the novelty and uncertainty inherent in ever interaction between individuals

Edmondson, Amy C. Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy. Jossey-Bass, 2012.

Behaviors Driving Teaming Success: **Safety**

Teaming relies on the use of explicit observations, questions, and discussions of processes and outcomes. This must happen on a consistent basis that reflects the rhythm of the work, whether that calls for daily, weekly, or other project-specific timing.

Edmondson, Amy C. Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy. Jossey-Bass, 2012.

Discussion Question

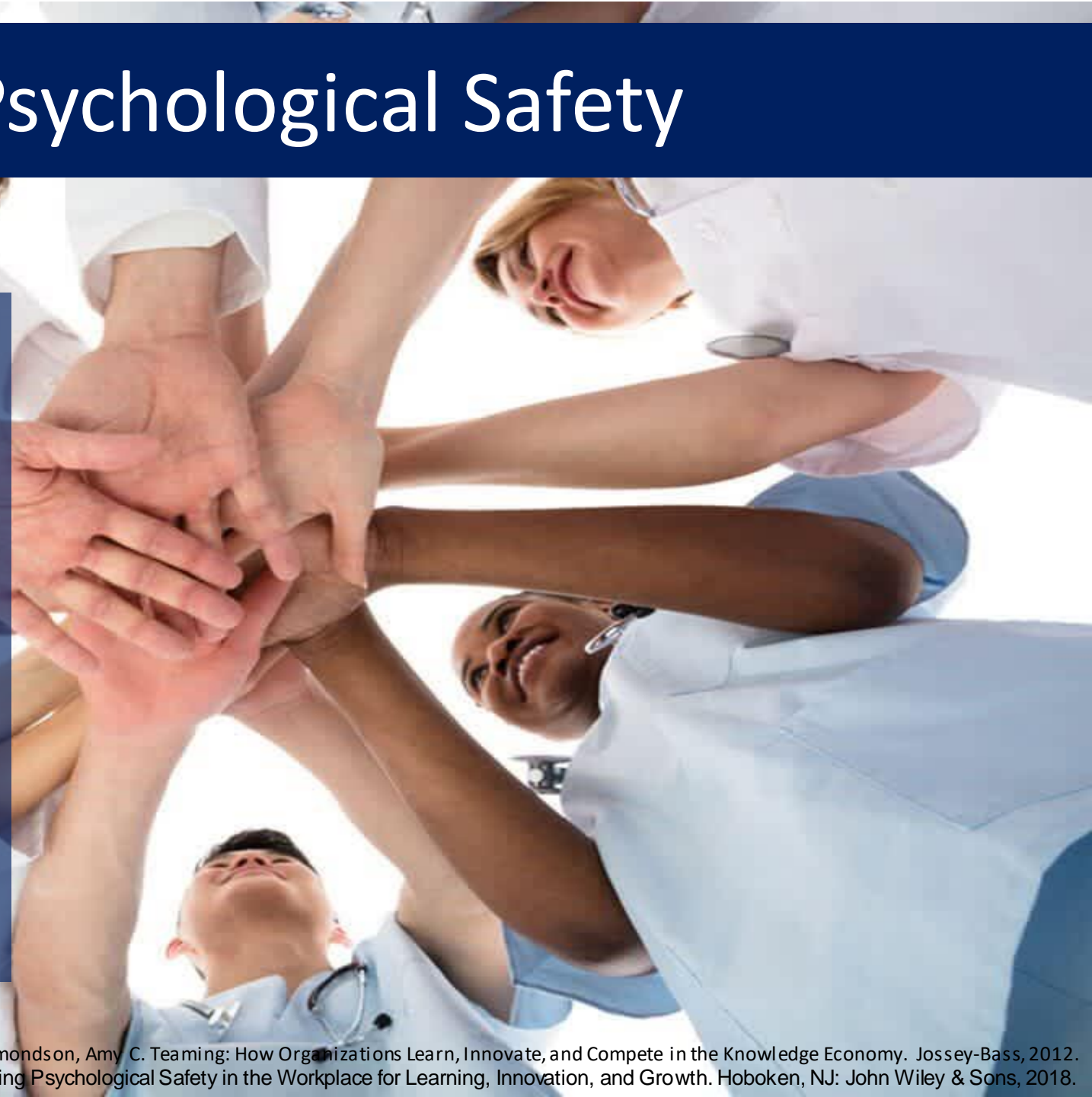Enter in the Chat what you think makes people feel psychologically unsafe?

Risks at Work

- Being seen as…
  - Ignorant
  - Incompetent
  - Negative
  - Disruptive

Benefits of Psychological Safety

- Encourages speaking up
- Enables clarity of thought
- Supports productive conflict
- Mitigates failure
- Promotes innovation
- Removes obstacles to pursuing goals for achieving performance
- Increase accountability

Edmondson, Amy C. Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy. Jossey-Bass, 2012.
Edmondson, Amy C. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth. Hoboken, NJ: John Wiley & Sons, 2018.

Teaming- Why now?

- Uncertainty + Interdependency= Fear
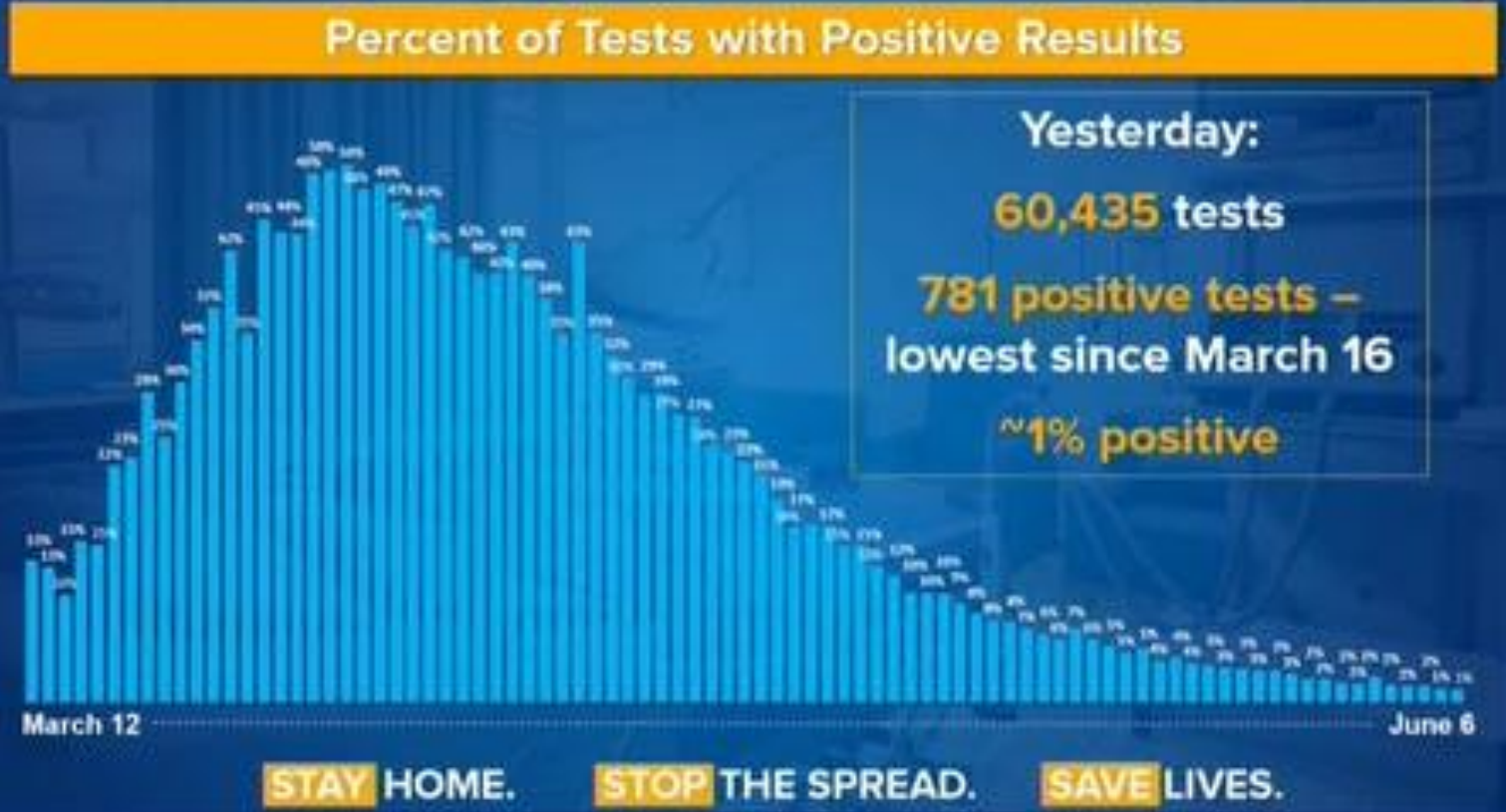- Fear is the complete opposite of Psychological Safety

Creating psychological safety during COVID 19

- Establish communication vehicles with a regular schedule

- Provide space to discuss concerns

- Offer hope, kindness and flexibility whenever possible

Establish Communication Vehicles

Establish Communication Vehicles

	% License	Census	COVID+							COVID PUI	
			ICU Unit	ICU Intubated	Floor	Txfer	D/C	Expired	LTC - MR	ICU	Floor
Hospital A	89%	983	3	1	8	0	4	0	4	0	0
Hospital B	99%	558	0	0	2	0	1	0	8	2	2
Hospital C	81%	188	0	0	0	0	0	0	0	0	0
Hospital D	99%	29	0	0	0	0	0	0	0	0	0
Total			3	1	10	0	5	0	12	2	2
Prior Day Total			2	0	12	0	1	0	12	1	3

Space to Discuss Concern

Offer Hope and Kindness

Do you work in psychologically safe team?

- How do you react when other team member make mistakes? How do they react when you make mistakes?

- Do team members and/or you bring up tough issues or problems?

- Is it safe to take a risk on your team?

- How easy is it to ask for help on your team?

- Does your team value and use your unique skill set and talents? Do you value and use your team's unique skill sets and talents?

Recommendations for a Successful Team**ing** Journey

Aim High

- Aspire to change something
- Touch hearts and minds
- Stretch!

Team Up

- Ensure diversity
- Cross boundaries
- Nurture curiosity
- Put conflict to good use

Fail Well

- Stop the blame game
- Fail at the right scale

Learn Fast

- Be deliberate about the four steps of the learning process (diagnosis, design, act, reflect)
- Framing for learning

Repeat

- Keep on going

Make it Safe!

Edmondson, Amy C. Teaming to Innovate. San Francisco, CA: Jossey-Bass, 2013.

Teaming Resources

- [Don't hide bad news in times of crisis](#) by Amy Edmondson
- [How the Best Bosses Interrupt Bias on Their Teams](#) by Joan C. Williams and Sky Mihaylo
- [How to Foster Psychological Safety in Virtual Meetings](#) by Amy C. Edmondson and Gene Daley
- [Why Teams Don't Work](#) by Diane Coutu
- [What Makes for a Great Team?](#) by Richard Hackman
- [Team Learning and Psychological Safety Survey](#) by Amy Edmondson
- Test your team's level of psychological safety- [quiz](#)

Save the Date

2020 GBA/GIP Virtual Programming: *Faculty Office Space – Research and Strategies to Address Real Versus Perceived Needs Webinar*
Tuesday, October 6, 2020
3:00 – 4:00 pm ET

2020 GBA/GIP Virtual Programming: *Disrupting the HR Model: What Happens When You Blow Up the Old Way of Working?*
Thursday, November 19, 2020
4:00 – 5:00 pm ET

For more information, please visit our website:
https://www.aamc.org/professional-development/events/2020-gba/gip-virtual-programming

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