



# We Can't Do It Alone: Forming, Storming, Norming and Performing with a Team

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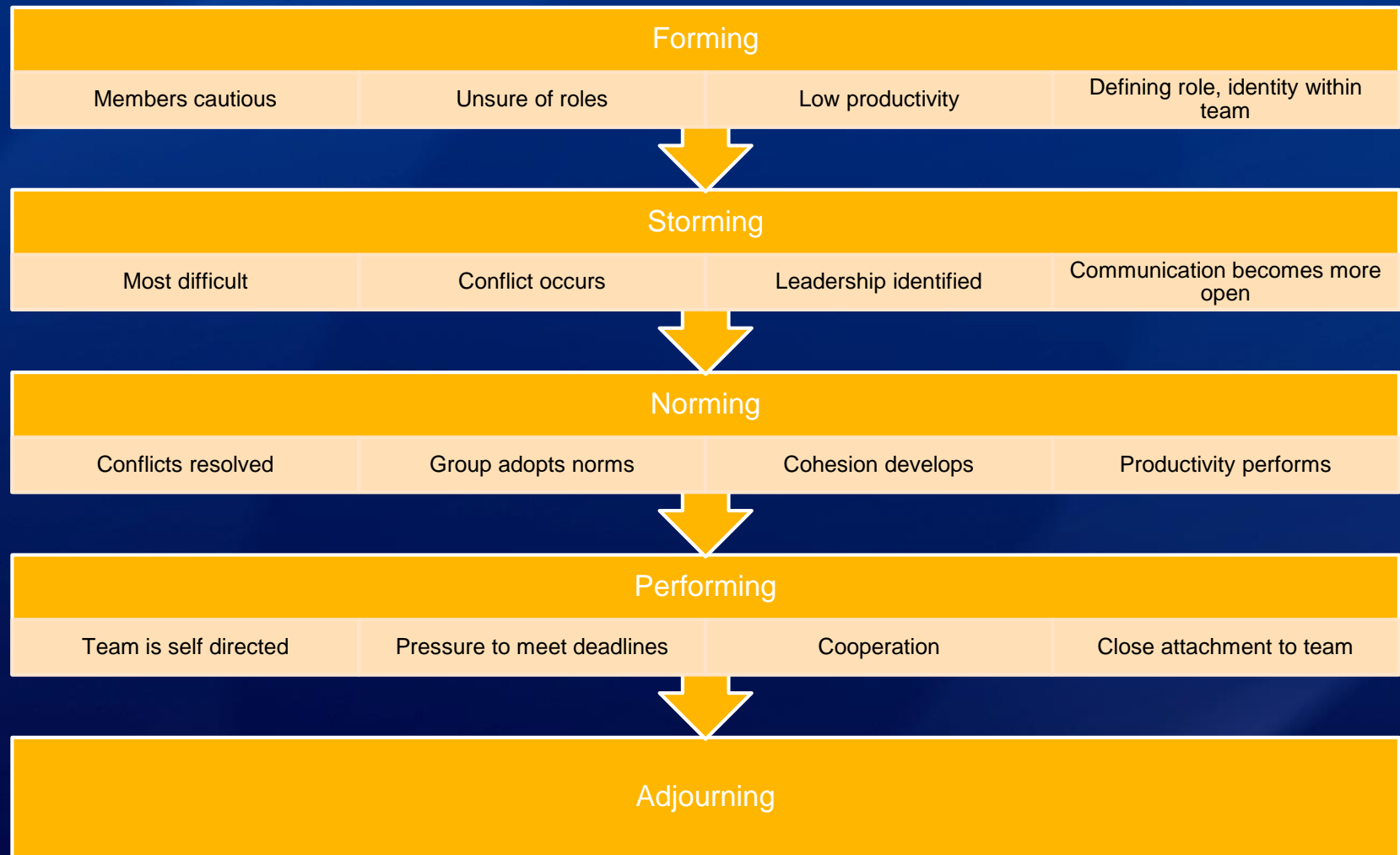
# Disclosures

- John O'Horo, MD, PHD
  - No financial relationships to disclose
- Eric Stone, MD
  - No financial relationships to disclose

# Objectives for Today

- Discuss the different stages in the lifecycle of a team
- Discuss the role effective team dynamics plays in successful improvement
- List behaviors that facilitate effective teamwork

# The Life Cycle of a Team



# Effective Team Dynamics

- Know your culture
  - Random
  - Open
  - Closed
  - Synchronous
- Recognize which your group is, and what your group needs
- Walk the middle path

# Teamwork best practices

- Honesty
- Safety
- Diversity
- Mutual Respect
- Effective Time Management
  - Right Size
  - Agenda

“If you don't know where you're going, you'll end up someplace else.” — Yogi Berra

- Make an agenda
- Make it the template for minutes
- Send out minutes
- Hold people accountable





# Team Types

- Cross Functional
  - Members from different fields or disciplines working together.
- Virtual
  - Geographically distributed, rely on technology to communicate.
- Functional
  - Members from same field or discipline, distributed vertically.
- Self Directed
  - Occurs spontaneously, no formal supervision.

# Your First Brainstorm: Engaging the group

- Nominal Group Technique
  - Structured brainstorming that supports contribution from all members.
- Affinity Diagram
  - Groups ideas and reduces overlap.
- Multivoting
  - Reduces large group of ideas, allows common ideas that are not top priorities for all to remain visible.

# Pearls and Pitfalls

- Make a Team... not a mob
- Use people's time... don't waste it
- Know what to expect and when
- All input is valuable... except criticism in a brainstorm
- Find solutions, don't blame

## Further reading and References

- Project Team Dynamics: Enhancing Performance, Improving Results. Lisa DiTullio
- Developing and Enhancing Teamwork in Organizations. Eduardo Salas, Scott Tannenbaum, Deborah Cohen, Gary Latham
- American Society of Quality Website (<http://asq.org/learn-about-quality/>)