Creating High Performing Teams

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We will be engaging in discussion
Many thanks to Kurt O’Brien
Our Plan for Today

- Experiences with great teams
- Pillars of “Teaming”
- Qualities of a Highly Functional Team
- Next steps with your team
Many Different Types of Teams
Many Different Types of Teams

- Flexible
- Assigned
- Longer-term
- Self-determined
- Short-term
- Stable
- Assigned
- Established relationship
- Equality
- Just meeting
- Hierarchy

Just meeting
Who is in the room?
Where do you work?

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What do you do?

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Describe your team(s).
Think of a team you were a part of that worked well.

What made that team effective?
Small Group Discussion

- Introduce yourselves to each other
- Determine a scribe and a reporter
Think of a team you were a part of that worked well.

What made that team effective?
Discussion
The Pillars of “Teaming”
Curiosity

- Capacity to learn from others on the team
- Willingness to ask the right questions
- Ability to listen for the unexpected insights

Curiosity

When you first meet

What brought you to UW?

Why did you decide to sign up for this project?

Tell us one thing that other folks here don’t know about you.

When you find yourself saying “What???”

Can you walk us through that?

Tell us more.

So interesting. That’s a totally different approach. Please share more.

I hadn’t thought of that. Can you explain your idea?
Passion

Show your enthusiasm
Bring your energy
Commit to process

https://hbr.org/2013/12/the-three-pillars-of-a-teaming-culture
Four Behaviors of Teaming

- Speaking Up
- Collaboration
- Experimentation
- Reflection

https://cvdl.ben.edu/blog/4-pillars-effective-teams/
Be fully present and actively listen
Watch your non-verbal messages
Invite voices to the discussion
Amplify what others have said
Create alternate pathways for voices
Collaboration
People Bring Different Strengths

https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/
https://www.123test.com/personality-test/
Experimentation

- Cultivate curiosity
- Embrace failure
- Value data
- Celebrate the wins
Reflection

Time

Space

Schedule
Qualities of a Highly Functional Team

It all starts with TRUST
TRUST
Building Trust
Step 2: Embrace conflict

Employer: How would you handle conflict in the workplace?

Me:

Another successful session of conflict resolution.
Productive Conflict

- Requires trust
- Get comfortable with being uncomfortable
- Create space for open dialogue and idea generation
- Teams comfortable with conflict confront tough issues quicker
- More effective and timely problem solving
Fostering Conflict

- Set expectations about how the team can engage in debate
- Real-time permission
- Mine for conflict
- Virtual teams may need different tactics
## Step 3 – Secure Commitment

### Benefits:

- Clarity around direction and priority
- Aligns the team
- Avoids assumptions
- Moves forward without hesitation
- **NOTE:** Does not require consensus

### Ways to secure commitment:

- Start with trust and open dialogue
- Clarify team principles
- End meeting with commitment clarity
- Clear deadlines
- Meeting summary with action items
Step 4 – Create accountability

- ac·count·abil·i·ty | \ə-ˌkau̯n-tekə-ˈbi-lə-tē \ 

**Definition of accountability:**
the quality or state of being accountable especially: an obligation or willingness to accept responsibility or to account for one's actions

“Miss Wilcox, send in someone to blame.”
Ways to Foster Accountability

- Publication of goals and standards
- Use of a scorecard
- Review progress towards goals at every meeting
- Reward the team, not individuals
- Leader must confront difficult issues *and* peers must also hold each other accountable
Overarching Principles

1. Be vulnerable
2. Encourage dialogue and debate
3. Create clarity of goals and vision
4. Confront difficult situations
5. Focus on collective outcomes
5-minutes – Work on worksheet
Back to Small Groups
Describe a current **team** situation or challenge that you are facing.

What is the impact on the team? What have actions have you taken in response?
A few reflections from groups
What new strategies will you use?

Start presenting to display the poll results on this slide.
Take Homes

- Determine the characteristics of your team
- Pillars of “teaming” → curiosity, passion, empathy
- Cultivate speaking up, collaboration, experimentation and reflection
- Build trust, embrace conflict, secure commitment & foster accountability
What worked well?

Start presenting to display the poll results on this slide.
What should we do differently?

Start presenting to display the poll results on this slide.
Thank you!

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