Creating High Performing Teams

Keri Nasenbeny, RN, MHA
Chief Nursing Office – Harborview Medical Center

Patricia Kritek MD, EdM
Vice Dean – Faculty Affairs

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Statement Honoring the Land on which the University of Washington Stands

UW Medicine acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish tribal nations. Without them we would not have access to this healing, working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

https://www.realrentduwamish.org
We have no financial disclosures

We will be engaging in discussion
Many Different Types of Teams
Many Different Types of Teams

Flexible
Self-determined
Equality
Just meeting

Short-term

Stable
Assigned
Hierarchy
Established relationship

Longer-term

Just meeting
Established relationship
Our Plan for Today

- Experiences with great teams
- Qualities of a Highly Functional Team
- Pillars of “Teaming”
- Next steps with your team
Who is in the room?
Where do you work?

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What do you do?

Start presenting to display the poll results on this slide.
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

Write down a few of the descriptors to share
Think of a team you were a part of that worked well.

What made that team effective?
What made your team effective?
Qualities of a Highly Functional Team

It all starts with TRUST

HERE WE GO, CHARLIE BROWN...I’LL HOLD THE BALL, AND YOU COME RUNNING UP AND KICK IT...
Building Trust
Step 2: Embrace conflict

Employer: How would you handle conflict in the workplace?
Me:

Another successful session of conflict resolution.

Let's settle this like adults!
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
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-,kau̯nt-ə-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
Questions?
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.

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

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

Show your enthusiasm
Bring your energy
Commit to process

https://hbr.org/2013/12/the-three-pillars-of-a-teaming-culture
EMPATHY
What is your weather right now?
Four Behaviors of Teaming

- Speaking Up
- Collaboration
- Experimentation
- Reflection

https://cvdl.ben.edu/blog/4-pillars-effective-teams/
Speaking Up

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
How do you create a space where people can speak up?

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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
Questions?
2 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 is one new strategy that you will start to use?

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

1. Determine the characteristics of your team
2. Pillars of “teaming” → curiosity, passion, empathy
3. Cultivate speaking up, collaboration, experimentation and reflection
4. Build trust, embrace conflict, secure commitment & foster accountability
Please provide your feedback!
What worked well?

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What should we do differently?

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Thank you!

kehle@uw.edu
pkritek@uw.edu