

Creating High Performing Teams

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

Patricia Kritek MD, EdM
Vice Dean – Faculty Affairs

October 22, 2024

We have no financial disclosures

We will be engaging in discussion

Many Different Types of Teams



Many Different Types of Teams

Flexible

Self-determined

Short-term

Stable

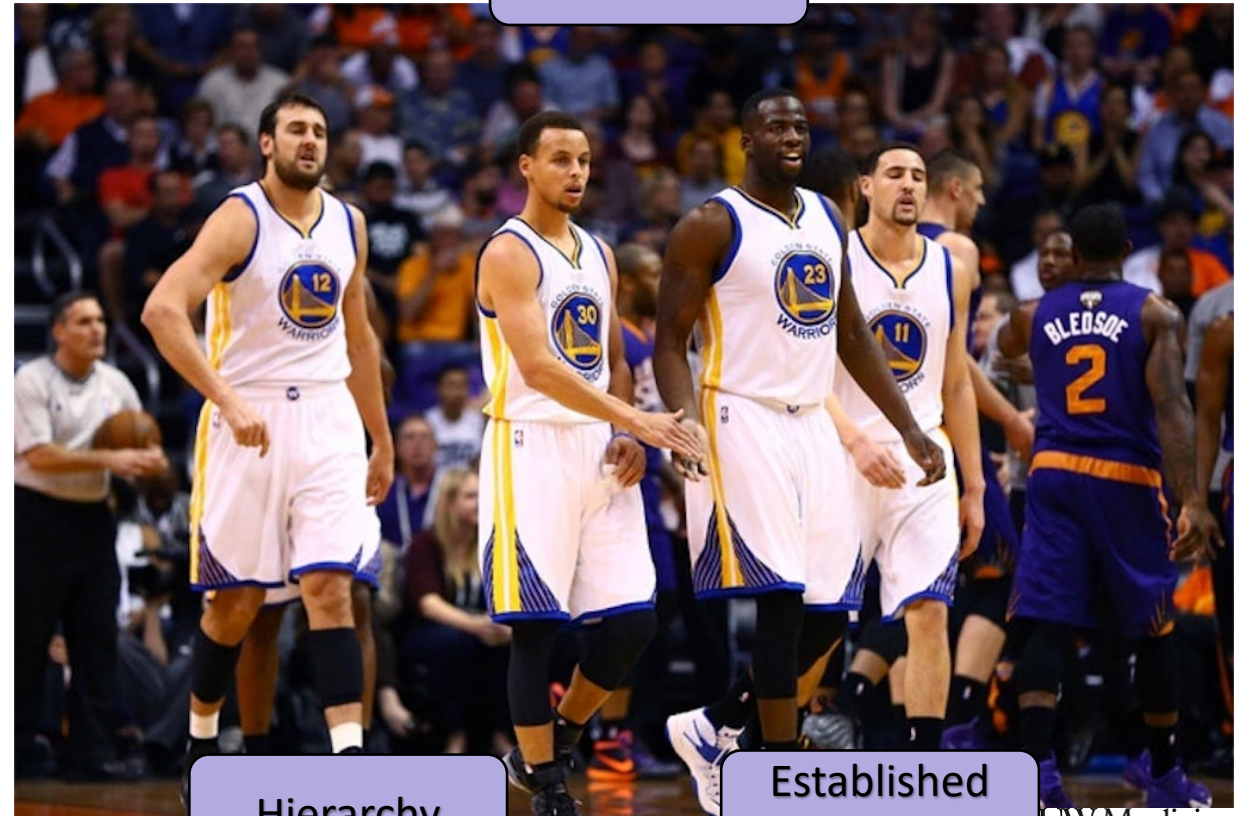
Assigned

Longer-term



Equality

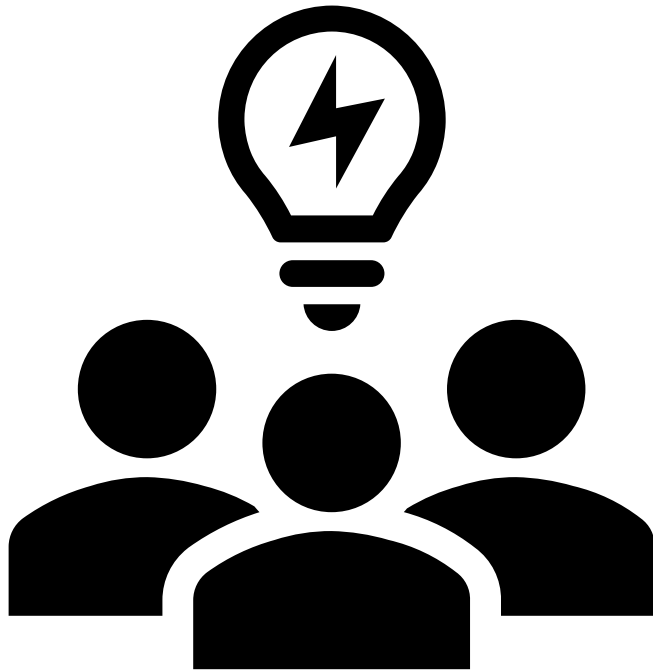
Just meeting



Hierarchy

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?


slido

Where do you work?

 Start presenting to display the poll results on this slide.


slido

What do you do?

 Start presenting to display the poll results on this slide.

slido

Describe your team(s).

 Start presenting to display the poll results on this slide.

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?

slido



What made your team effective?

ⓘ Start presenting to display the poll results on this slide.

Qualities of a Highly Functional Team

It all starts with TRUST





TRUST

A group of people are gathered in a room, possibly for a social event or meeting. There are several balloons in red, purple, and blue. People are seen in the background, some holding balloons, and a table with items on it is visible in the foreground. The overall atmosphere appears to be a casual, social gathering.

How to Build Trust

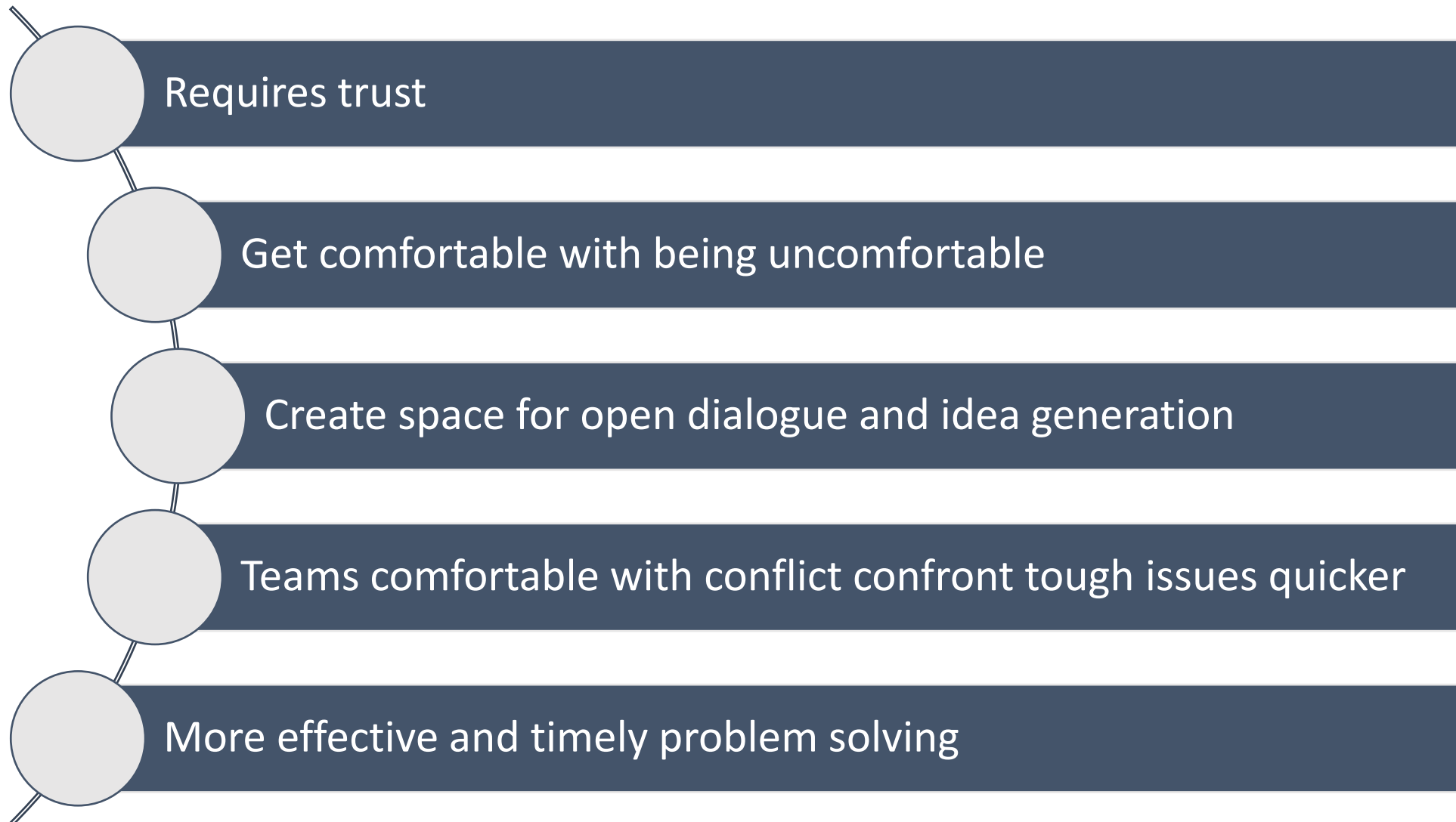
Step 2:
Embrace
Conflict

Employer: How would you handle
conflict in the workplace?

Me:



Productive Conflict





Set expectations about how the team can engage in debate



Real-time permission



Mine for conflict



Virtual teams may need different tactics

Fostering Conflict

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 – Build a sense of ownership and responsibility



Ways to Foster Results

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?

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

Tell us more.

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

Passion



Show your enthusiasm

Bring your energy

Commit to process

EMPATHY



slido



What is your weather right now?

ⓘ Start presenting to display the poll results on this slide.

Four Behaviors of Teaming

Speaking Up

Collaboration

Experimentation

Reflection

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

slido



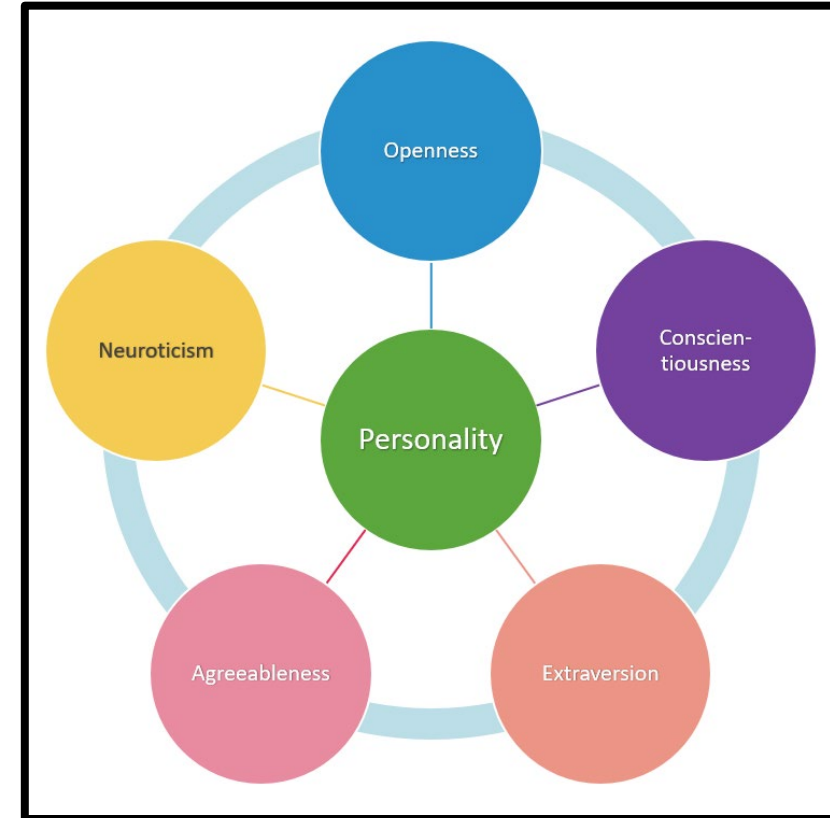
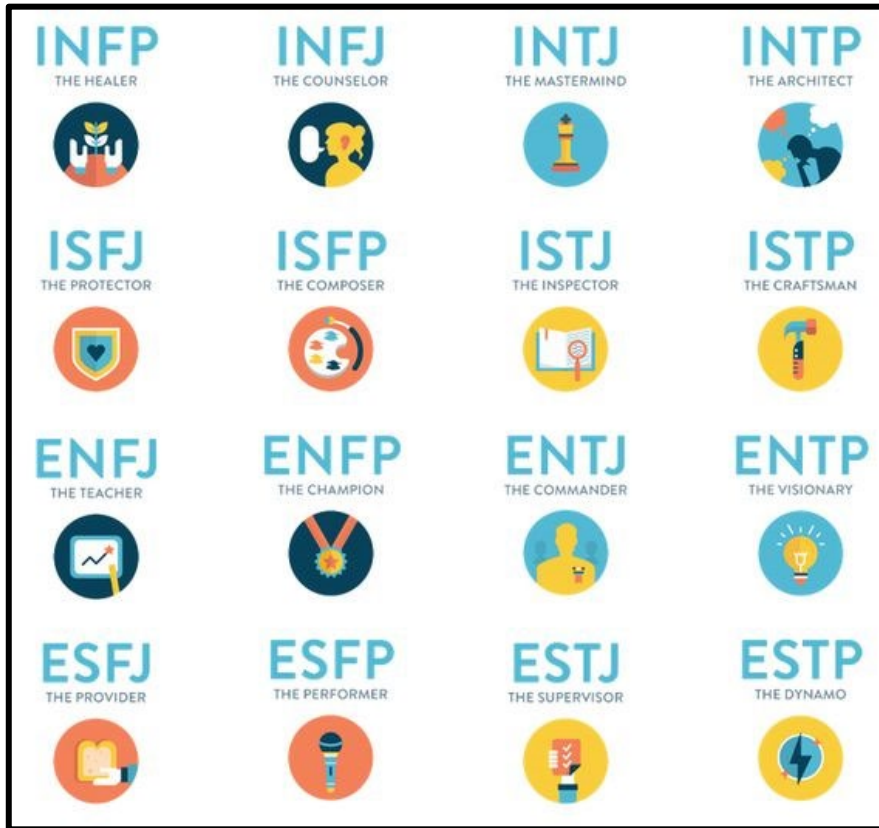
How do you create a space where people can speak up?

ⓘ Start presenting to display the poll results on this slide.

Collaboration



People Bring Different Strengths



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

Experimentation



Cultivate curiosity



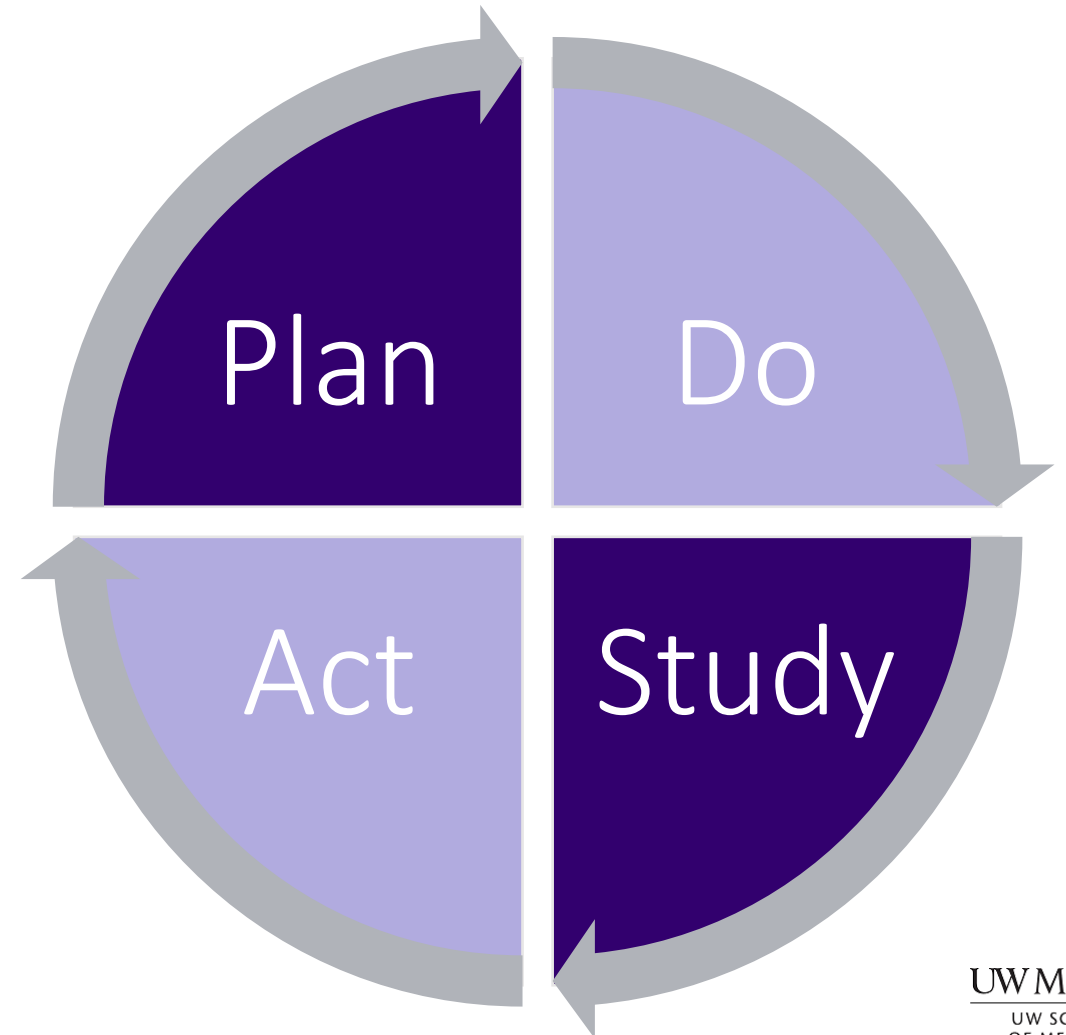
Embrace failure



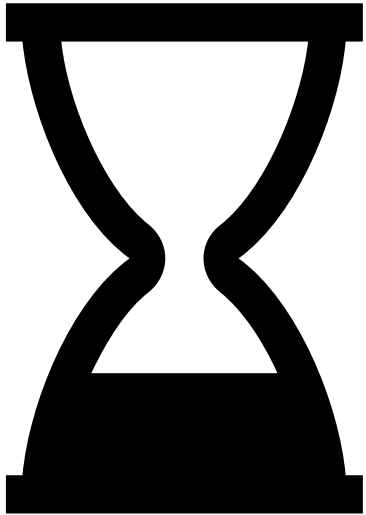
Value data



Celebrate the wins



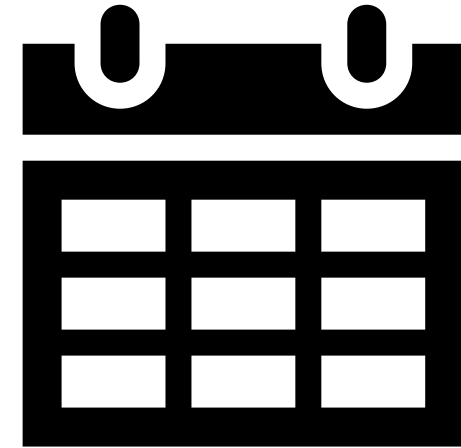
Reflection



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

slido

What is one new strategy that you will start to 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

Please provide your feedback!




slido

What worked well?

 Start presenting to display the poll results on this slide.

slido

What should we do differently?

 Start presenting to display the poll results on this slide.

Thank you!

kehle@uw.edu
pkritek@uw.edu