

Chapter 9

Team Building and Working With Effective Groups

Building a Team

- Nurse leaders as skilled group facilitators
- Developing effective teams are key to an organization's success
- A collaborative team improves patient outcomes

Definitions

- Group
- Committee
- Task force
- Collaboration
- Communication
- Team building
- Team
- Work group

Group Interactions

- The process the group undergoes to reach outcomes
- The standards that regulate the group's behavior
- Problem solving and decision making that the group adopts
- The communication that occurs among group members
- The roles played by each member

Team Effectiveness

Core Processes

- Coaching
- Cognition
- Cohesiveness
- Collective Efficacy
- Collective Identity
- Communication
- Conflict
- Cooperation
- Coordination

Why Groups Are Formed

- Provide a personal/professional socialization and exchange forum
- Provide a mechanism for interdependent work accomplishment

Nursing Teamwork

- Being part of a healthy group or team is related to the level of organizational commitment by the team member
- Extensive research finds that workplace bullying occurs particularly with new grads
- Characteristics include workload, job control, reward, and recognition

Advantage of Groups

- Synergy
- Positive individual impacts
- Motivation
- Diverse thinking
- Linkage to larger organization

Disadvantages of Groups

- Negativity
- Passivity
- Individual focus/domination
- Groupthink
- Vocal minority
- Ethical dark side
- Disruptive conflicts

Group Decision Making

- Slow process
- Time consuming
- May be vested in a group
- Authoritative decision making
- Consultative decision making
- Joint decision making
- Delegated decision procedure

Team Building

- Five Stages
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning

Working with Teams

- Multidisciplinary and interdisciplinary care teams
- Teamwork affects clinical performance
- Team training is an effective strategy for improving patient safety
- High-reliability teams

Types of Teams

- Primary work teams
- Leadership teams
- Ad hoc teams

Team Dynamics

- Pitfalls of assigned teams
 - Confusion about the team's work
 - Team lacks real authority
 - Team lacks structural team building
 - Dysfunctional behavior is tolerated
 - Team-based outcomes/coaching are lacking

Effective Teams (1 of 2)

- Honesty
- Discipline
- Creativity
- Humility
- Curiosity

Effective Teams (2 of 2)

- Clear Roles
- Mutual Trust
- Effective Communication
- Shared Goals
- Measurable process and outcomes

Committees

- Desired in situations in which
 - each member's input is needed to attain a certain goal
 - diverse representation facilitates implementation of proposed activities
- Types
 - Standing
 - Project team/ad hoc
 - Organizational position
 - Job position
 - Multidisciplinary

Types of Committees

- Standing
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Effective Meetings

- Used for information dissemination/sharing
- End-of-shift report
- Opinion seeking
- Problem solving/decision making
- Strategy

Preparing for Meetings

- Appropriate for type of meeting
- Timed agenda
- Leader duties clearly identified

Constructive Group Roles and Behaviors (1 of 2)

- Group Building Roles

- Initiator
- Encourager
- Opinion giver
- Clarifier
- Listener
- Summarizer

Constructive Group Roles and Behaviors (2 of 2)

- Group Maintenance Roles
 - Tension reliever
 - Compromiser
 - Gatekeeper
 - Harmonizer
 - Recorder

Group Rules

- Meetings begin and end on time
- Members need to be on time, prepared, and stay for the entire meeting
- No cell phone or computer use during the meeting except on scheduled breaks
- One person speaks at a time
- No sidebar conversations

Disruptive Roles and Behaviors

- Compulsive talkers
- Nontalkers
- Interrupters
- Squashers
- Distracted/unreliable members

Managing Disruptive Behavior

- Clarify working expectations
- Control communication flow
- Structure positive/constructive group roles
- Employ peer pressure

Leadership and Management Implications

- Consider the work to be accomplished
- Determine the structure most suited to do the work
- Put the structure in place
- Facilitate the work process
- Select the right team members

Current Issues and Trends

- Creating Healthy Workplaces
 - Recruiting and retaining nurses
 - Strong interpersonal relationships among staff
 - See conditions improve over time
- TeamSTEPPS
- Innovation Centers
- Multidisciplinary Quality Improvement teams

Question #1

The nurse manager calls a meeting of unit staff members to discuss ways to improve the timeliness of patient discharge. The nurse manager and group decide that the use of an admit/discharge nurse would help improve patient flow. This is an example of what kind of decision procedure?

- A. Autocratic
- B. Consultative
- C. Joint
- D. Delegated

Question #2

In an effort to improve glycemic control of hospitalized patients, a hospital puts together a team of doctors, nurse managers, nurses, and pharmacists. The goal of the group is to implement a standardized glycemic management protocol to be used throughout the hospital. This type of a team is an example of a:

- A. Primary work team
- B. Leadership team
- C. Ad hoc team
- D. Dysfunctional team