

## Working in Teams, Unit 4



### Individual Roles and Team Mission

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## Objectives

*At the end of this unit the learner will be able to:*

1. Clarify individual roles relative to the tasks and processes assigned to a team
2. Identify strengths and limitations relative to the tasks and process when developing a team
3. Define specific roles and responsibilities for the fulfillment of the team mission
4. Define expectations to support the team action plan

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## Introduction:

In teams, different members take on different roles.

Understanding these roles helps promote a more effective team.

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# Team Decisions



## Different Models and Approaches

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## Method 1. Decision made by authority without team discussion

Process: The designated leader makes all decisions without consulting team members.

Strengths	Weaknesses
• Takes minimal time to make decision	• No team interaction
• Commonly used in organizations (so we are familiar with method)	• Team may not understand decision or be unable to implement decision
• High on assertiveness scale (see <a href="#">conflict paper</a> )	• Low on cooperation scale (see <a href="#">conflict paper</a> )

### Appropriate Times for Method 1

- Simple, routine, administrative decisions; little time available to make decision; team commitment required to implement the decision is low.

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## Method 2. Decision by expert

Process: Select the expert from the team, let the expert consider the issues, and let the expert make decisions.

Strengths	Weaknesses
• Useful when one person on the team has the overwhelming expertise	• Unclear how to determine who the expert is (team members may have different opinions)
	• No team interaction
	• May become popularity issue or power issue

### Appropriate Times for Method 2

- Result is highly dependent on specific expertise; clear choice for expert, team commitment required to implement decision is low.

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## Method 6. Decision by majority vote

Process: This is the most commonly used method in the United States (not synonymous with best method). Discuss the decision until 51% or more of the team members make the decision.

Strengths	Weaknesses
• Useful when there is insufficient time to make decision by consensus	• Taken for granted as the natural, or only, way for teams to make a decision
• Useful when the complete team-member commitment is unnecessary for implementing a decision	• Team is viewed as the "winners and the losers"; reduces the quality of decision
	• Minority opinion not discussed and may not be valued
	• May have unresolved and unaddressed conflict
	• Full team interaction is not obtained

### Appropriate Times for Method 6

- Time constraints require decision; group consensus supporting voting process; team commitment required to implement decision is moderately high.

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## Method 7. Decision by consensus

Process: Collective decision arrived at through an effective and fair communication process (all team members spoke and listened, and all were valued).

Strengths	Weaknesses
• Most effective method of team decision making	• Takes more time than methods 1-6
• All team members express their thoughts and feelings	• Takes psychological energy and high degree of team-member skill (can be negative if individual team members not committed to the process)
• Team members "feel understood"	
• Active listening used (see <a href="#">communication paper</a> )	

### Appropriate Times for Method 7

- Time available allows a consensus to be reached; the team is sufficiently skilled to reach a consensus; the team commitment required to implement the decision is high.

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## Activity – Assignment

You are to review the seven methods for making team decisions and construct a method for how to make a small-scale and a large-scale decision. Use an example for each decision from your personal experience.

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## Decision Making in Teams



### Strengths and Limitations Relating to Team Decision Making

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## Common Roles and Responsibilities

Present your position as clearly and logically.

Do not assume a win/lose attitude when you come to a stalemate.

Be aware when agreement seems to come too quickly and easily.

Avoid voting, averaging, and bargaining.

Seek out differences of opinion and try to involve everyone in the decision process.

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## Type of Decision: Minority

Team Involvement:

Key Consideration:

HIT Example:

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### Type of Decision: Majority

Team Involvement:	Key Consideration:
HIT Example:	

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### Type of Decision: Consensus

Team Involvement:	Key Consideration:
HIT Example:	

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### Type of Decision: Concordant

Team Involvement:	Key Consideration:
HIT Example:	

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### Expectations to Support the Action Plan

Essential elements of Team Cooperation in Problem Solving include the following:

1. Each individual should understand the total problem.
2. Each individual should understand how he or she can contribute toward solving the problem
3. Each individual should be aware of the potential contributions of other individuals.
4. There is a need to recognize the problems of other individuals in order to aid them in making their maximum contribution.
5. Teams that pay attention to their own problem-solving processes are likely to be more effective than teams that do not understand the total problem.

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### Situational Leadership

In HIT teams, there will be a leader or coordinator of the team.

As with any leader, there will be various leadership styles to lead the team.

This section of the unit will focus on situational leadership.

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### Assumptions of Leadership Styles

Leaders should adapt their style to team member performance readiness.

There are four leadership styles (S1 to S4) that match the performance readiness levels (R1 to R4) of the team members.

The four styles suggest that leaders should put greater or less focus on the task in question and/or the relationship between the leader and the team members, depending on the performance readiness of the team members.

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### S1: Telling / Directing

Leadership style in response to team member readiness level.		Team Member Performance Readiness Level			
		Low		High	
		R4	R3	R2	R1
Relationship / supportive behavior		Task / directive behavior			
		Low		High	
		S4 Dele-gating	S3 Partici-pating	S2 Selling	S1 Telling

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### S2: Selling / Coaching

Leadership style in response to team member readiness level.		Team Member Performance Readiness Level			
		Low		High	
		R4	R3	R2	R1
Relationship / supportive behavior		Task / directive behavior			
		Low		High	
		S4 Dele-gating	S3 Partici-pating	S2 Selling	S1 Telling

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### S3: Selling / Participating

Leadership style in response to team member readiness level.		Team Member Performance Readiness Level			
		Low		High	
		R4	R3	R2	R1
Relationship / supportive behavior		Task / directive behavior			
		Low		High	
		S4 Dele-gating	S3 Partici-pating	S2 Selling	S1 Telling

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### S4: Delegating / Observing

Leadership style in response to team member readiness level.		Team Member Performance Readiness Level			
		Low		High	
		R4	R3	R2	R1
Relationship / supportive behavior		Task / directive behavior			
		Low		High	
		S4 Delegating	S3 Participating	S2 Selling	S1 Telling

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### Activity – Scenario I

Describe the type of leadership in the following HIT scenarios:

**Scenario I:** Children’s hospital.

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### Activity – Scenario II

**Scenario II:** Rosewood health clinic.

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## Summary

- Team process and decision making are important for teams to be effective and productive.
- There are many models and approaches to team decision making as you learned.
- The issue or concern confronting the team in addition to the leadership, should determine what decision model is used.

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