Working	in	Teams,	Unit	4
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Individual Roles and Team Mission

Working in Teams/Unit 4

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Objectives

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

- 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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ME:

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 conflict paper)	Low on cooperation scale (see conflict paper)

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 	 Unclear how to determine who the expert is (team members
expertise	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 3. Decision by averaging individuals' opinions

Process: Separately ask each team member his/her opinion and average the results.

Strengths	Weaknesses
Extreme opinions cancelled out	 No team interaction, team members are not truly involved in the decision
Error typically cancelled out	Opinions of least and most knowledgeable members may cancel
Team members consulted	Commitment to decision may not be strong
Useful when it is difficult to get the team together to talk	Unresolved conflict may exist or escalate
Urgent decisions can be made	May damage future team effectiveness

Appropriate Times for Method 3:
Time available for decision is limited; team participation is required, but lengthy interaction is undesirable;

team commitment required to implement the decision is low.

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Method 4. Decision made by authority after team discussion

Process: The team creates ideas and has discussions, but the designated leader makes the final decision. The designated leader calls a meeting, presents the issue, listens to discussion from the team, and announces her/his decision.

Strengths	Weaknesses
Team used more than methods 1–3	Team is not part of decision
Listening to the team increases the accuracy of the decision	Team may compete for the leader's attention
	Team members may tell leader "what he/she wants to hear"
	Still may not have commitment from the team to the decision

Appropriate Times for Method 4

• Available time allows team interaction but not agreement; clear consensus on authority; team commitment required to implement decision is moderately low.

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Method 5. Decision by minority

Process: A minority of the team, two or more members who constitute less than 50% of the team, make the team's decision.

Strengths	Weaknesses
Method often used by executive committees	Can be railroading
Method can be used by temporary committees	May not have full team commitment to decision
Useful for large number of decisions and limited time	May create an air of competition among team members
Some team perspective and discussion	Still may not have commitment from team to decision

Appropriate Times for Method 5
• Limited time prevents convening entire team; clear choice of minority group; team commitment required to implement the decision is moderately 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 communication pager)	

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

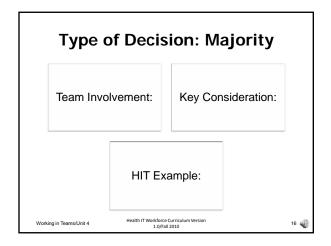
Team Involvement:

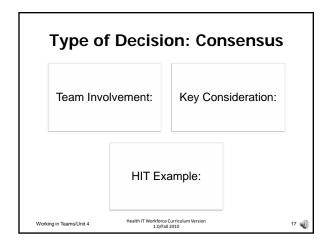
Key Consideration:

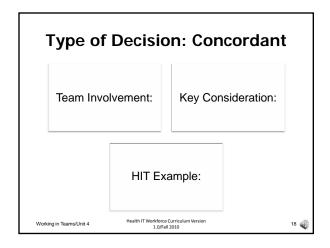
HIT Example:

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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.
- Each individual should understand how he or she can contribute toward solving the problem
- Each individual should be aware of the potential contributions of other individuals.
- There is a need to recognize the problems of other individuals in order to aid them in making their maximum contribution.
 Teams that pay attention to their own problem-solving processes are
- 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.

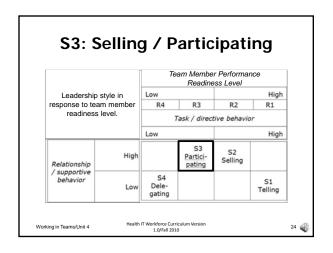
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S1: Telling / Directing Team Member Performance Readiness Level Leadership style in response to team member readiness level. R4 R3 R2 Task / directive behavior Low High S3 Partici-pating S2 Selling High Relationship / supportive behavior S4 Dele-gating S1 Telling Low Health IT Workforce Curriculum Version 1.0/Fall 2010 Working in Teams/Unit 4

S2: Selling / Coaching Team Member Performance Readiness Level Leadership style in High response to team member readiness level. Task / directive behavior Low High S3 High Partici-pating Selling Relationship / supportive behavior Dele-gating Health IT Workforce Curriculum Version 1.0/Fall 2010 Working in Teams/Unit 4 23 🅡



		Team Member Performance Readiness Level				
Leadership style in response to team member readiness level.		Low High				
		R4	R3	R2	R1	
		Task / directive behavior				
		Low			High	
Relationship	High		S3 Partici- pating	S2 Selling		
/ supportive behavior	Low	S4 Dele- gating			S1 Telling	
ing in Teams/Unit 4	Health	IT Workforce Curr 1.0/Fall 201				
Δι	ctivity		cena	rio I		

Activity – Scenario II Scenario II: Rosewood health clinic.

Scenario I: Children's hospital.

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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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