

Component 16- Professionalism/Customer
Service in the Health Environment

Unit 6-Team and Small Group
Communication

This material was developed by The University of Alabama at Birmingham, funded by the Department of Health and Human Services,
Office of the National Coordinator for Health Information Technology under Award Number 1U24OC00023.

Learning Objectives

- Learn definition of group communication and tiered characteristics of groups
- Explore goals, norms, and cohesiveness of groups
- Address stages of team communication
- Introduce communication networks and sociograms

Component 16/ Unit 6 Health IT Workforce Curriculum Version 2.0/Spring 2011 2

Small Group Communication

- Characteristics
 - Interdependent members
 - Common goal or purpose
 - Verbal and nonverbal components
- Size
 - Varies depending on goal
 - Between 5 and 12 members
 - Value of odd number

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1998. p. 196.
Component 16/ Unit 6 Health IT Workforce Curriculum Version 2.0/Spring 2011 3

Tiered Characteristics of Groups

- A way to categorize groups
- Rank-based measure
- Categorized on amount of time spent on
 - Process orientation
 - Content orientation

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1999. p. 197.
Component 16/ Unit 6 Health IT Workforce Curriculum Version 2.0/Spring 2011 4

Additional Group Distinction

- Decision-making continuum
 - Unilateral decision-making
 - Top-down approach
 - Shared decision-making
 - Synergistic groups

Wright KB, Sparks I, O'Hair HD. Health Communication in the 21st Century. Malden: Blackwell Publishing; 2008.

Component 16/ Unit 6 Health IT Workforce Curriculum Version 2.0/Spring 2011 5

Synergistic Healthcare Groups

- Attempt to accomplish something individuals cannot accomplish by themselves
- Three key elements
 1. Creating a sense of ownership
 2. Developing team synergy
 3. Becoming performance-based

Component 16/ Unit 6 Health IT Workforce Curriculum Version 2.0/Spring 2011 6

Synergistic Healthcare Groups

- Attempt to accomplish something individuals cannot accomplish by themselves
- **Three key elements**
 1. **Creating a sense of ownership**
 2. **Developing team synergy**
 3. **Becoming performance based**

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

7

Cohesiveness of Groups

- Groups can be measured by cohesion
- Measured by the use of words like “us” or “we” in discussions rather than words like “I” or “me”
- The frequency of the use of these terms can also be an indicator of cohesion

Northouse LL, Northouse PG. Health communication: strategies for health professionals, 3rd ed. Stamford: Appleton and Lange; 1998. p. 201.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

8

Factors Contributing to Group Cohesiveness and Outcomes

- Goal clarity
- Similarity among group members
- Democratic leadership styles
- Higher group cohesion yields benefits
 - Increased interaction
 - Ability to influence other group members
 - Increased goal orientation

Northouse LL, Northouse PG. Health communication: strategies for health professionals, 3rd ed. Stamford: Appleton and Lange; 1998. p. 201.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

9

Group and Individual Goals

- Effective small groups have a set of clear objectives that support the goals
- Types of group goals
 - Individual goals
 - Different for each member
 - Not always related to the group purpose
 - Group goals
 - Shared by the group members
 - Related to their interdependence

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1998, p. 198.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

10

Characteristics of Effective Group Goals

1. Realistic
2. Clearly stated at the outset
3. Restated frequently

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

11

The Role of Objectives

- Steps necessary to complete each group goal
- Meaningful objectives
- Use the "SMART" objective criteria
 - **S**pecific (concrete, detailed, well defined)
 - **M**easureable (numbers, quantity, comparison)
 - **A**chievable (feasible, actionable)
 - **R**ealistic (considering resources)
 - **T**ime-Bound (a defined time line)

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

12

Small Group Norms

- Rules of behavior associated with group membership
 - Overt norms
 - Written or stated rules for all members
 - Covert norms
 - Rules for all members that are not written or stated

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1998. p. 199.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

13

Leadership Communication Behaviors in the Group Setting

- Provide guidance in achieving goals
- Use effective communication skills
 - Personal communication with group members results in better communication between group members
- Assist with overcoming obstacles

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1998. p. 203.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

14

Group Member Roles

- Many group roles relate to communication
 - Initiator-contributor
 - Information seeker
 - Information giver
 - Opinion seeker
 - Opinion giver
 - Collaborator
 - Coordinator
 - Orienter
 - Recorder

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange 1998. p. 205.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

15

Other Group Member Roles

- Additional member roles can be categorized in terms of group communication that has a positive or negative focus

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

16

Group Building and Continuation

- Encourager
- Harmonizer
- Gatekeeper
- Standard setter

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

17

Negative Group Member Roles

- Aggressor
- Blocker
- Self-confessor

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

18

Team Stages and Communication

1. Orientation
2. Conflict
3. Cohesion
4. Working
5. Termination

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1998.p. 215.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

19

Team Stages and Communication

1. Orientation
 - Planning stage

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

20

Team Stages and Communication

1. Orientation
2. Conflict
 - Procedures for getting work done
 - Group norms
3. Cohesion
 - Agreement on goals and objectives

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

21

Team Stages and Communication

1. Orientation
2. Conflict
3. Cohesion
4. Working
5. Termination

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

22

Communication Networks

- Communication networks
 - Information interaction in small group settings
 - Made up of senders and receivers
- Network layouts
 - Vary based on organizational preference
 - Dependant on group dynamics and goals

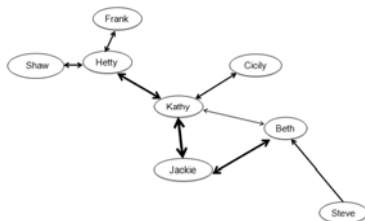
Northouse L.L., Northouse P.G. Health communication: strategies for health professionals. 3rd ed. Stamford: Appleton and Lange; 1998 p. 208.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

23

Sociograms



Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

24

Summary

- Definition of group communication
- Characteristics of tiered groups
- Goals, norms, and cohesiveness of groups
- Stages of team communication
- Common communication networks and sociograms

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

25

- The material for this unit has been adapted from the following sources:

Northouse LL, Northouse PG. Health communication: strategies for health professionals. 3rd ed. Stamford, CT: Appleton and Lange; 1998.

Wright KB, Sparks I, O'Hair HD. Health Communication in the 21st Century. Malden: Blackwell Publishing; 2008.

Component 16/ Unit 6

Health IT Workforce Curriculum
Version 2.0/Spring 2011

26
