

Component 17 Working in Teams, Unit 2a

Forming and Developing a Team for HIT

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Unit 2 Objectives

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

1. Describe stages of team development
2. Identify the needs of the team at each described stage
3. Establish and clarify common goals and purpose for a team
4. Identify key characteristics of effective team members
5. Identify key factors to maintain HIT teams.

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Unit 2 Outline

Overview

Components important in building effective teams

Life Cycle of Teams

- Forming
- Storming
- Norming
- Performing
- Adjourning

Exercise I

Define Team Mission and Objectives

Identify Resource Needs and Availability

Define the Purpose of team

Distinguish task and maintenance (people) functions and concerns

Exercise II

Summary/conclusion

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Overview

This unit encompasses the following topic areas:

- Understanding the stages of team development
- Assessing the needs of the team at each described stage
- Establishing clear common goals and purpose for a team
- Identifying key characteristics of effective team members
- Acknowledging key factors to maintaining HIT teams

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Components important in building effective teams

- Meaningful performance challenges
- A strong performance ethic
- Discipline within the team and across the organization create the conditions for team performance
- Teams should be a basic unit of performance in most organizations
- Team dynamics support learning and behavioral change

(Katzenback and Smith, The Wisdom of Teams)

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The Five Stages of Team Development



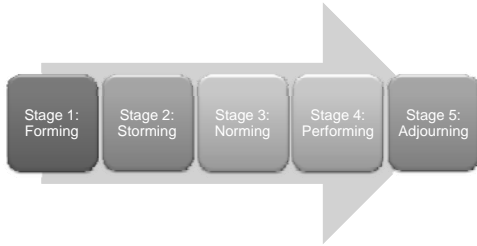
<http://lupus.about.com/od/diagnosisandtreatments/p/HealthcareTeam.htm>

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Understand the value of stages in the life cycle of teams



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Understanding stages of teaming is important to building teams

Teams go through stages before they perform well.

Conflict is part of the team formation process.

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Stage 1: Forming

The Challenge	The Team Dynamics	The Questions
<p>Creating a purpose and managing team membership</p>	<p>Exploring why we are together? Testing to identify the boundaries of both interpersonal and task behaviours Assessing other team members and the commitment Evaluating potential risks and rewards Establishing relationships with leaders and other team members</p>	<p>What are we supposed to do together? Do I want to get involved in this? Is everyone committed to this? How can I contribute? What will you expect of me? What are the pros and cons to being on this team? Who are these people? Will we get along? What will you contribute? Can I trust you?</p>

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Stage 2: Storming

The Challenge	The Team Dynamics	The Questions
Managing expectations and roles	Challenging the team's purpose Splintering into subgroups Struggling for power and control Resisting tasks and authority Avoiding dealing with underlying tension and hidden agendas	Why are we doing this? What's the point? Why are we doing it this way? Why don't we do it that way?

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Stage 3: Norming

The Challenge	The Team Dynamics	The Questions
Managing relationships and task efforts	Implementing the team's performance expectations Re-establishing specific roles and operating procedures Defining rules for problem solving Clarifying processes for resolving team conflicts Building team culture	Who does what and when? How often will we meet? How do we resolve problems? How do we make decisions? How do we handle conflicts? What makes our team special?

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Stage 4: Performing

The Challenge	The Team Dynamics	The Questions
Managing task completion, evaluating results, striving for improvement	Alignment. Each person has an integral role in the team's work Accomplishment. People and the team as a whole are meeting and exceeding role and task expectations Cohesion. Feeling like a "team" Commitment. To each other, the team and to accomplishing the team's goals. Loyalty and trust	How can we improve this? Is there a better way? What more can we do? How can I help?

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A team at the Performing Stage can either:

1. Return to the forming stage as group membership, leadership and the team's purpose changes,
2. Decline into "dorming" stage as the group becomes complacent, or
3. Adjoin as the group successfully reaches its goal, completes its work and disbands.

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Phantom Stage: Dorming

The Challenge	The Team Dynamics	The Questions
<p>Avoiding this stage by maintaining the commitment and focus of the team</p>	<p>Complacency. The team goes into cruise mode. A cosy togetherness ensues. Preservation. Self-preservation is the dominant issue. The team may be attempting to extend the life of the group Mediocrity. Lacklustre performance eventually leading to a decline in the quality and quantity of task activity Routine. Comfortable routines are established and enforced i.e. don't rock the boat</p>	<p>Have you followed the appropriate channels? Why should we change? We've always done it this way We're doing OK as we are When's lunch?</p>

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Stage 5: Adjourning

The Challenge	The Team Dynamics	The Questions
<p>Managing the completion of tasks. Assisting the team let go of the group structure and move on.</p>	<p>Conflicting emotions (sadness, anger, gratitude, happiness) Uncertainty about how to end and their future Grieving. Feelings of dislocation and loss Team members deal with this stage in different ways: Avoiding tasks. Arguing over minor details or past arguments resurface Denying. Pretending the team will continue. Pollyanna: focusing only on the positive experiences Acknowledging. Facing the good, the bad and the ugly, letting go and saying goodbye</p>	<p>What will I do now? What will it be like now? Shall I stay (with the company) or shall I go?</p>

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Activity I: Stages of Team Development

Now that you have been introduced to the stages of team development:

1. Provide an example from your experience with teams at each stage in the cycle.
2. Describe why you believe each stage was a valuable part of the team's development.
3. Feedback will be provided by your instructor.
