Curriculum Development Centers Program

Awardee of The Office of the National Coordinator for
Health Information Technology

Forming and Developing a
Team for HIT

Component 17
Working in Teams, Unit 2b

Forming and Developing a
Team for HIT

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

Define Team Mission and Objectives

Gain clarity on the mission of the project or task.

List key objectives that support access to the mission.

How to Begin Team Building

There are three main components in any team's work:

The Goal

The Methodology

The Resources

World Health Organization (2007): Cancer Control:
Putting Knowledge Into Action

Identify Resource Needs and Availability

Management requirements
Planning requirements
Technical requirements (design, testing, and implementation)
Business analysis requirements
Communication requirements
Leadership requirements
Customer requirements

A Team's First Steps

1. Determine who should be on the team
2. Establish rule for engagement (ground rules)
3. Define and clarify expectations, roles, and responsibilities
4. Develop an initial action plan (that includes a meeting schedule)
5. Create an appropriate assessment of progress tool
6. Implement the tool to monitor team success

http://www.maureenbushe.com/page13.htm

Distinguish Task and Relationship Behavior

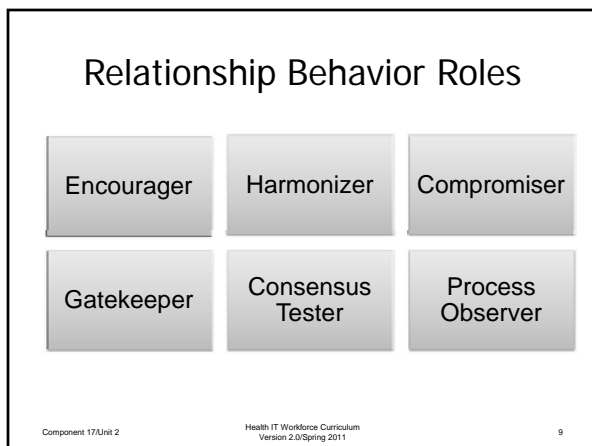| Situational Leadership Diagram	Roles of task, relationship, and ineffective team member behavior

Task Behavior Roles

Initiator	Orientor
Facilitator	Evaluator
Analyzer	Summarizer
Fact Seeker	Fact Giver

Relationship Behavior Roles

Encourager	Harmonizer	Compromiser
Gatekeeper	Consensus Tester	Process Observer
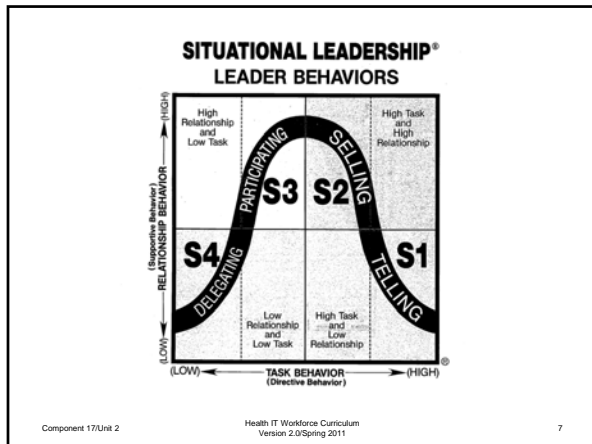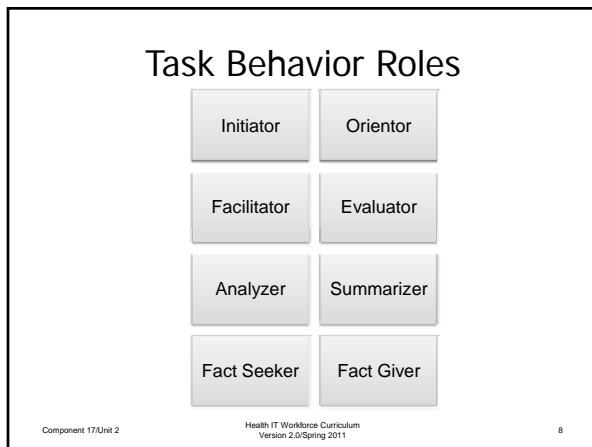
Ineffective Roles

Aggressor	Blocker	Monopolizer
Recognition Seeker	Avoider	Prankster
	Passive/ Aggressive	
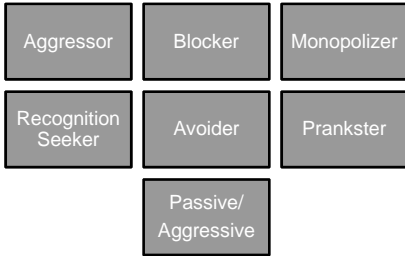
Selecting the Right Members for a Team

How can you select the right team for a project? Things to be considered should include:

1. Team size

2. Overall team composition

3. Team member selection and exclusion criteria

4. Member recruitment process

World Health Organization (2007): Cancer Control:
Putting Knowledge Into Action

Useful Questions for Team Building

Image: http://azbizopps.info/wp-content/uploads/2010/08/team.png

Activity II: Selecting Team Members

Now that you have been introduced to the behaviors and characteristics vital to team development

1. You are provided a scenario with biographical sketches of 8 individuals
2. You are to select 5 individuals to become members of a team for a specific HIT task.
3. You will also provide rationale for your selection choices.
4. Feedback is provided on this deliverable by the instructor.

Activity II: Scenario

Office #1	Office #2
3 Dentists	3 Dentists
• One is the original Dentist (soon to retire)	• One has 10 years seniority
• One has 6 years seniority	• One has 8 years seniority
• One has 4 years seniority	• One has 1 ½ years seniority
1 Office Manager	1 Office Manager
2 Front desk receptionists	2 Front desk receptionists
• One has 15 years seniority	• One has 9 years seniority
• One has 5 years seniority	• One has 4 years seniority
4 Dental Hygienists	4 Dental Hygienists
• Two have 10 years seniority	• One has 8 years seniority
• Two have less than 5 years seniority	• One has 6 years seniority
	• Two have less than 3 years seniority

Acknowledge characteristics of effective team members

- Committed to team goals
- Friendly, concerned and interested
- Acknowledges and confronts conflict
- Listens with understanding
- Includes others in decision making
- Recognizes and respects differences
- Contributes ideas and solutions
- Values others' ideas and contributions
- Recognizes and rewards team efforts
- Encourages and appreciates comments about performance

Image: http://www.the-happy-manager.com

Components to 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

Katzenbackhand Smith (Wisdom of Teams)

Summary and Conclusion

Now that you have completed Working in Teams, Unit 2: Forming and Developing a Team for HIT related activities, you should be able to:

1. Describe the 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 teams.

References

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- Katzenbach J, Smith D. Wisdom of Teams: Creating the High-Performance Organization. HarperBusiness . 1994
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