

Working in Teams, Unit 4b

Individual Roles and Team Mission

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Decision Making in Teams



Image: <http://www.cheesymedia.com/images/TeamCheese.jpg>

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.		<i>Team Member Performance Readiness Level</i>			
		Low		High	
		R4	R3	R2	R1
Relationship / supportive behavior		<i>Task / directive behavior</i>			
		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.		<i>Team Member Performance Readiness Level</i>			
		Low		High	
		R4	R3	R2	R1
Relationship / supportive behavior		<i>Task / directive behavior</i>			
		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 Delegating	S3 Participating	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.



Image: <http://healthyliving.ocregeister.com>

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.

References

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