

Working in Teams, Unit 7b

Leadership: All Members as Leaders – Leaderful Teams

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 H240C00013.

Leadership is Collective

The view is that many people within the group might be operating as leaders.

The group is not solely dependent on one individual to mobilize action or make decisions.

Decisions are made by whoever has the relevant responsibility.

Leadership may emerge from multiple leaders of the team.

Someone may initiate an activity, but others become involved and share leadership.

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

2

Leadership is Collaborative

All members of the team, not just the designated leader, are in control of and may speak for the entire organization.

All members may advocate a point of view and they believe they can contribute to the common good of the community.

The group seeks to engage in public dialogue in which they open their beliefs and values to the scrutiny of others.

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

3

Leadership is Compassionate

The compassionate leader extends uncompromising commitment to preserving the dignity of others.

Team members' views are considered before making a decision.

Each member of the organization is to be valued regardless of background or social standing.

Leaders recognize that values are interconnected with leadership – no higher value than democratic participation.

Component 17/Unit 7
Health IT Workforce Curriculum
Version 2.0/Spring 2011
4

Tenets of Leaderful Practice

Traditional	Leaderful
Serial	Concurrent
Individual	Collective
Controlling	Collaborative
Dispassionate	Compassionate

Component 17/Unit 7
Health IT Workforce Curriculum
Version 2.0/Spring 2011
5

Changing Face of Teams

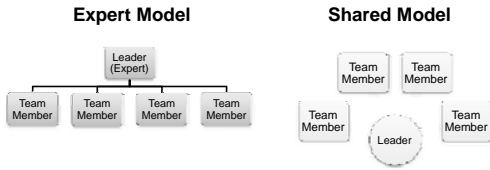
Change is occurring in how people think about who in the organization has credible and valuable knowledge.

Shift is movement away from the idea that knowledge is found only in a select group of experts or best practitioners.

The notion is toward the idea that useful knowledge is distributed throughout the whole of the organization.

Component 17/Unit 7
Health IT Workforce Curriculum
Version 2.0/Spring 2011
6

Changing Face of Teams



Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

7

Summary Points for the Changing Face of Teams

1. Each team is both giver and receiver.
2. Existing knowledge is transferred.
3. New knowledge is developed through the transfer process.

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

8

Changing Face Activity:

Activity:

Provide different examples of HIT teams and let the learner decide if they are **traditional** or **leaderful** teams.

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

9

Real Teams

Team: A small group with complementary skills committed to a common purpose, performance goals, and working approach.

All members of the real team need to apply the essential discipline.

Groups become teams through disciplined action, and they sustain team performance only as long as the discipline prevails.

Teams are becoming more central to high performing organizations.

Component 17/Unit 7 Health IT Workforce Curriculum Version 2.0/Spring 2011 10

Emerging Challenges of Team Leadership

Situational Opportunities

Self Discipline

Shifting Leadership Roles

Virtual Teams

Component 17/Unit 7 Health IT Workforce Curriculum Version 2.0/Spring 2011 11

Situational Opportunities

Capable leaders instinctively pursue team behavior in all situations.

The more varied and complex team purposes and goals become, the more important it will be for every member to step up to leadership challenges that fit his/her skills and experience.

Capitalizing on differing leadership will become a key characteristic of the best team leaders in the future.

Component 17/Unit 7 Health IT Workforce Curriculum Version 2.0/Spring 2011 12

Self Discipline

The collective performance results of any small working group are more about discipline than "togetherness," empowerment or individual accountability.

The group leader may initiate the necessary discipline, but as group capabilities emerge, peer and self-discipline come into play.

Example: a sports team that moves from pre-season practice to regular season competition.

Component 17/Unit 7 Health IT Workforce Curriculum 13
Version 2.0/Spring 2011

Shifting Leadership Roles

<p>A real team is never leaderless.</p>	<p>Leadership is drawn of each member at different times and in different ways.</p>
<p>Real teams boost their leadership capacity by shifting the leader's role back and forth among members, depending on the task.</p>	<p>The leader's responsibility falls naturally on the shoulders of whichever member has the knowledge or experience most relevant to the particular issue at hand.</p>

Component 17/Unit 7 Health IT Workforce Curriculum 14
Version 2.0/Spring 2011

Virtual Teams

Virtual teams are being fueled by fundamental forces of globalization, merger, "scaling" and speed as well as advances in technology that allow real work to take place.

Team performance still relies on the application of discipline.

A variety of different tools and approaches will be required for team leaders to ensure real team efforts at the right time in the right place.

Component 17/Unit 7 Health IT Workforce Curriculum 15
Version 2.0/Spring 2011

Challenges of Team Leadership Activity

Based on the previous slides/instruction material, you are to create an HIT team to perform the following:

Choose a system that will enable the hospital to track the location of every piece of equipment that is used to transport patients. For example – wheelchairs and stretchers.

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

16

Challenges of Team Leadership Activity

Answer the following:

1. Is there a situation that could be seen as an opportunity for the hospital to take maximum advantage of this type of project? If so, what?
2. Could shifting leadership roles be detrimental to the success of the project?
3. What kind of self discipline would be needed to see this project to a successful ending?
4. Would this project be able to use virtual teaming? If so, in what instances?

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

17

Summary

1. Different types of leaders, traits, styles, and emerging challenges have been discussed in this unit.
2. When being a team leader, you will need to decide what type of leader you want to be and strive for that type and trait.
3. Leadership is learned; model your performance on a leader you want to be like.

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

18

References

- Boston Consortium. What is the 'Leaderful' Concept? Available from: <http://www.leaderful.org/leaderful.html>
- Clark DR. Character and Traits in Leadership. c2010. Available from: <http://www.nwlink.com/~donclark/leader/leadchr.html>
- Clark D. Leadership. Scribd. 2001. Available from: <http://www.scribd.com/doc/9191/Leadership>
- Community Foundation for Jackson Hhole. Building Sustainability for Nonprofit Organizations. 2008. Available from: <http://www.cfjacksonhole.org/documents/CFJHLeadershipSkills-ParticipantWorkbook.pdf>

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

19

References

- Dixon N. The Changing Face of Knowledge. The Learning Organization; 6(5): p212-216. MCB University Press. 1999
- Graff D. Core Leadership Traits Found. Available: http://www.dema.mil/communicator/summer09/2_features/DC_MA_Communicator_v09n02_pp12-pp15.pdf
- Katzenbach J, Palestrant S. Team Leadership: Emerging Challenges, Innovative Leader. 482(9);8. 2000. Available from: http://www.winstonbrill.com/bril001/html/article_index/articles/451-500/article482_body.html
- Taffinder P. Leadership Crash Course. C2007. Available from: http://www.leadershipcrashcourse.com/cc_seventypes.html

Component 17/Unit 7

Health IT Workforce Curriculum
Version 2.0/Spring 2011

20
