UL School of Medicine Staff Retreat

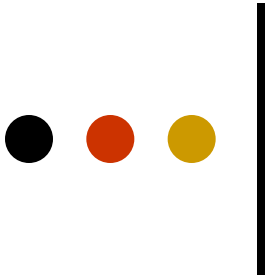## *One Vision - One High Performance Team!*

High Performance Team

- **TEAM:** A group of two or more people working together for a common goal

- **Two parts of a TEAM:**
  - ~ Content/Task to be completed
  - ~ Process/Interpersonal Relationships
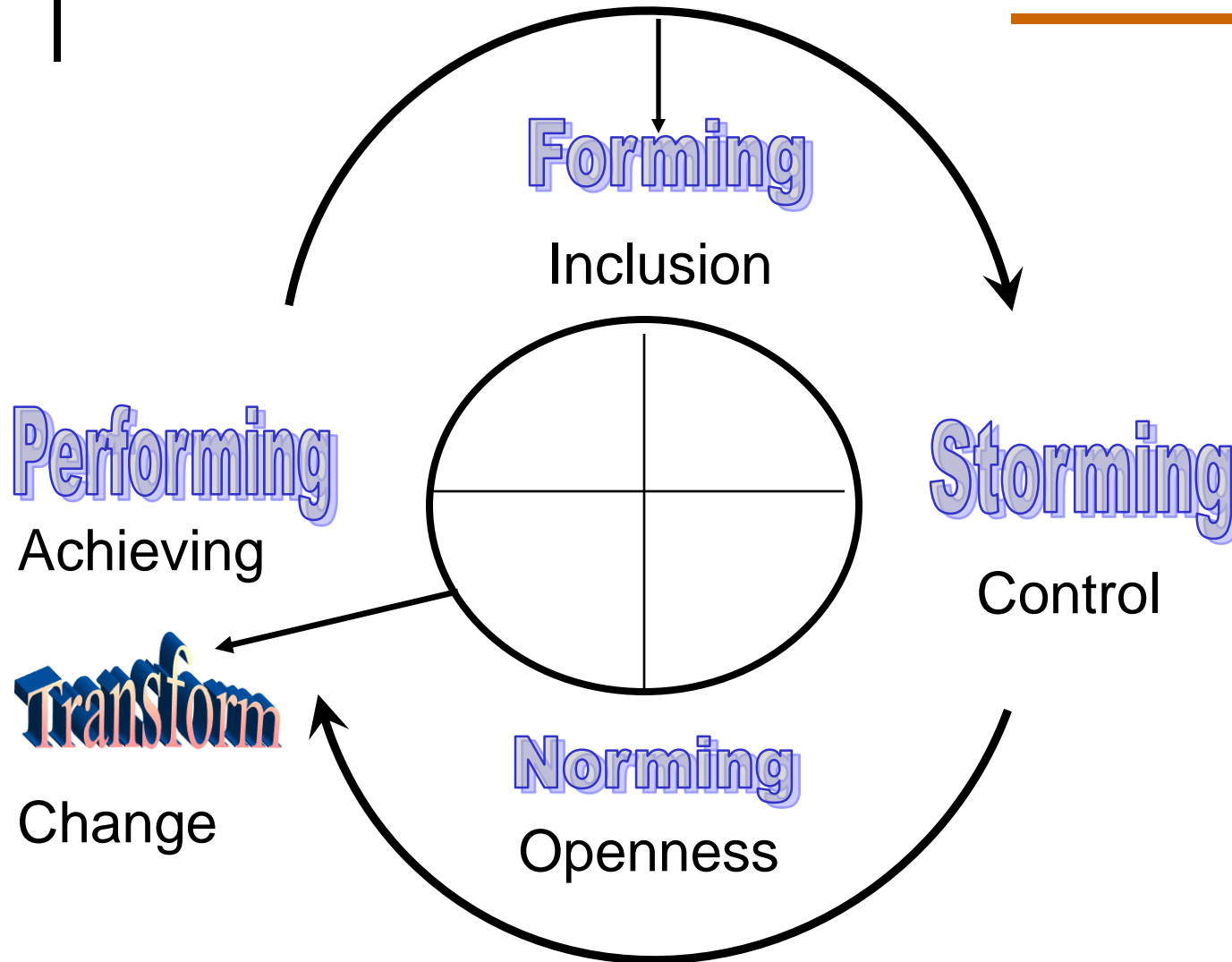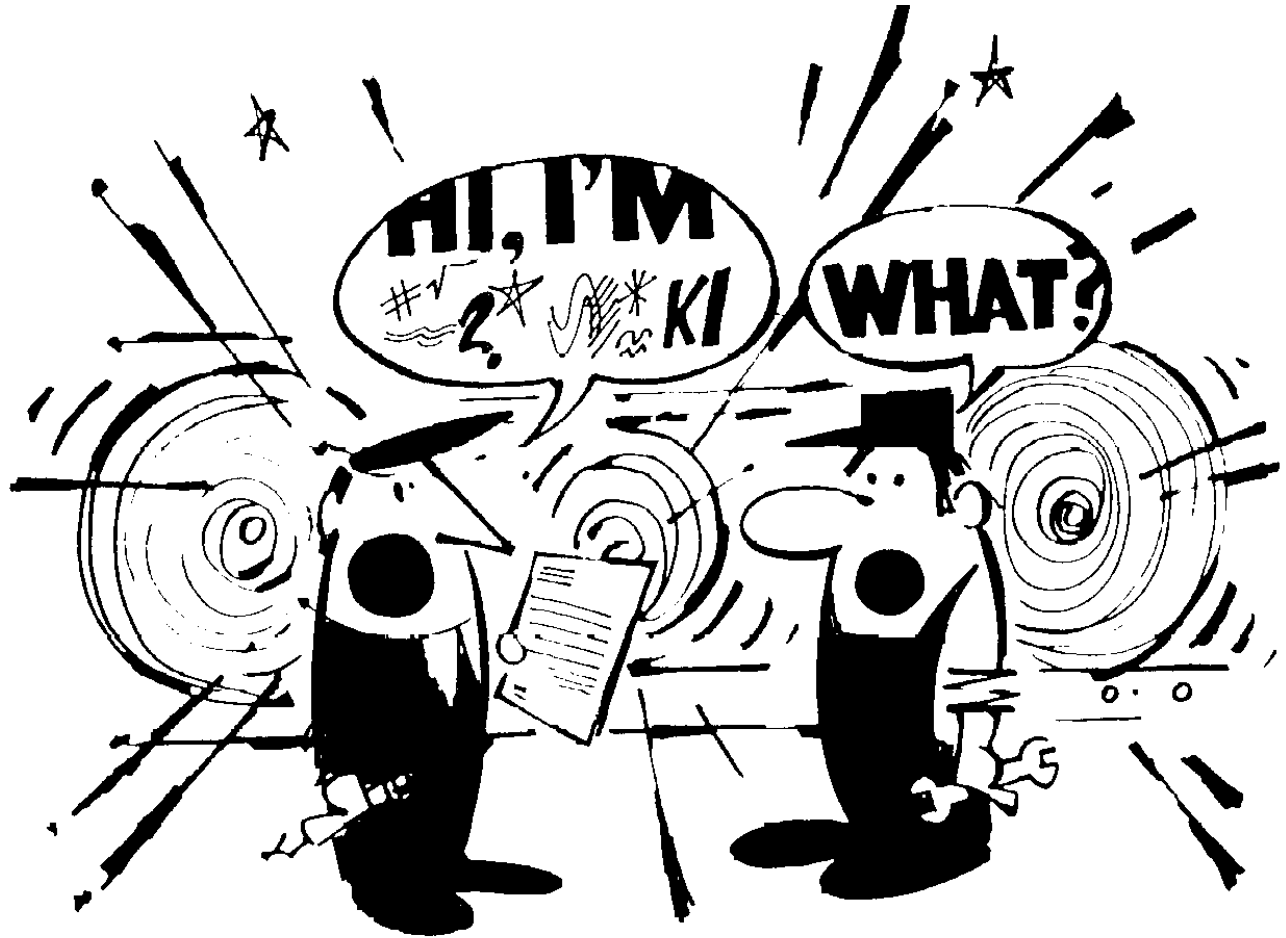
High Performance Team

TO COACH ---

"To bring a TEAM from where they are to where they want to be"!

Stages of Team Development

Forming

Inclusion

Performing

Achieving

Transform

Change

Storming

Control

Norming

Openness

Organizational/Team Noise

Team Values

"*If a team is tolerant of everything, it will stand for nothing*".

Patrick Lencioni
The Table Group
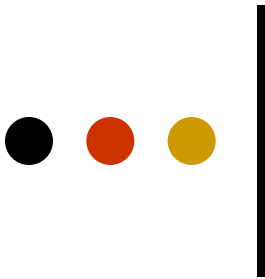
True Team Values

- **Core Values -- 2 to 3**
  (Inherent in the team)

- **Aspiration Values – 3 to 4**
  (NOT inherent in the team)

Ponder This…………

- **How will we hold each other accountable for our actions?**

- **How will our expectations of each other be different than it is today?**

- **What behaviors needs to change for us to work more like a "high performance team" in the future?**
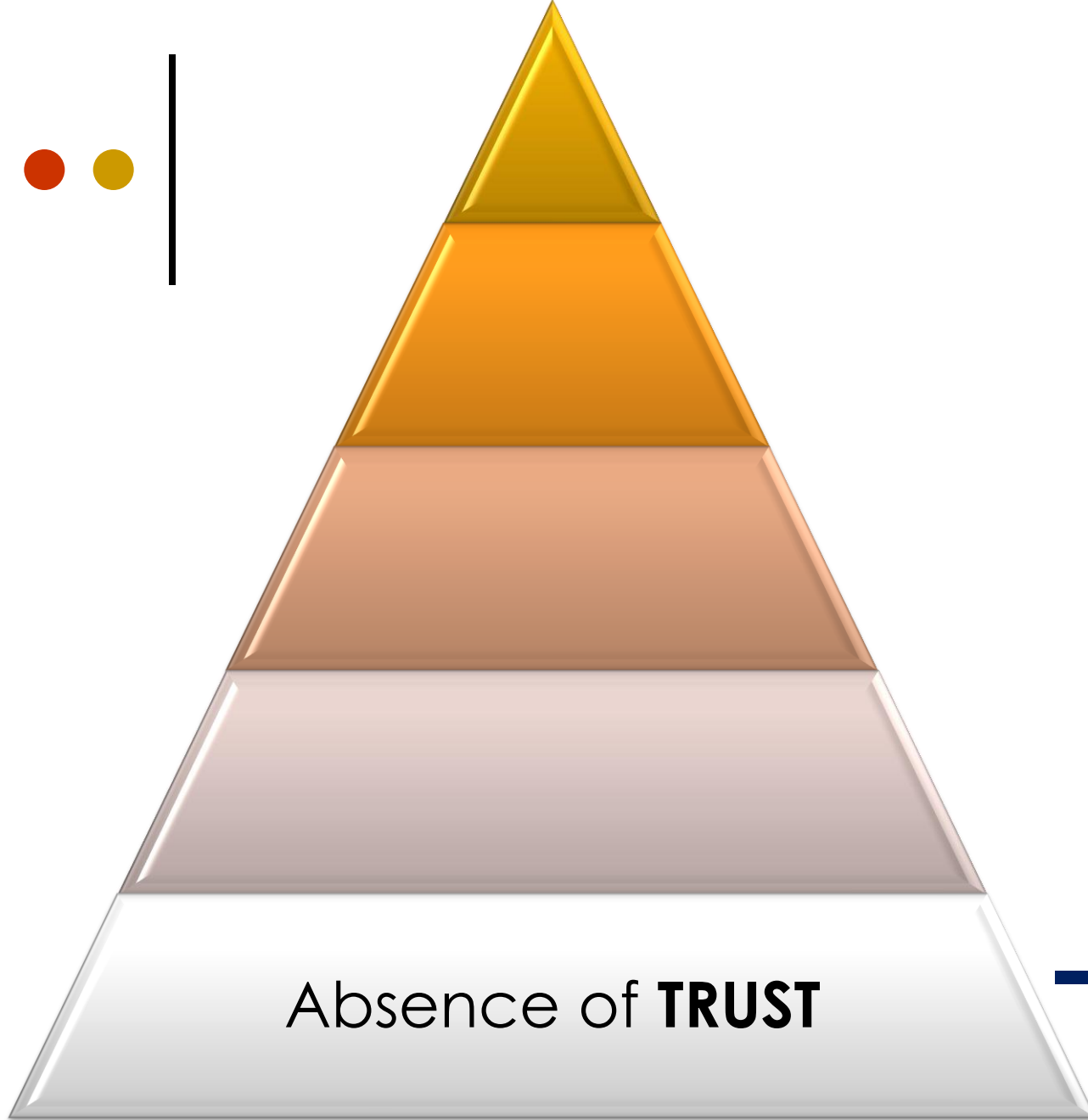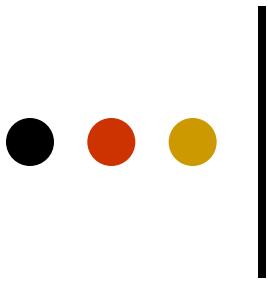
Our Team's Operating Agreement

- We will ………………(how we will make decisions)

- We will ………………(how we will communicate)

- We will ………………(how we will work through problems)

- We will ………………(demonstrate ownership of team results)

- We will ………………(anything else to be addressed?)
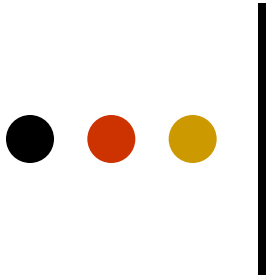
Natural Dysfunctions of a Team

BEHAVIORS OF COHESIVE TEAMS

Absence of **TRUST**

Natural Dysfunctions of a Team

Be Vulnerabl

Behaviors of a Cohesive Team
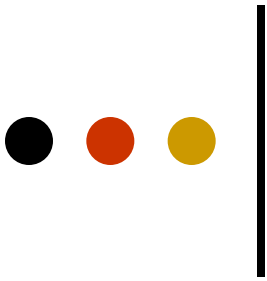
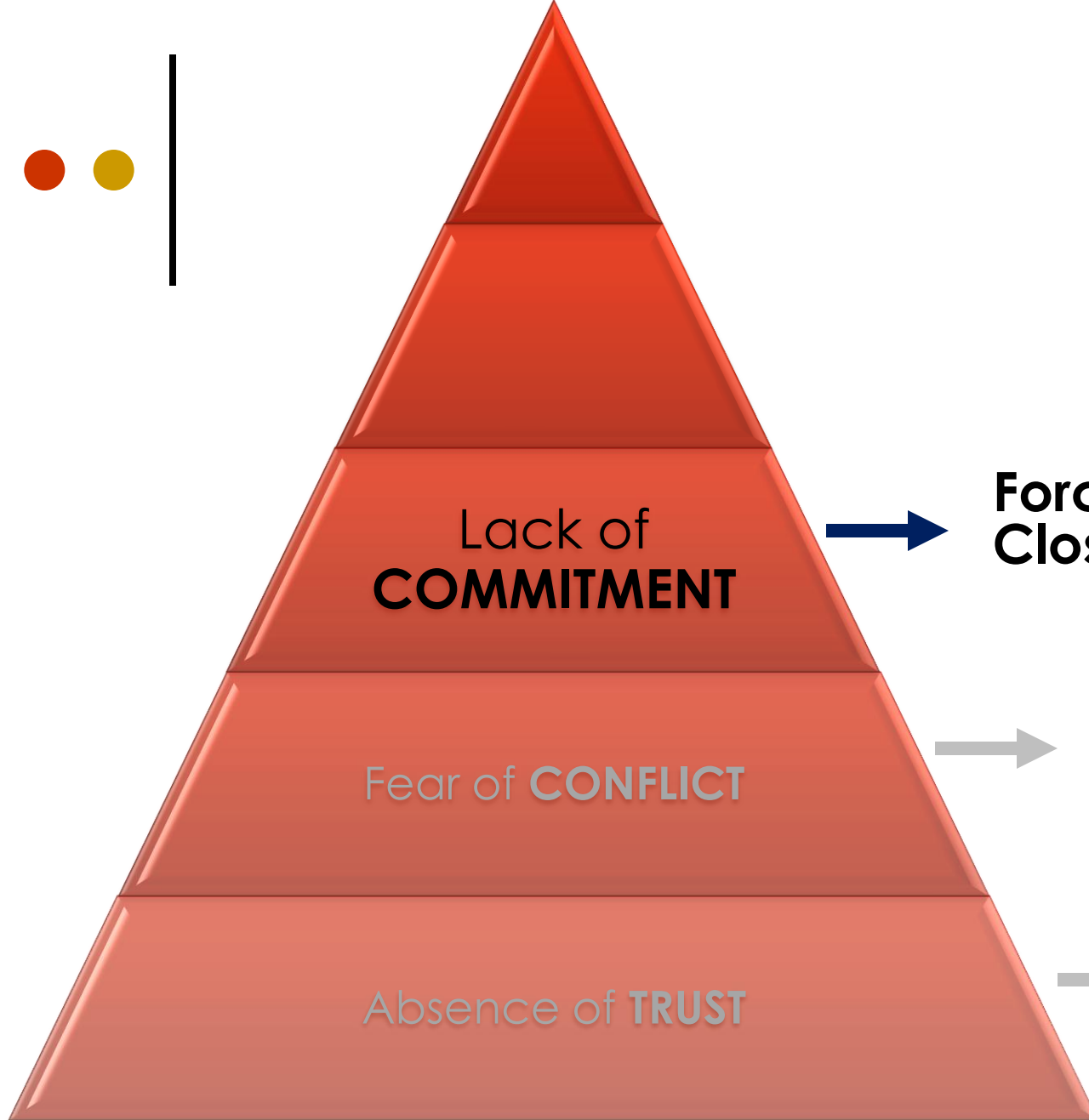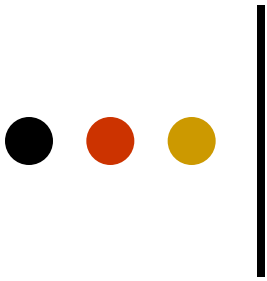Fear of **CONFLICT** → **Demand Debate**

Absence of **TRUST** → **Be Vulnerabl**

Natural Dysfunctions of a Team

Behaviors of a Cohesive Team

Lack of **COMMITMENT** → Force Clarity and Closure

Fear of **CONFLICT** → Demand Debate
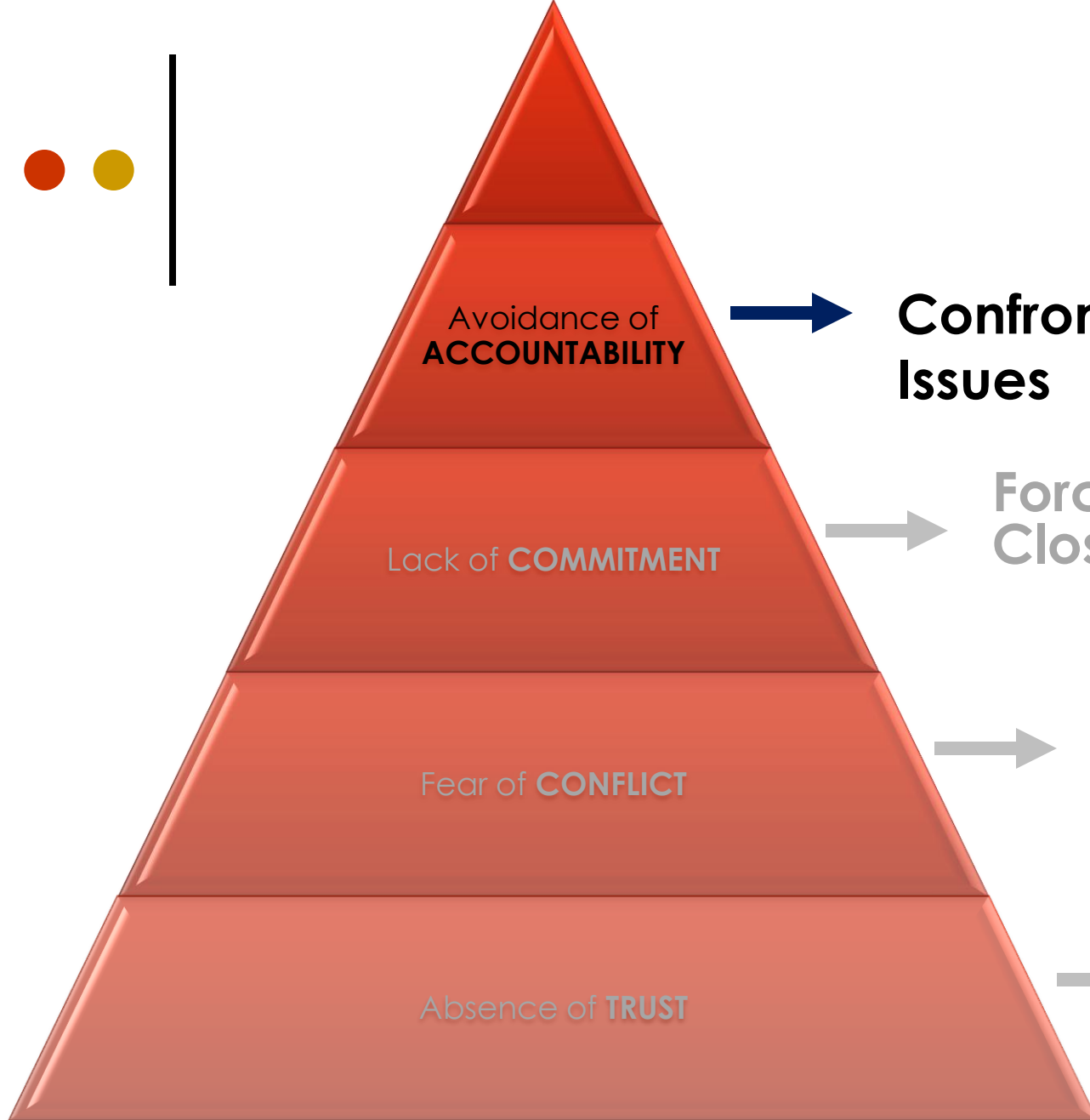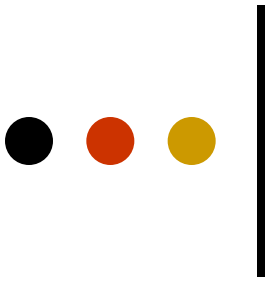
Absence of **TRUST** → Be Vulnerabl

Natural Dysfunctions of a Team

Behaviors of a Cohesive Team

Avoidance of **ACCOUNTABILITY** → **Confront Difficult Issues**

Lack of **COMMITMENT** → **Force Clarity and Closure**

Fear of **CONFLICT** → **Demand Debate**

Absence of **TRUST** → **Be Vulnerabl**

Natural Dysfunctions of a Team

Behaviors of a Cohesive Team

Inattention to **RESULTS**

Focus on Collective Outcomes

Avoidance of **ACCOUNTABILITY**

Confront Difficult Issues

Lack of **COMMITMENT**

Force Clarity and Closure

Fear of **CONFLICT**

Demand Debate

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Be Vulnerabl

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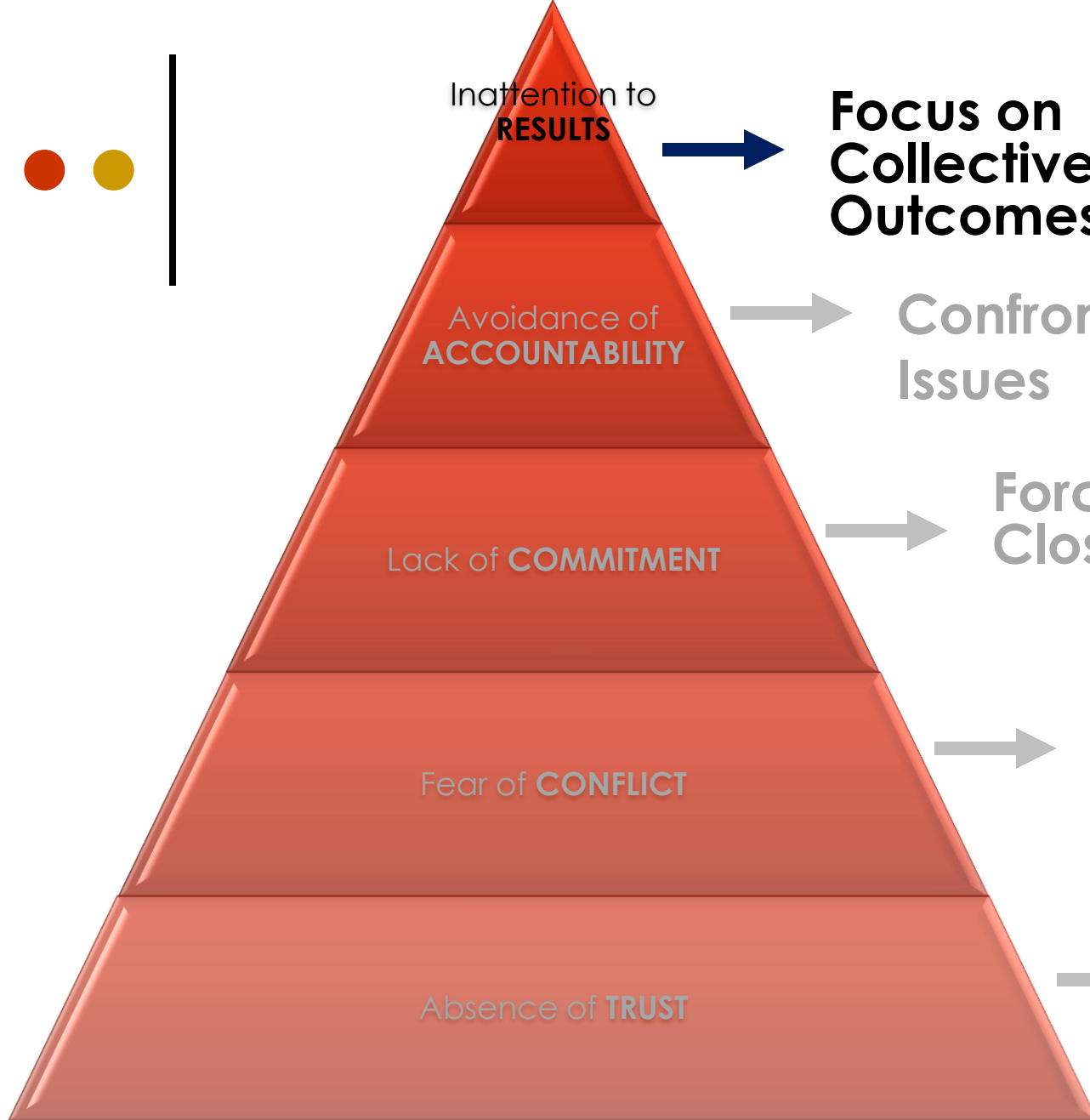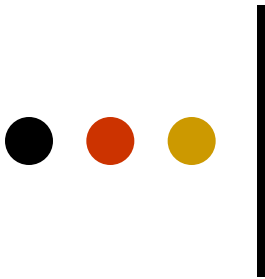Lack of **COMMITMENT** → **Force Clarity and Closure**

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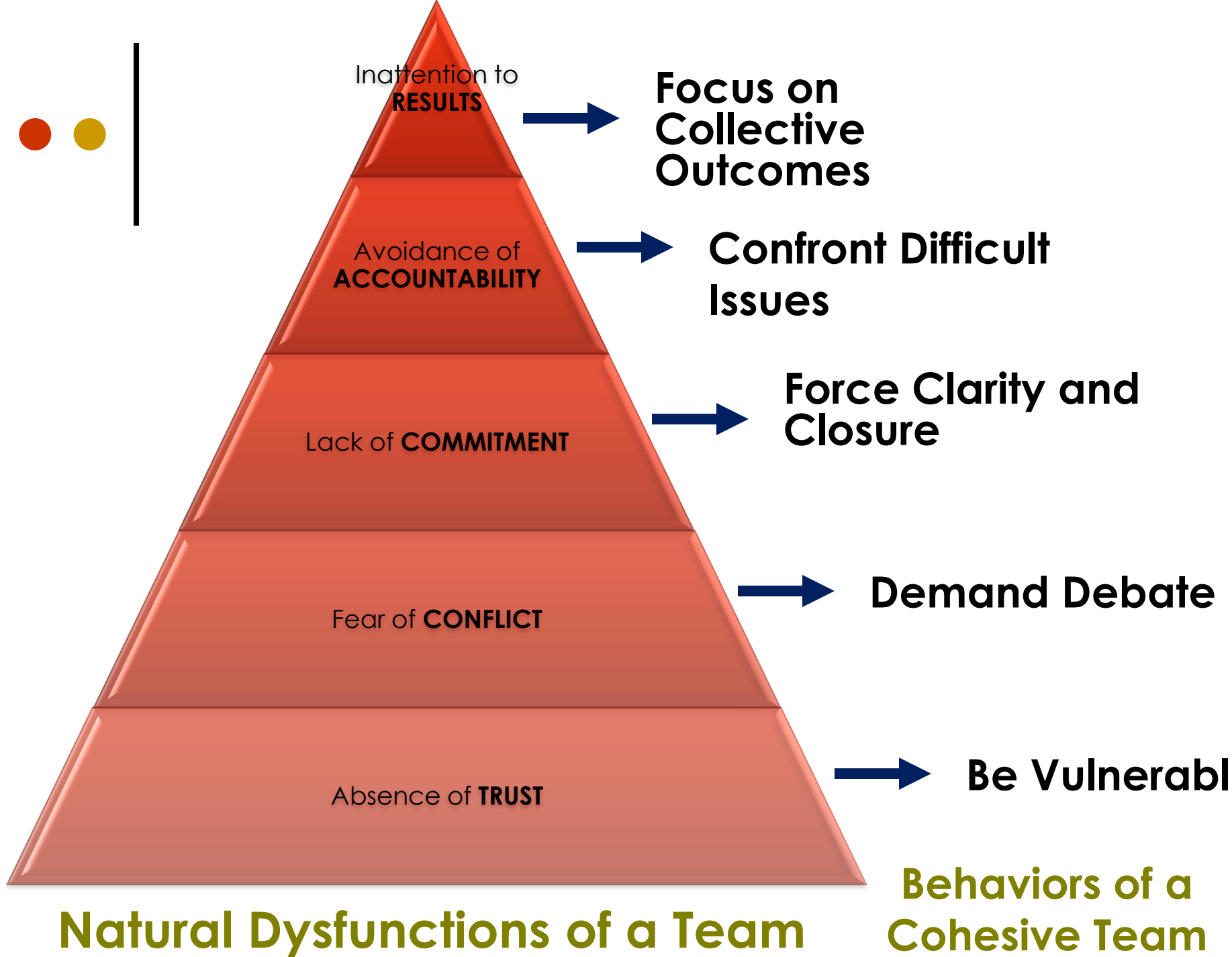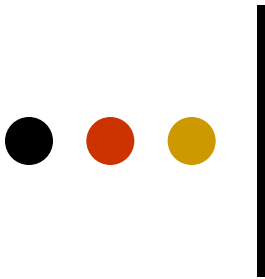
Team Exercise

○ Evaluate your team's susceptibility to the five dysfunctions

- *8.0 or 9.9: dysfunction is probably **not** a problem*
- *6.0 to 7.9: dysfunction **could be** a problem*
- *3.0 to 5.9: dysfunction **needs to be** addressed*

○ Assessment Findings

Strategies for Overcoming Team Dysfunctions

Absence of Trust

- Identify and discuss individual strengths and weaknesses

- Spend time in face to face meetings and working sessions

Strategies for Overcoming Team Dysfunctions

Fear of Conflict

- Constructive conflict produces productive meetings
- Establish & use team ground rules
- Understand team members natural mode of handling conflict

Strategies for Overcoming Team Dysfunctions

Lack of Commitment

- Review commitment at end of meeting to ensure team members alignment

- Adopt a "disagree and commit" mentality

Strategies for Overcoming Team Dysfunctions

Avoidance of Accountability

- Communicate goals and standards of behavior

- Regularly discuss performance vs. goals and standards

Strategies for Overcoming Team Dysfunctions

Inattention to Results

- Keep the team focused on tangible team goals

- Reward individual team members based on team goals and collective success

Team's Focus: Actions that are ………

Not Focused on Goals	Focuses on Goals
○ Stagnates/fails to grow ○ Rarely defeats competitor ○ Loses achievement oriented employees ○ Team members focus on own careers/goals ○ Is easily distracted	○ Enjoys success ○ Minimizes individualistic behaviors ○ Retains achievement oriented employees ○ Team members is "for the good of the team" ○ Avoids distractions

Team Coaching

"You cannot teach a man or woman (or a TEAM) anything. You can only help them discover it within themselves."

Galileo Galilei