



**Teamwork and The Eight Traits of Great Teams**



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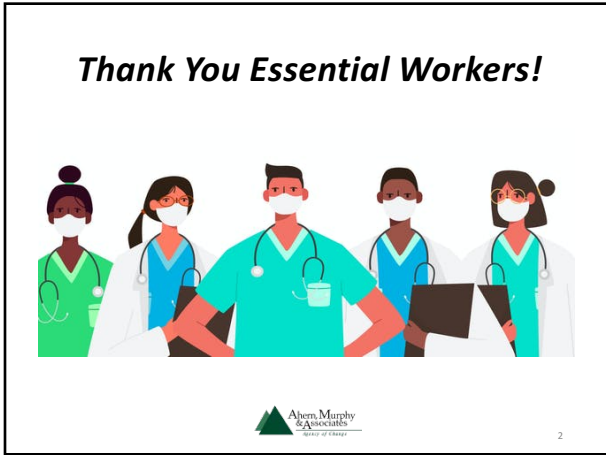
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***Thank You Essential Workers!***



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*Right now she's taking care of nine patients, her kids, two dogs, one cat and her mom.*

*The question is: does she take care of herself?*



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## Disclosure

- I have no actual or potential conflict of interest in relation to this program/presentation.



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## About Me:

- Born in Cazenovia, NY
- Graduated with a Bachelor's Degree from Providence College
- 15 year career in Recruiting & Human Resources
- Advanced Certified Leadership Coach
- Executive Leadership Certificate from Cornell
- Authorized Everything DiSC partner
- My Consulting firm has been working in the Healthcare industry for 20 plus years
- Reside in Buffalo, NY
- Married for 7 years
- Mom of 5 year old daughter and a 3 year old son



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## Agenda

- Respect
- Teamwork in Nursing
- Effective Communication
- The Five Dysfunctions of a Team
- Building Trust & Credibility
- The Eight Traits of Great Teams



*Annual Regional Perinatal Symposium  
October 23, 2020*

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# WHAT DO YOU HOPE TO GAIN ...?



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A TRULY  
*Great* TEAM MEMBER  
IS HARD TO FIND  
DIFFICULT TO PART WITH &  
*impossible to forget*



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## Respect Each Other

Treat everyone  
fairly and with  
dignity

Operate with  
integrity and  
justice

Every individual  
is important



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**What Does Respecting Each Other Look Like?**



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Regardless of your intent, it is your responsibility to consider the impact of your behavior on others.

**Creating a Respectful Work Environment**



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**Diversity**

- Diversity is the combination of human differences we are born with, such as age, gender identity and ethnicity as well as other dimensions.
- Diversity recognizes that individuals are unique in their educational backgrounds; religious affiliations, veteran status; work backgrounds; life experiences; communication styles; and lifestyles, among other characteristics.



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## Inclusion

- Inclusion puts the concept and practice of diversity into action by creating an environment of respect, involvement and connection. Inclusion adds a richness of ideas, backgrounds and perspectives to our culture and brings value and success to an organization.



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## Diversity and Inclusion

We all play an important role in creating a work environment in which employees feel valued and respected for their contributions.



We promote diversity and inclusion when we:

Respect the diversity of each other's talents, abilities and experiences

Value the input of others

Foster an atmosphere of trust, openness and candor

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**Team·work** *(noun)*  
cooperative or combined effort of a group of persons working together as a team for a common cause

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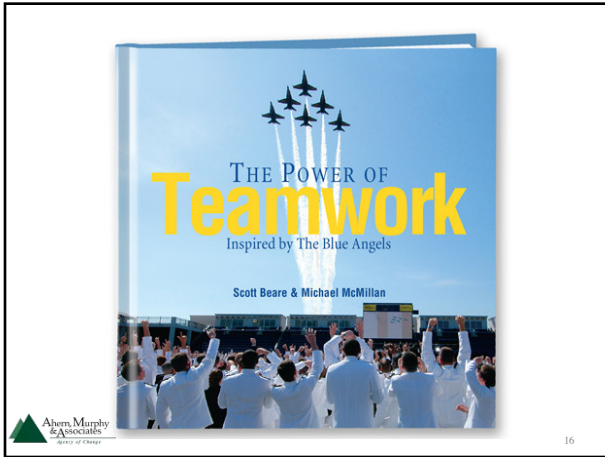
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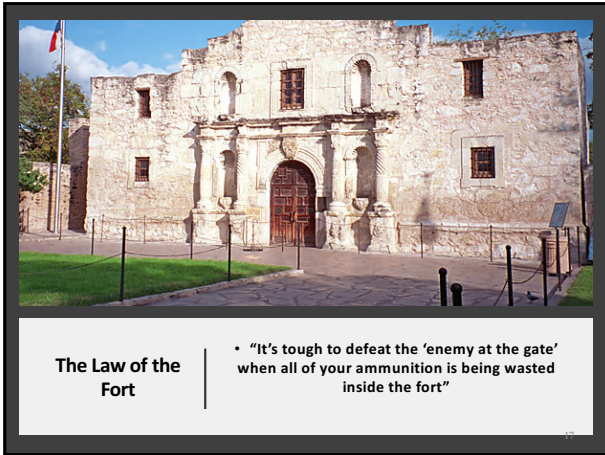
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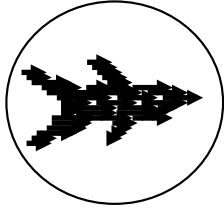
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## Why Fish Swim In Schools

“A team isn't really a team if it isn't always going in the same direction”



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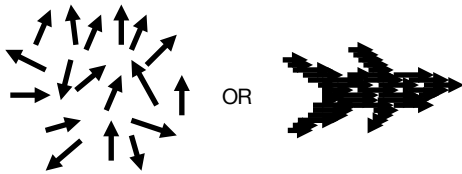
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## We All Get to Choose



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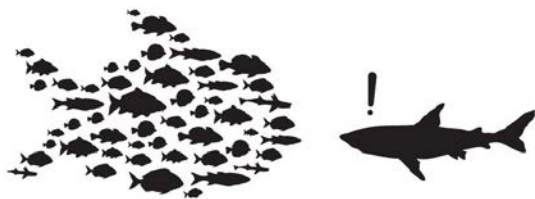
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# TEAMWORK



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**“The Greatest Teams Row in the Same Direction”**



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**Effective Teamwork According to Nursing Professionals**

- Communication
- Trust & professional bonds
- Mutual Respect & Work Recognition
- Effectively Handling Conflict



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**Four Key Components of Effective Communication**



Complete

Clear

Brief

Timely



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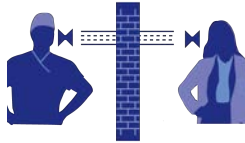
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## Factors That Affect Communication and Information Exchange

- Interruptions
- Task absorption
- Verbal abuse
- Fatigue
- Not following plan of care
- Ambiguous orders or directions
- Change in team members
- Work load
- Language barriers



Source: Agency for Healthcare Research and Quality



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## What Communication Skills Do Nurses Need?

- Active Listening
- Awareness of nonverbal cues
- Confidence
- Flexibility
- Constructive Feedback
- Honesty & Courtesy
- Empathy
- Verbal Clarity



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## Feedback

Timely—given soon after the target behavior has occurred

Respectful—focus on behaviors, not personal attributes

Specific—be specific about what behaviors need correcting

Directed toward improvement—provide directions for future improvement

Considerate—consider a team member's feelings and deliver negative information with fairness and respect

Source: Agency for Healthcare Research and Quality



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### Summary

- Effective communication plays an integral role in the delivery of high-quality, patient-centered care
- Barriers to efficient teamwork and communication influence the outcomes of the unit team
- Research supports the connection between communication errors and patient care delivery

Source: Agency for Healthcare Research and Quality




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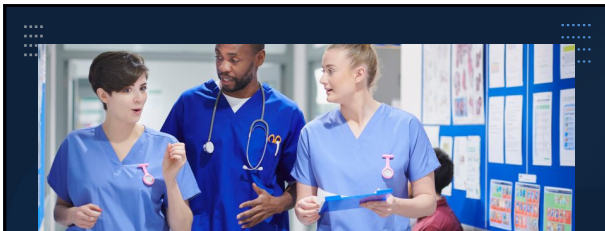
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### How Does Teamwork Help Patients?

- Enhances patient safety
- Improves clinical performance
- Cuts down on medical errors
- Eases patient concerns about treatments & procedures
- Raises efficiency and lowers healthcare costs




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### Positive Outcomes of Effective Teamwork on Health Care

- Reduced length of stay
- Higher quality of care
- Better patient outcomes
- Greater ability to meet family member needs
- Improved patient experience with care scores
- Lower nurse turnover



Source: Agency for Healthcare Research and Quality




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www.rasmussen.edu

**when nurses band together for the good of their patients, their care is twice as effective.**



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### Barriers to Team Effectiveness

**Working Conditions**

- Lack of coordination or followup
- Distractions
- Misinterpretation of cues
- Hierarchy
- Physical proximity
- Shift changes


**Resources**

- Lack of time
- Workload
- Processes
- Technology

**Team Composition**

- Inconsistency in team membership
- Lack of role clarity
- Defensiveness
- Conventional thinking
- Conflict
- Fatigue
- Complacency
- Varying communication styles
- Personality

Source: Agency for Healthcare Research and Quality



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### Managing Conflict

A constructive approach for handling conflict, the DESC script helps unit teams resolve these disputes.

- Describe the specific situation
- Express your concerns about the action
- Suggest other alternatives
- Consensus should be stated



Source: Agency for Healthcare Research and Quality



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## Acknowledging Unsafe Situations

I am  
**CONCERNED!**

I am  
**UNCOMFORTABLE!**

This is a  
**SAFETY ISSUE!**

Source: Agency for Healthcare  
Research and Quality



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## Collaboration

- Achieves a mutually satisfying solution resulting in the best outcome
- Win-Win-Win for patient care team (includes the patient, team members, and team)
- Commitment to a common mission
- Meets goals without compromising relationships



Source: Agency for Healthcare  
Research and Quality



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## Communication Framework

- SBAR is a framework for effective communication between team members for the following information—
- **S**ituation—What is happening with the patient?
  - **B**ackground—What is the clinical background or context?
  - **A**ssessment—What do I think the problem is?
  - **R**ecommendation—What would I recommend?



Source: Agency for Healthcare  
Research and Quality



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### Characteristics of Effective Team Members

- Team members are supportive to achieve the results
- Team members avoid “winning” or looking good at the expense of others
- Team members are open to the ideas of others
- Team members share information and ideas
- Team members support the contribution of others



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### The Five Dysfunctions of a Team



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### The Single Most Untapped Competitive Advantage is Teamwork



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## Trust & Credibility

**TRUST & CREDIBILITY** means **confidence** – confidence that others' actions are **consistent** with their words, that the people with whom you work are **concerned** about your welfare and interests apart from what you can do for them, that the skills you have developed are **respected** and **valued** by your co-workers and the larger organization, and that who you are and what you believe truly **matter** in the workplace.




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**ESTABLISH**  
trust in a new  
relationship



**ENHANCE** trust  
with people you  
know



**REPAIR**  
trust when  
needed



### Three Ways of Building Trust & Credibility

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## The Trust Equation




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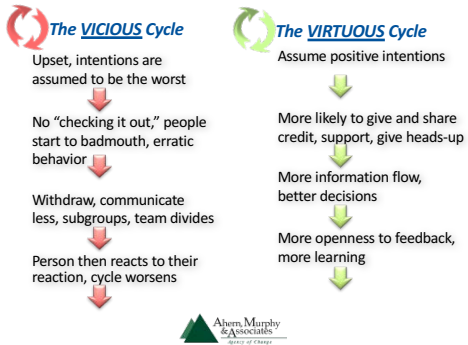
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## Vicious & Virtuous Cycles



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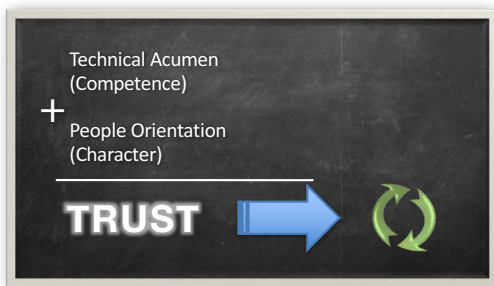
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## The Trust Equation



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## Trust Builders & Trust Busters

- Discuss BEHAVIORS, not people, that you have seen build and undermine trust



Ahern, Murphy & Associates  
 Agency of Change

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## Seven Steps to Rebuild Workplace Trust

1. Observe and acknowledge what has happened
2. Allow feelings to surface
3. Get support
4. Reframe the experience
5. Take responsibility
6. Forgive yourself and others
7. Let go and move on



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## Remember...

TRUST TAKES YEARS  
TO BUILD  
SECONDS  
TO BREAK  
AND FOREVER  
TO REPAIR



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Envision the Best Possible Team Environment



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<p><b>Think</b></p>	<p><b>Say</b></p>
<p><b>Feel</b></p>	<p><b>Do</b></p>

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**Think**

This is a great place to work

We are a best in class

My co-workers trust and respect me

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**Say**

Hello, goodbye, please, thank you

How can I help?

What is best for...?

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Supported and appreciated  
Confidence in each other  
Energized by our work  
Optimistic about the future

**Feel**

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Clearly communicate with each other  
  
Take responsibility for mistakes or outcomes  
  
Support and encourage one another  
  
Commit to always doing our best

**Do**

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### ***The Eight Traits of Great Teams***



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## The Eight Traits of Greats

"The Eight Traits of 'High Performance Organizations' and 'Championship' teams"

1. The Organizational VISION is established and communicated
2. CORE VALUES are established and 'lived' by the entire team
3. The top 5 most important organizational GOALS are established
4. PEOPLE are treated as the organizations greatest asset
5. We embrace CHANGE and thrive on challenge
6. We never fear or retreat from ADVERSITY
7. We constantly AFFIRM our people and CELEBRATE success
8. We constantly REVIEW, REVISE, & REFOCUS



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## The Eight Traits High Performance Organizations & Championship Teams

Directions: Grade your organization (A,B,C,D,F on the following questions)

1. The Organizational VISION is established and communicated \_\_\_\_\_
2. CORE VALUES are established and 'lived' by the entire team \_\_\_\_\_
3. The top 5 most important organizational GOALS are established \_\_\_\_\_
4. PEOPLE are treated as the organizations greatest asset \_\_\_\_\_
5. We embrace CHANGE and thrive on challenge \_\_\_\_\_
6. We never fear or retreat from ADVERSITY \_\_\_\_\_
7. We constantly AFFIRM our people and CELEBRATE success \_\_\_\_\_
8. We constantly REVIEW, REVISE, & REFOCUS \_\_\_\_\_



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## "The Priority Matrix"

<p style="text-align: center; margin: 0;"><b>DO MORE OF...</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p style="text-align: center; margin: 0;"><b>START DOING</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p style="text-align: center; margin: 0;"><b>DO LESS OF...</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p style="text-align: center; margin: 0;"><b>STOP DOING</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

Review, Revise, Refocus

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## Six paths to better teamwork

- 1 Learn rules for effective communication and practice them.
- 2 Deal effectively with inevitable conflicts between coworkers; learn how to handle conflict through professional dialog.
- 3 Make sure all members of the team are included in initiatives to build teamwork, improve patient care, and achieve quality outcomes.
- 4 Encourage purposeful peer interaction with a focus on achieving common organizational goals, such as improving patient safety.
- 5 Recognize that, regardless of your title, you are an important leader; like every nurse, you can influence colleagues and patients and their families.
- 6 Use your influence in a positive manner to help to resolve conflict and achieve excellence.



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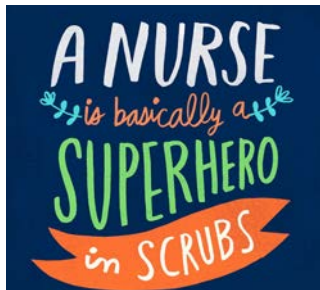
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**Thank you for all that you do!**



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**Thank you for your time!**

For more information on the coaching, trainings, or workshops that Ahern, Murphy & Associates provides:

- Visit our website- [www.ahernmurphy.com](http://www.ahernmurphy.com)
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- Contact us directly- [lindsey@ahernmurphy.com](mailto:lindsey@ahernmurphy.com)  
(315) 382-8888  
[tim@ahernmurphy.com](mailto:tim@ahernmurphy.com)  
(315) 427-5383



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