

IDEAS ON BUILDING A HIGHLY REWARDING, PRODUCTIVE & EFFECTIVE ACADEMIC TEAM

CORD 2018 Annual Meeting
San Antonio, Texas

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Building a highly productive team is a skill that is vital for success in academics. This presentation will focus on the fundamentals essential to the process of building a highly effective and rewarding team.

At the conclusion of this session, participants will be able to:

- 1) Discuss the essentials to creating a strong team foundation
- 2) Describe the key stages of team development: forming, storming, norming, and ultimately performing
- 3) Discuss the pearls, as well as potential pitfalls, in effective team building and team leadership

Roadmap:

- I) Describe why forming a highly productive team is so important?
- II) Define a “successful” team? Is it all in the eyes of the beholder?
- III) Identify the stages of team development
- IV) Identify pearls & pitfalls in effective team leadership

Outline:

I & II Describe why forming a highly productive team is so important? And, define a “successful” team?

Let's first take a look at the converse -- a **poorly functioning** (or worse yet, a non-functional!) team, and the issues and costs associated:

- mistrust
- competition
- poor communication
- disruptive behaviors
- “negative synergy”

- attrition (particularly when losing those with capacity to perform highly) - extremely costly to any organization - loss of “institutional memory,” “start-up costs” associated with getting new folks up to speed, disruptive to momentum, flow and ultimately to forward progress and achievements

Contrast that with a **highly functional** team:

- trusting
- competition to accentuate performance as a whole
- effective communication
- productive behaviors
- “positive synergy”
- low turnover / career growth / job satisfaction ... ultimately succession planning to take on new team leadership roles & heightened responsibilities!

III. Identify the stages of team development

Adapted from: Manges et al, Nursing Forum Jan-March 2017;52:1. Available at:
<https://onlinelibrary.wiley.com/doi/epdf/10.1111/nuf.12161>

Team Development Stage	Leadership Strategies	Keys to success
<p>Forming (Setting the stage)</p> <p><i>Lessons:</i> Share and communicate the vision and purpose; pick the right people for the right job -- who has the passion?; find the right person for the job, don't necessarily change a job for the person or the person for the job; job descriptions that are shared/transparent</p>	<p>Coordinating Behaviors</p>	<ul style="list-style-type: none"> - Purposefully picking the team - Facilitate team to identify goals - Ensure the team development of a shared mental model
<p>Storming (Resolving conflict and tension)</p> <p><i>Lessons:</i> Leaders role is to remove barriers, provide resources, and in general to clear the road ahead from debris and rubble in order to allow the team to trudge forward more efficiently and effectively; respectful</p>	<p>Coaching Behaviors</p>	<ul style="list-style-type: none"> - Act as a resource person to the team - Develop mutual trust - Calm the work environment

<p>descent is a GOOD thing -- embrace the difficult conversations during team meetings!</p>		
<p>Norming & Performing (Successfully implementing and sustaining projects)</p> <p><i>Lessons:</i> Get together regularly for strategic planning meetings (outside of the routine -- place a different “cap” on your head); check-ins that are frequent enough yet not too frequent – allow team the space it needs to be successful; trust the team to make the right decisions, shouldn’t require a call in the middle of the night all of the time (McCrystal principle)</p>	<p>Empowering Behaviors</p>	<ul style="list-style-type: none"> - Get feedback from staff - Allow for the transfer of leadership - Set aside time for planning and engaging the team
<p>Outperforming & Adjourning (Expanding initiative and integrating new members)</p> <p><i>Lessons:</i> Map out next steps and future directions, always teach your job to your next in line and always learn the job of your superior (succession planning)!</p> <p>Swarming (Just getting it done!)</p> <p>“The best way that Teams can produce results with impact is by working together, helping each other out, having conversations, and just plain ‘getting it done’” – otherwise know as the Team Swarm (Ref: https://blog.3back.com/scrum-industry-terms/what-is-team-swarm/)</p>	<p>Supporting Behaviors</p>	<ul style="list-style-type: none"> - Allow for flexibility in team roles - Assist in the timing and selection of new member - Create future leadership opportunities

IV. Identify pearls & pitfalls in effective team leadership

1. Craft the culture - culture emanates from the top-down - it is your job to ensure a healthy culture of the team
2. Focus on the vision - invest in a vision when forming any team - everything that the team sets out to achieve should tie back to the vision in some way
3. Manage your state as a team leader - be a giver (and not a matcher or a taker) - give credit where credit is due, give opportunities to others, be giving of yourself and your time / expertise
4. Tee-up others for success - nurture a platform for success
5. Identify and alleviate pain points for team members
6. Keep an adaptive mindset - healthy dissension is a valuable commodity to the team
7. Work hard and have fun doing so in the process!

Additional References:

Communication:

<https://hbr.org/2012/04/the-new-science-of-building-great-teams>

IP Skills:

<https://hbr.org/2017/01/great-teams-are-about-personalities-not-just-skills>

Focus on the Vision:

<https://hbr.org/2016/06/the-secrets-of-great-teamwork>