Transitioning-Time For A Break

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Building A High Performing Team

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Strength Of The Team You Inherit

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Self-Reflection

Think of a time when you were part of a team that "just clicked"--when everyone on the team was working together and they were achieving results.

Describe how people interacted with one another and what the leader was doing that enhanced the teamwork.

Take a few minutes to jot down your example and then we will ask for volunteers to share.

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Inherited Team Assessment

Assess the people you've got and the dynamics at play.

Second, reshape the team's membership, sense of purpose and direction, operating model, and behaviors according to the business challenges you face.

Third, accelerate the team's development by scoring some early wins.

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Inherited Team Assessment

Competence

- **Has the technical expertise and experience to do the job effectively**

Trustworthiness

- **Can be relied upon to be straight with you and to follow through on commitments**

Energy

- **Brings the right attitude to the job (isn't burned-out or disengaged)**

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Inherited Team Assessment

People skills

Focus

Judgment

- **Gets along well with others on the team and supports collaboration**
- **Sets priorities and sticks to them, instead of veering off in all directions**
- **Exercises good sense, especially under pressure or when faced with making sacrifices for the greater good**

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AONL Competency Model

https://www.aonl.org/system/files/media/file/2023/03/AONL_CCDocument_031323_PRO.pdf

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Nurse Leader Competency Assessment

- **Self Assessment Online**
- **180 Degree Assessment**
- **Organizational Assessment**

https://www.aonl.org/resources/online-assessments

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Online Team Assessment

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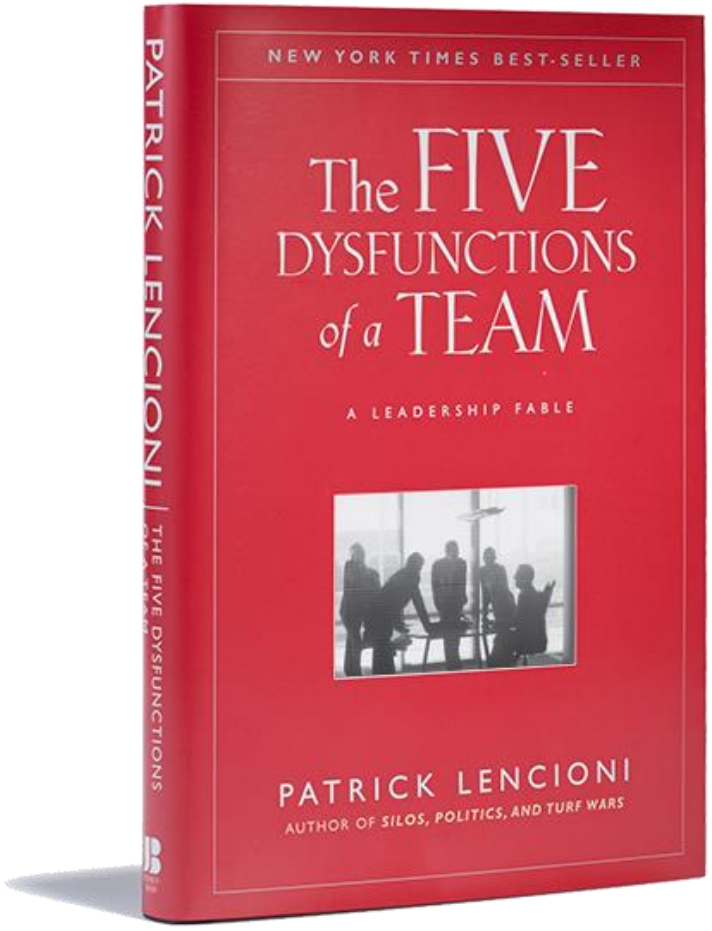

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The 5 Dysfunctions of Team

- **ABSENCE OF TRUST**
- Team members are reluctant to be vulnerable with one another, unwilling to admit their mistakes, acknowledge their weaknesses or ask for help.
- **FEAR OF CONFLICT**
- Teams are unlikely to engage in unfiltered, passionate debate about key issues and can lead to sub-optimal decision-making since the team is not benefiting from the true ideas and perspectives of its members.

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The 5 Dysfunctions of Team

- **LACK OF COMMITMENT**
- Without conflict, it is extremely difficult for team members to truly commit to decisions because they don’t feel that they are part of the decision. Creates an environment of ambiguity and confusion that can lead to frustration among employees, especially top performers.

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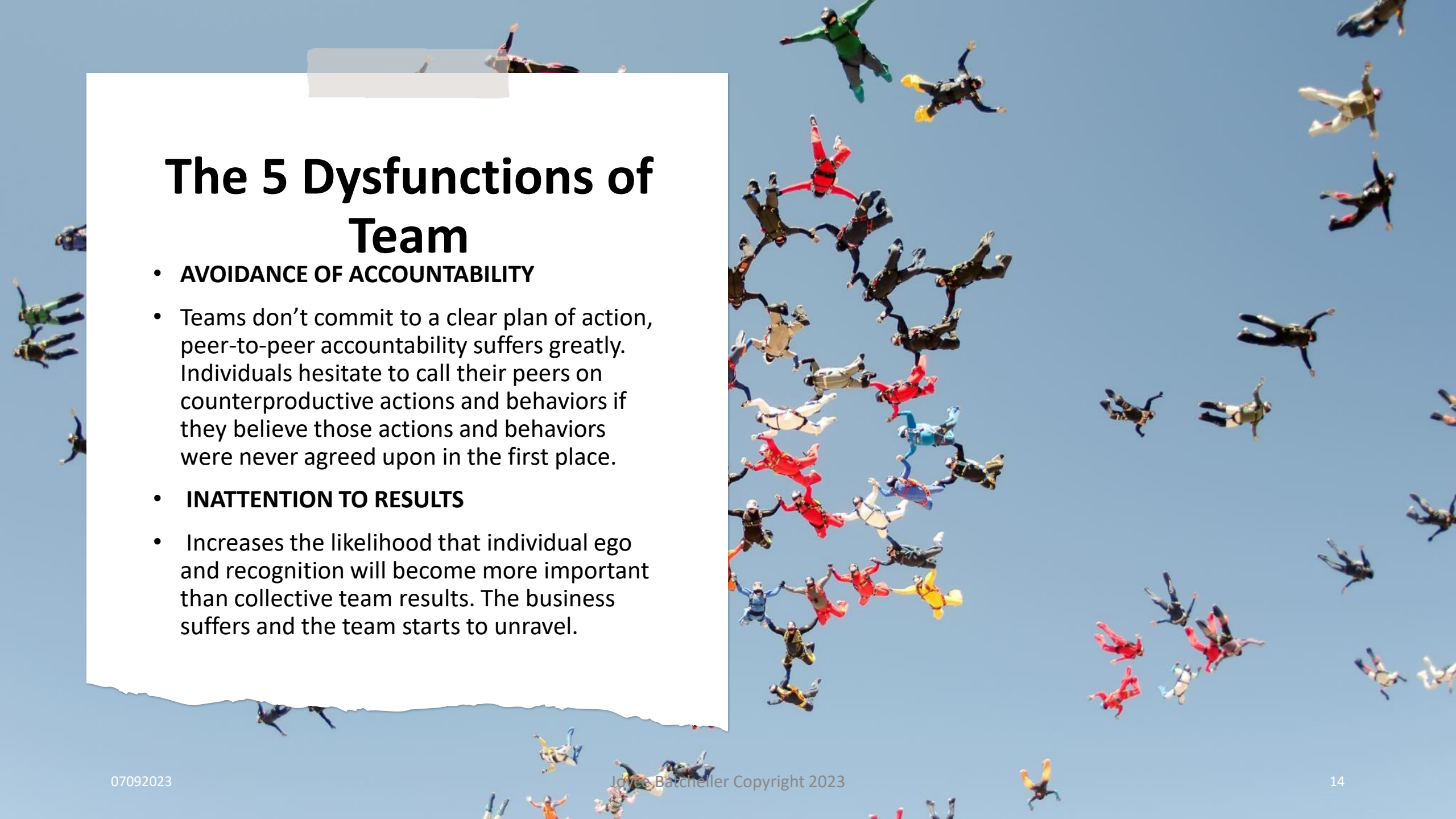

The 5 Dysfunctions of Team

- **AVOIDANCE OF ACCOUNTABILITY**
- Teams don’t commit to a clear plan of action, peer-to-peer accountability suffers greatly. Individuals hesitate to call their peers on counterproductive actions and behaviors if they believe those actions and behaviors were never agreed upon in the first place.
- **INATTENTION TO RESULTS**
- Increases the likelihood that individual ego and recognition will become more important than collective team results. The business suffers and the team starts to unravel.

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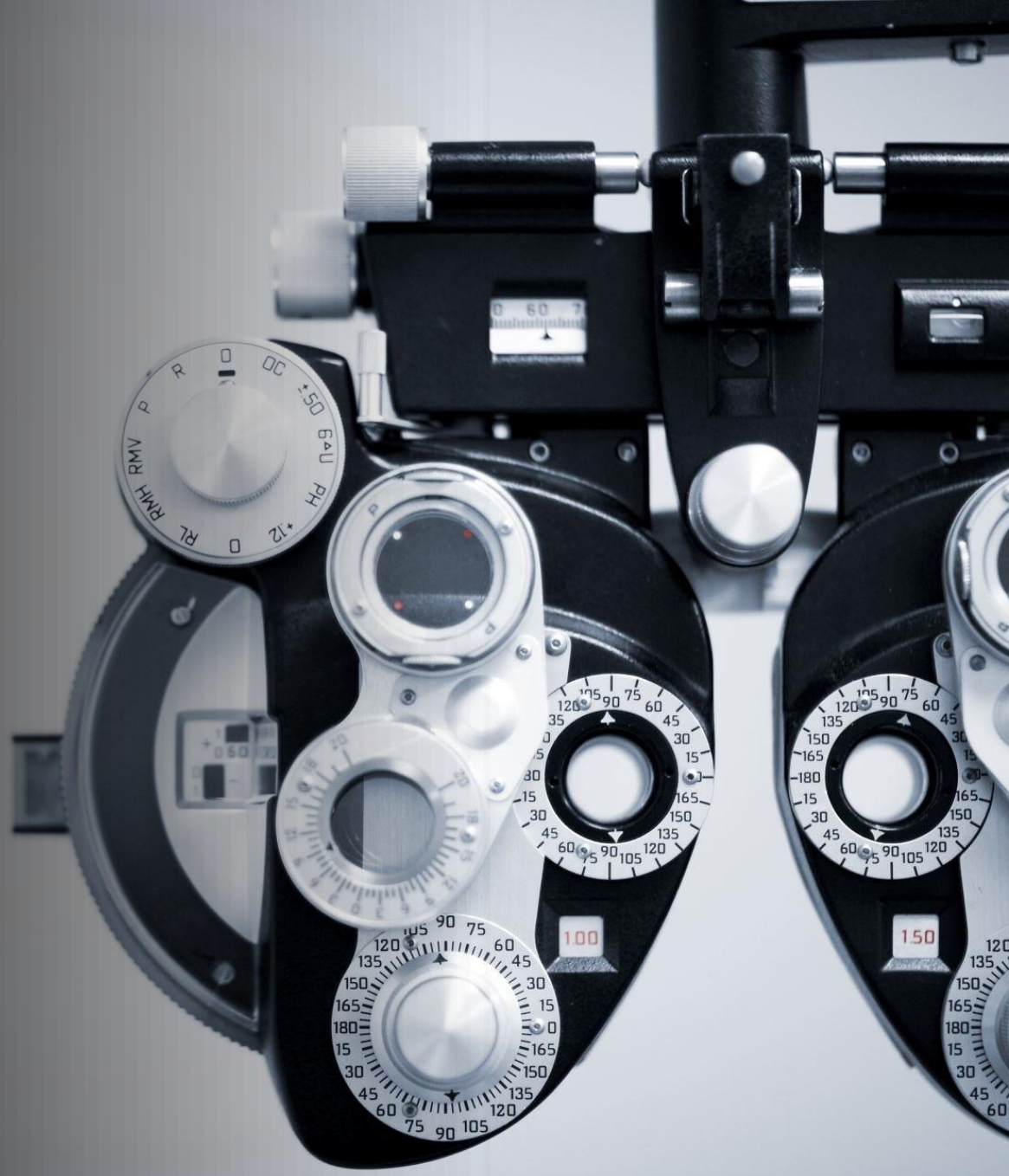
Setting A Clear Vision and Direction



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High Performing Teams/Engagement

- **Need to Re-engage The Workforce**
- **Re-build Trust**
- **Honor the Work and Commitment of the Past 3 Years**
- **Have a transition ceremony**
- **Think of the possibilities**

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Teamwork/Pride and Ownership

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Definition of Team and Teaming

Team:

A group of people with clear membership who are interdependent and working toward a shared goal.

Teaming:

A group of people who are asked to do something quickly, are not bound to one another, involved in a dynamic activity and need to get up to speed quickly.

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Characteristics of High Performing Teams

1 .Inclusive thinking

2. Diversity

3. Respect and Trust

4. Personal Excellence/Accountability

5. Communication

6. Healthy conflict

7. Adaptability

8. Engagement

9. Psychological Safety

10. Openness to innovation

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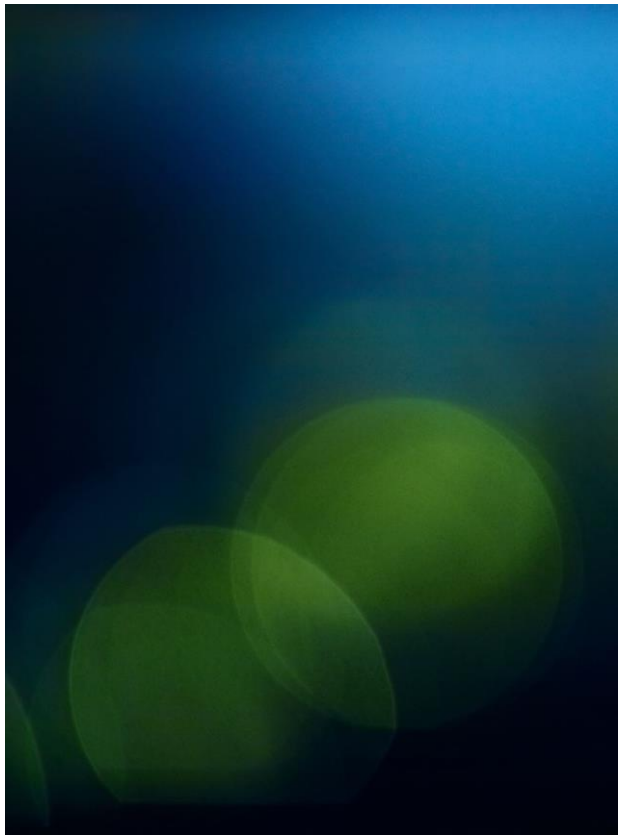
Team's Performance



The effectiveness of the leader/planning AND

The commitment of the team to the vision/need for action AND

The interrelationships we each have with others

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Team's Performance

The Effectiveness of the Leader/Planning

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Leadership Effectiveness

Set	**Set ground rules/norms for interacting with one another**
Create	**Create a norm of asking for help and giving help when needed**
Express	**Express gratitude/celebrate successes**
Embrace	**Embrace expertise of team members**

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Role Of The Leader

Create	Create a detailed agenda
Stay on	Stay on task
Provide	Provide brief recaps
Seek	Seek feedback
Summarize	Summarize action items

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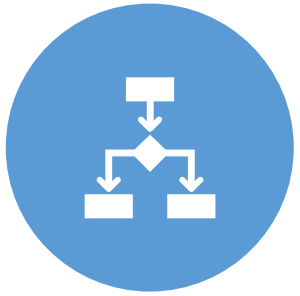
Roles of the Leader/Planning

Who needs to attend?

What preparation is needed?

What are the objectives?



What is it you want from the group today? Decision? Information?

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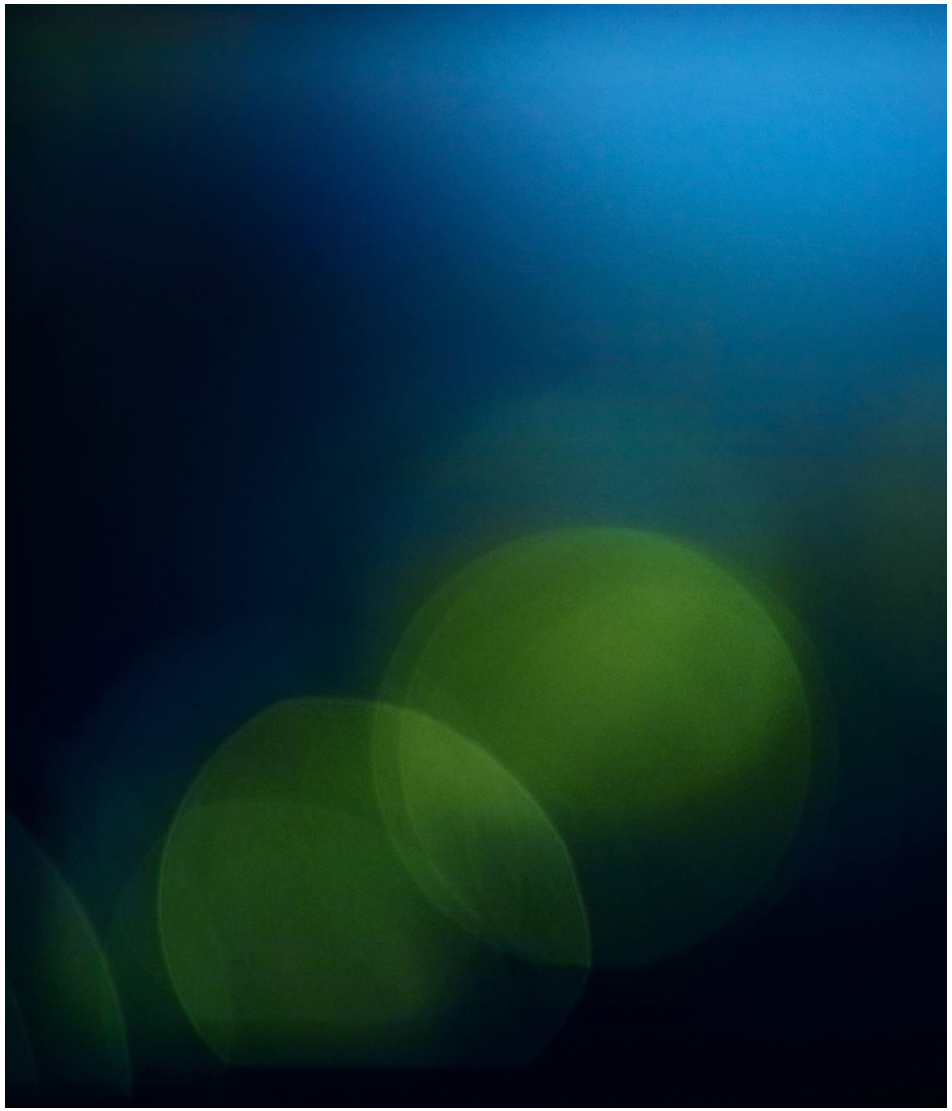
Team's Performance

The Commitment of the Team to the Vision/Need For Action



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Commitment of Team to the Vision/ Need for Action

PLANNING/DIRECTION

COMPELLING DIRECTION

USE OF CHARTERS

STRATEGY

TIMELINE

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Commitment of the Team/Vision

Goals

Set expectations of what progress should look like in 3, 6, 9 months

Use of data/tracking of progress

Use of evidence/research/best practices

High quality and exchange of ideas

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Team’s Performance

The Interrelationships We Have With Each Other

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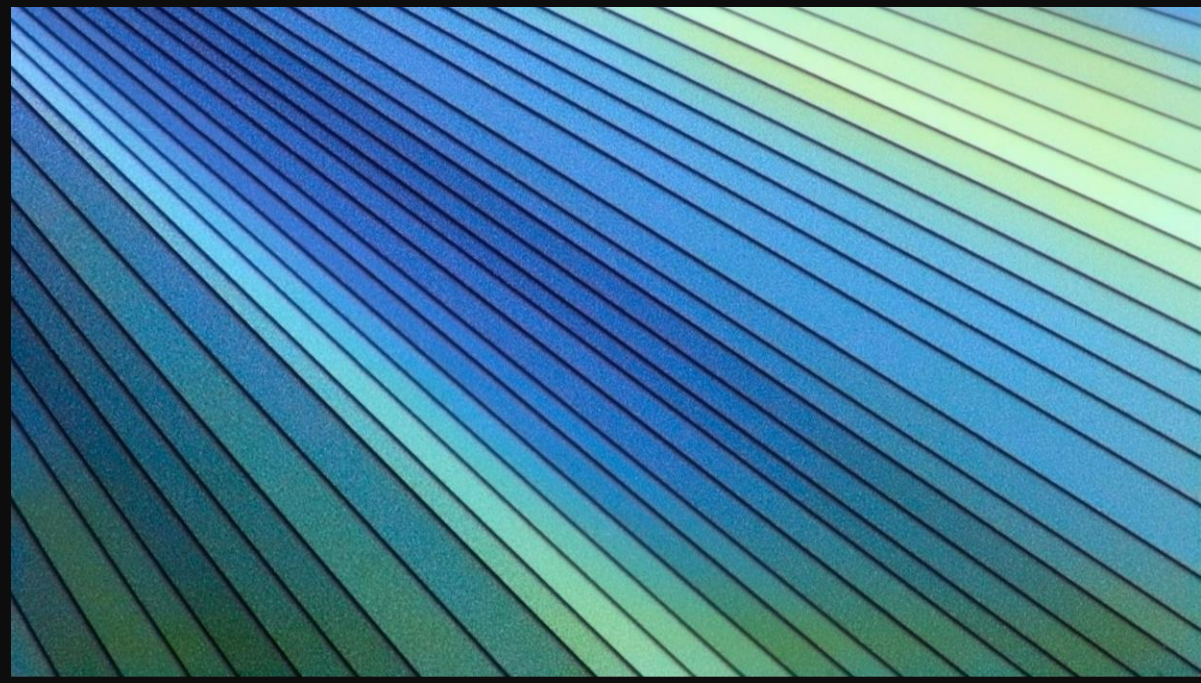
Interrelationships

- Trust
- Mutual accountability
- Conflict management
- Motivation



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Right people on team

- Members are selected for skill and skill potential
- Different disciplines
- Strengths of individual team members
- Different generations/more perspectives

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Do you know people like this?

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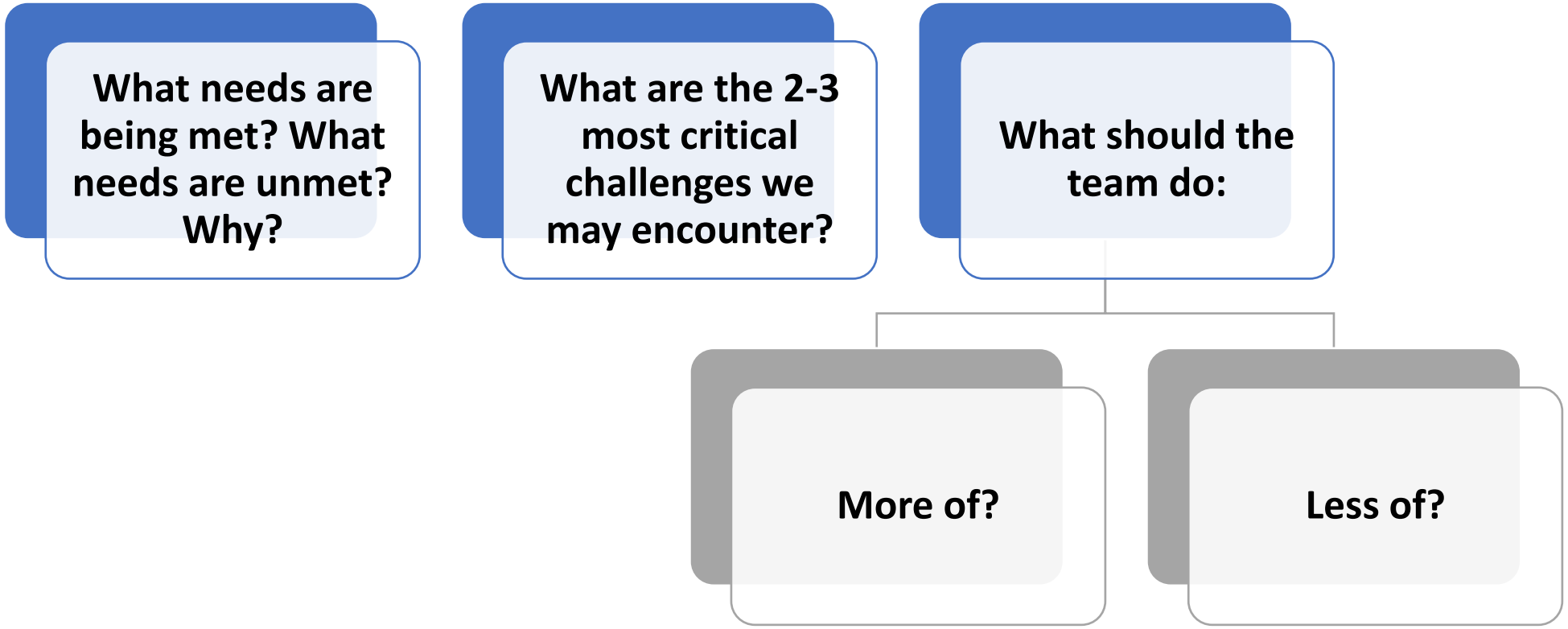
Team Effectiveness/Relationships



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Achieving And Sustaining Outcomes

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Celebrate Achieving Milestones

Rewards and Recognition

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Group Discussion

Think of a team you are leading and reflect on the following questions:

- **How well is your team:**
  - **Achieving their results?**
  - **Communicating with key stakeholders?**
  - **Working together?**

What new action will you take to enhance your team's effectiveness based on what you have learned today?

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Lunch Break

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