



Being a Resonant Team

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Interdisciplinary Healthcare Teams



Joint Commission currently reports that almost 70% of patient adverse events cite the lack of collaboration and communication between providers as the main cause of error.

Fewster-Thuente, L., & Velsor-Friedrich, B. (2008). Interdisciplinary Collaboration for Healthcare Professionals. *Nursing Administration Quarterly*, 32(1), 40–48. doi: 10.1097/01.naq.0000305946.31193.61

Why Interdisciplinary Teams?

The need for interdisciplinary team work is increasing as a result of a number of factors:

1. an aging population with frail older people and larger numbers of patients with more complex needs associated with chronic diseases;
2. the increasing complexity of skills and knowledge required to provide comprehensive care to patients;
3. increasing specialization within health professions and a corresponding fragmentation of disciplinary knowledge resulting in no-one health care professional being able to meet all the complex needs of their patients;
4. the current emphasis in many countries' policy documents on multi-professional team work and development of shared learning; and,
5. the pursuit of continuity of care within the move towards continuous quality improvement

10 Characteristics of Successful Teams



1. Leadership and management
2. Communication
3. Personal rewards, training and development
4. Appropriate resources and procedures
5. Appropriate skill mix
6. Climate
7. Individual characteristics
8. Clarity of vision
9. Quality and outcomes of care
10. Respecting and understanding roles

Nancarrow, S. A., Booth, A., Ariss, S., Smith, T., Enderby, P., & Roots, A. (2013). Ten principles of good interdisciplinary team work. *Human Resources for Health*, 11(1). doi: 10.1186/1478-4491-11-19



Best Team/Worst Team

Think of the **WORST TEAM**
you were ever on...



What did the leader do/say?
What did the members do/say?
What did it feel like to work on
that team?

Then, think of the **BEST TEAM**
you were ever on...

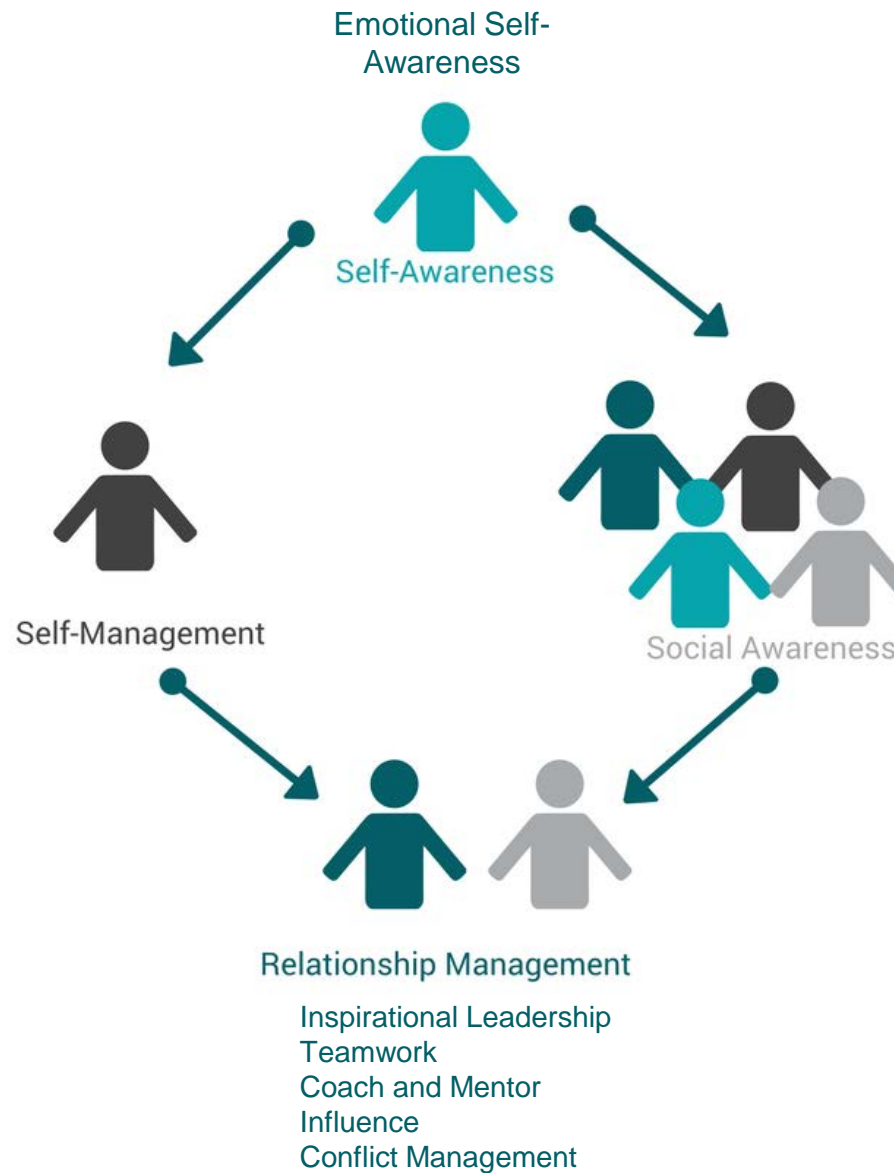


What did the leader do/say?
What did the members do/say?
What did it feel like to work on
that team?



Emotionally Intelligent Leadership

Positive Outlook
Achievement Orientation
Adaptability
Emotional Self-Control



Empathy
Organizational Awareness

Emotions Matter

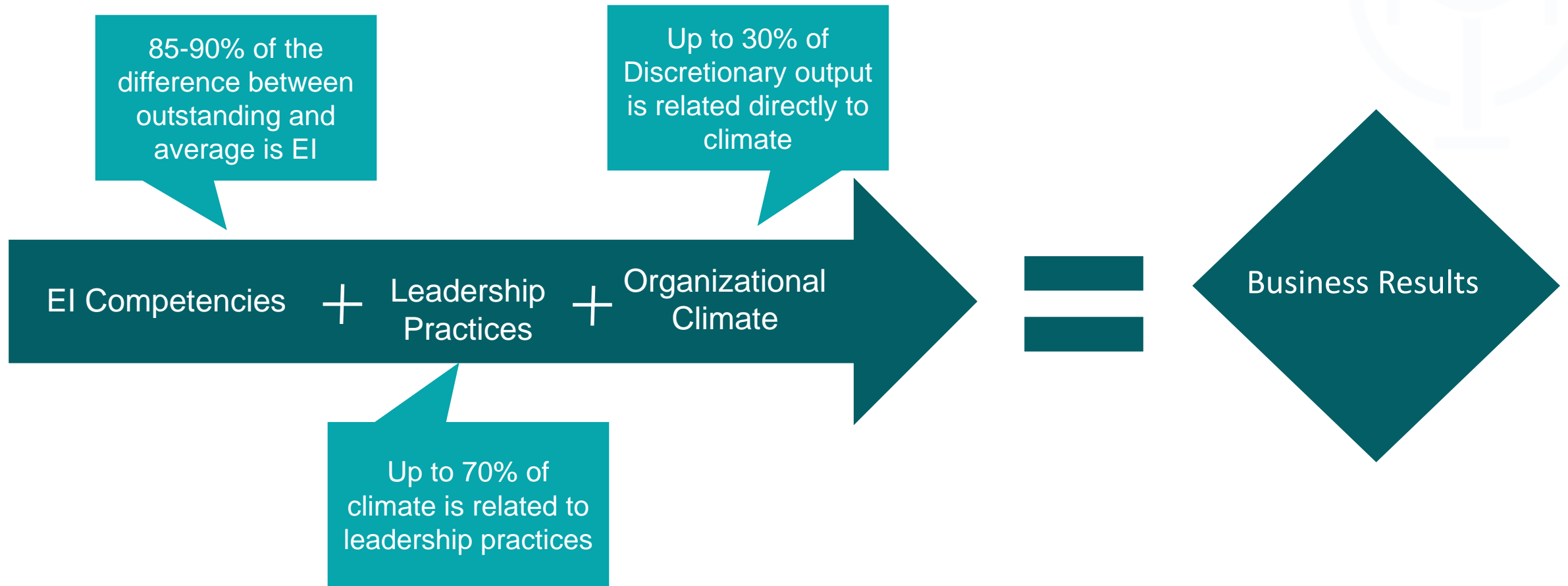


Negative Emotions:	Positive Emotions:
Inhibit brain's ability to think rationally Slow down work Harm relationships Decrease our Emotional Intelligence	Boost cooperation and business performance. Promote job satisfaction and reduce turnover Lubricate mental efficiency Boost optimism and enhance creativity

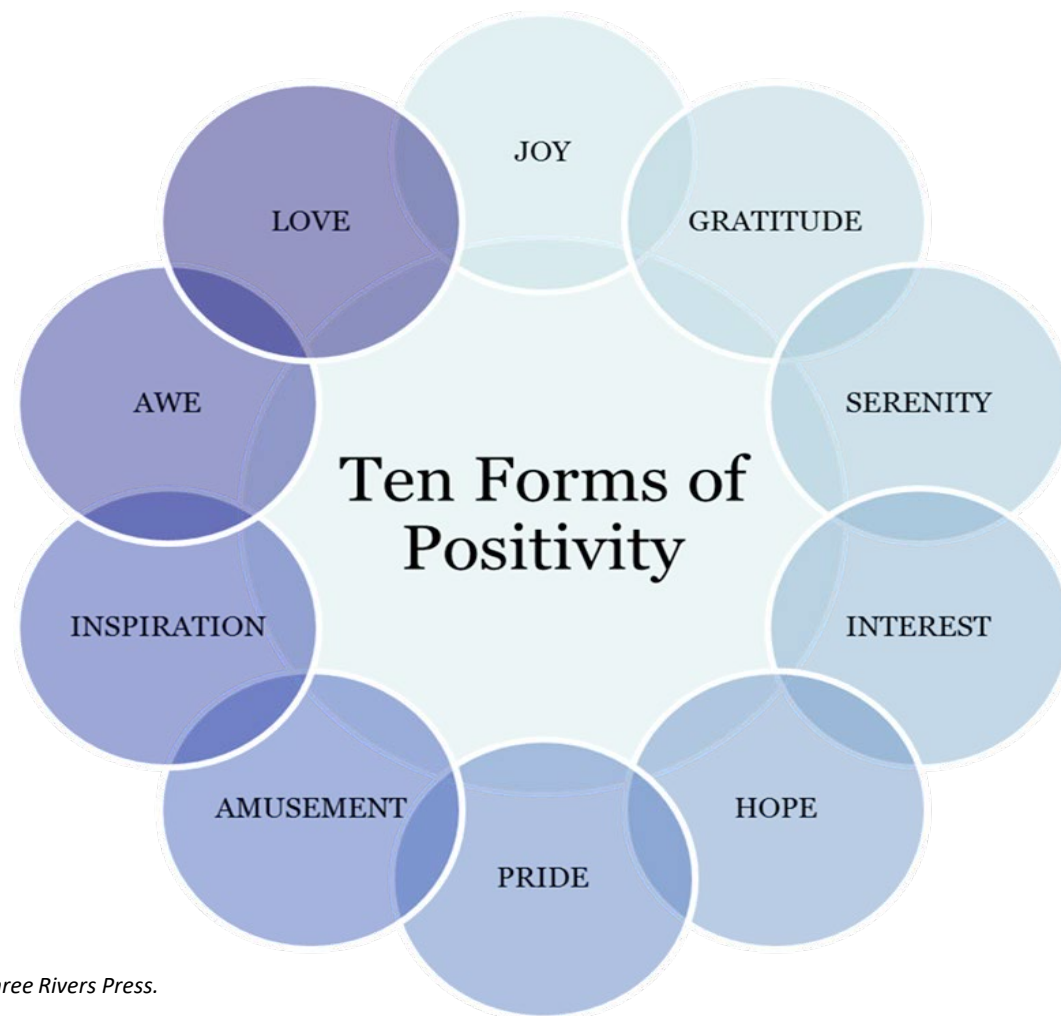
Goleman, D., Boyatzis, R. & McKee, M. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston, Mass.: Harvard Business School Press. "Mood Congruity of Social Judgments," in *Emotion and Social Judgments*, ed. Joseph Forgas (Oxford: Pergamon Press, 1991), 31-53 Jeffrey B. Henriques and Richard J. Davidson, "Brain Electrical Asymmetries during Cognitive Task Performance in Depressed and Nondepressed Subjects," *Biological Psychiatry* 42 (1997): 1039-1050.

Sigal Barsade and Donald E. Gibson, "Group Emotion: A View from the Top and Bottom," in *Research on Managing Groups and Teams*, eds. D. Gruenfeld et al. (Greenwich, CT: JAI Press, 1998). Cynthia D. Fisher, "Mood and Emotions while Working: Missing Pieces of Job Satisfaction?," *Journal of Organizational Behavior* 21 (2000): 185-202. A. M. Isen, "Positive Affect," in *Handbook of Cognition and Emotion*, eds. Tim Dalgleish and Mick J. Power (Chichester, England: Wiley, 1999). R. W. Clouse and K. L. Spurgeon, "Corporate Analysis of Humor," *Psychology: A Journal of Human Behavior* 32 (1995): 1-24.

Path to Performance



Positive Emotions



Fredrickson, Barbara L (2009). Positivity. New York: Three Rivers Press.

Signs of a Resonant Team

- Experiences of success
- Ownership of mistakes
- Productive and relational meetings
- Passion and energy
- Genuine and authentic people
- High degree of trust
- Difficult but successful conversations
- Accountability
- Group efficacy

Duhigg, C. (2016, February 26). What Google Learned from its Quest to Build the Perfect Team. *New York Times Magazine*.

Druskat, V. U. & Wolff, S. B. (2001, March). Building the emotional intelligence of groups. *Harvard Business Review*, 79(3), 80-90,164.

McKee, Annie, Boyatzis, Richard, Johnston, Frances (2008). *Becoming a Resonant Leader: Develop your emotional intelligence, renew your relationships, sustain your effectiveness*. Boston: HBR Press.

Pentland, A. (2012, April). The new science of building great teams. *Harvard Business Review*, 90(4), 60-69.



Teleos' Team COURAGE Model



Clarity – Why are we here? Noble purpose and pragmatically

Organization – How we organize ourselves to be effective

Urgency – Where is our source of energy and drive?

Resonance – How it feels in the group; optimistic stance

Awareness – Self, other, group, ecosystem; boundaries

Goals – Measurable; ongoing adjustment

Evaluation – How effective are we? Continual improvement

What is Psychological Safety?

Shared belief that the relationship or group environment is safe for interpersonal risk-taking.



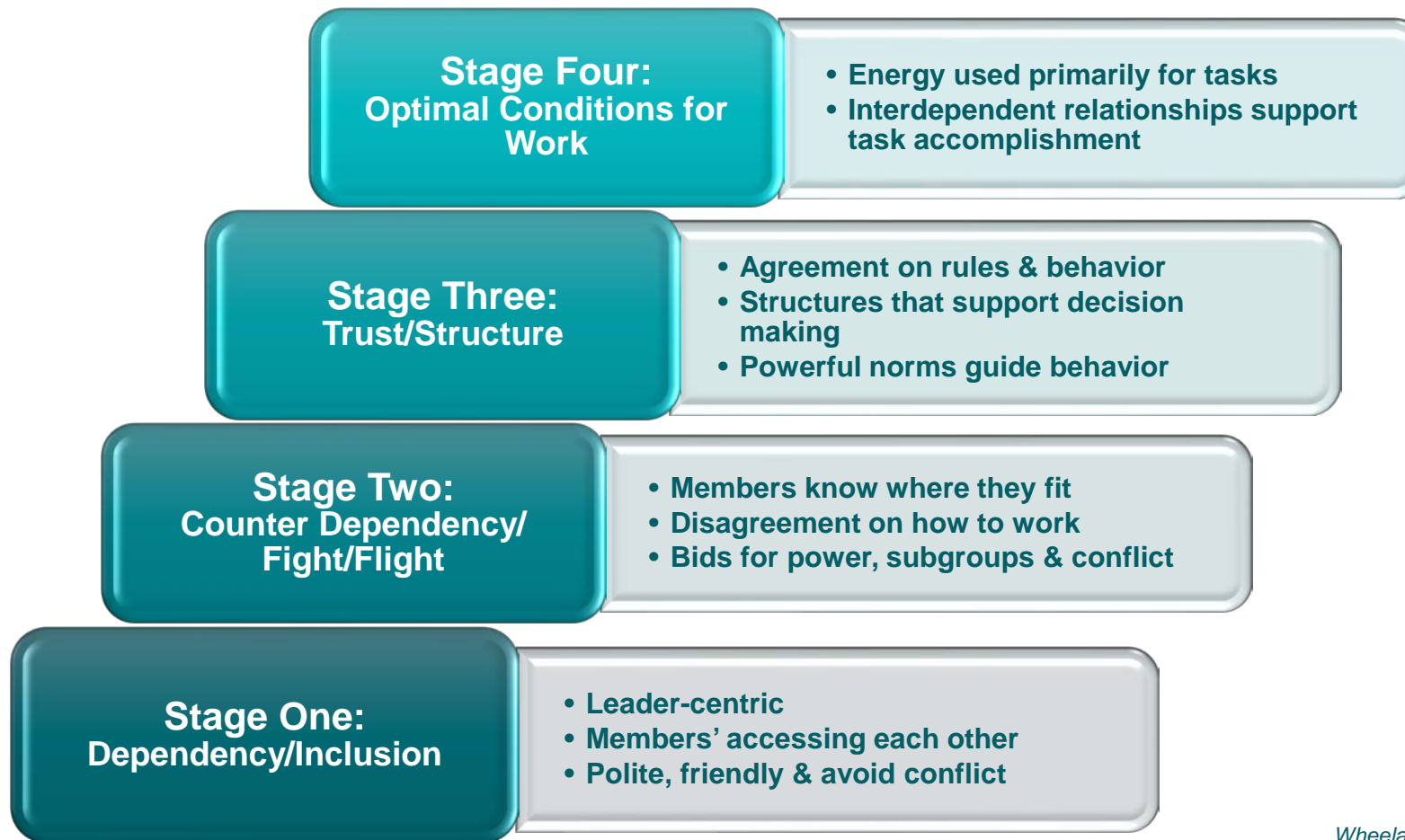
Psychological safety and learning behavior in work teams Amy Edmondson Administrative Science Quarterly; Jun 1999; 44, 2; ABI/INFORM Global pg. 350
<http://www.businessinsider.com/amy-edmondson-on-psychological-safety-2015-11>

Psychologically Safe Behaviors



Duhigg, C. (2016, February 26). What Google Learned from its Quest to Build the Perfect Team. *New York Times Magazine*. Druskat, V. U. & Wolff, S. B. (2001, March). Building the emotional intelligence of groups. *Harvard Business Review*, 79(3), 80-90,164. McKee, Annie, Boyatzis, Richard, Johnston, Frances (2008). *Becoming a Resonant Leader: Develop your emotional intelligence, renew your relationships, sustain your effectiveness*. Boston: HBR Press. Pentland, A. (2012, April). The new science of building great teams. *Harvard Business Review*, 90(4), 60-69.

Stages of Group Development



Wheelan, S. (1999). Creating effective teams.



Addendum

Levels of Task Complexity



Simple

- Domain of Best Practice
- Recipe; Protocol
- Submitting Expense Reports

Complicated

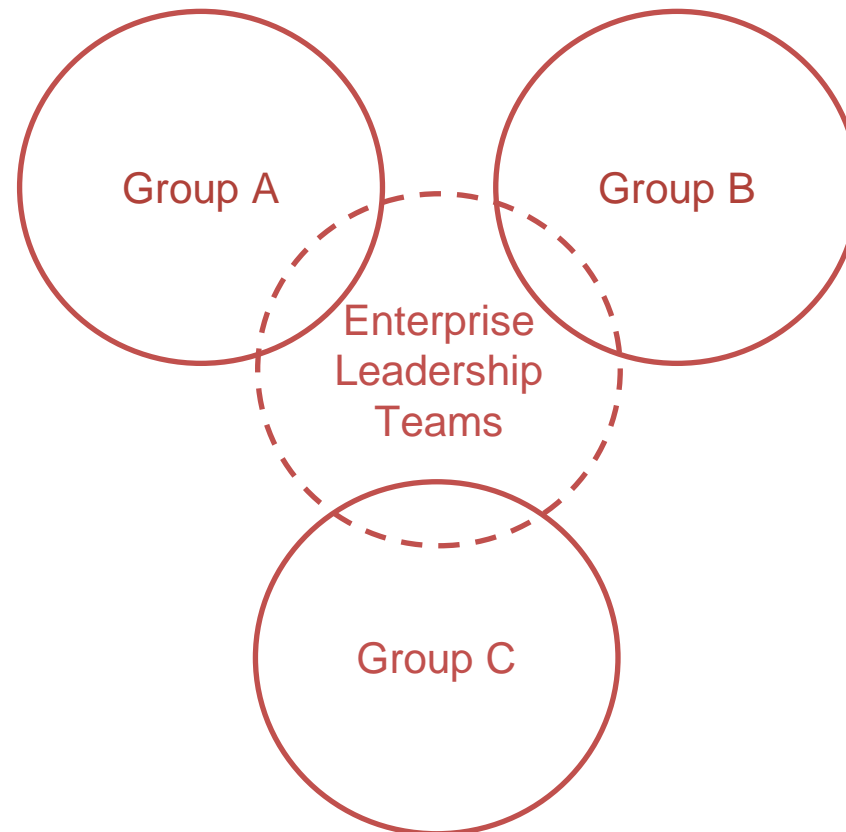
- Domain of Experts
- Known Unknowns; Learning and Multiple Possibilities
- Sending a Rocket to the Moon

Complex

- Domain of Emergence
- Unknown Unknowns
- Raising a Child, Organizational Merger

Switching Between Teams

Under-bounded groups are pulled in many directions and have a harder time accomplishing their work.



Agile Teaming



Traditional Management	Agile Teaming
<p>Vertical</p> <p>Top down communication</p> <p>Conservative</p> <p>Preserve gains of the past</p> <p>Tight control</p> <p>Innovation is difficult</p> <p>Dispirited employees</p> <p>Control via management</p> <p>Non-transparency</p> <p>Focus on distributed tasks</p> <p>Being in charge</p> <p>Solving problems</p>	<p>Horizontal</p> <p>Horizontal communication</p> <p>Liberate talents of people</p> <p>Orient to the future</p> <p>Enablement</p> <p>Continuous innovation</p> <p>Engaged employees</p> <p>Autonomy</p> <p>Transparency</p> <p>Focus on group problem</p> <p>Being connected</p> <p>Fixing messes</p>

What is On Your Mind?



1. Personal Reflection: As I think about MY team, what is my/our biggest challenge?
2. Share your challenge. Listener(s) notice your own process as you actively listen.
3. Rotate roles.
4. Notice and discuss where your challenges are different or similar. Connect with empathy and offer advice if solicited and appropriate.