Top Tips for Engaging your Team

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Why teams? Why bother?

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GIVE-A-FUCK-O-METER™

What's this presentation really about?

- You are taking your practices through **change management.**......

- Health professionals are generally **very conservative people**

- Change requires **engagement, shared goals and trust**.........

What are the benefits of teams?

- Shared ownership

- Building trust

- Engaging team members in setting and striving to reach your goals

Is there any evidence to support this?

REDUCED COSTS	IMPROVED PRODUCTIVITY	ENHANCED BRAND
▪ Reduces project completion time	▪ Creates environment for innovation	▪ Heightens public perceptions
▪ Helps execute strategy	▪ Increases employee dedication	▪ Clarifies communications
▪ Minimises response time	▪ Improves consistency of service	▪ Aids recruitment and retention
▪ Decreases interpersonal conflict	▪ Simplifies decision-making	▪ Simplifies succession planning
▪ Identifies non-performance		▪ Creates legacy

Differences between a Group and a Team[1]

Group	Team
Group	**Team**
Strong, clearly focused leader	Shared Leadership Roles
Individual accountability	Individual and mutual accountability
Individual work products	Collective Work Products
Leader runs efficient meetings that report progress	Leader encourages open-ended discussion and active problem-solving meetings
Discusses, decides and delegates	Does real work together

1 Adapted from "The Disciple of Teams" by J.R. Katzenbach and D.K. Smith. Published in Harvard Business Review, March-April 1993, pp.111-120

So how to create and nurture your team

- Communicate your goals

- Listen to their response[s]

- Adapt your proposal (whilst not torpedoing your key goals)

Culture & Values

- Key features of successful teams are:
- Consistent "culture"- ie the beliefs that are inherent in the organisation
- Consistent values that underpin that culture
- **In other words:**
  - **Don't ask others to do things you wouldn't do**
  - **Be 'true' to yourself and your practice**

Marasco et al; 2002

Enough evidence, what does this mean to me and my 'team'

- Get together

- Discuss what you want to achieve, why this is important and how you plan to do it

- Discuss how you are going to 'sell' this to the rest of the practice

Successful Teams

1. Successful teams have a clear, common purpose:

• Team members know why the team exists

• They support the purpose

Use a range of tools....

- Different forms of communication
    - F2F
    - Email
    - Posters , pictures, notes, etc
- Humour
- Carrots and sticks

- (naming and shaming?)

Engaging the Practice Team

"We all support improvement,

….its change we don't like!"

It's not always easy , or quick ....

There I Fixed It

TIP : 'Nourishing' your team

- **Team building** – dedicated time; off site?

- **Celebrating** 'wins' along the way

- **Incentivisation** – just the carrots (not the sticks)

- '**publicity**' – get a trumpet and blow it from time to time

Successful Teams

2. Successful teams have clearly understood, effective norms

- A team culture
- What is acceptable, what is not acceptable
- Norms that help the team reach its goals

Successful Teams

3. Teams go through stages
- Forming
- Storming
- Norming
- Performing
- Adjourning

Successful Teams

4. Successful teams make use of the strengths of the team members

- Identify strengths

- Match strengths to tasks

Successful Teams

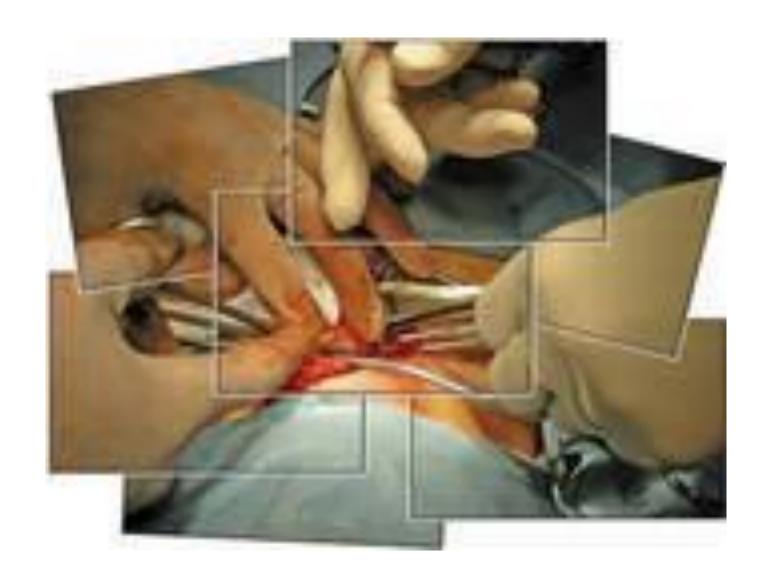5. Successful teams have clarity about roles

- The leader
- Starters
- Finishers
- Experts
- Social

- Roles can change - flexibility

Teamwork?.... Role Clarity?

TIP : Assign Roles and Responsibilities

- Identify tasks needed to carry out shared goals
- Assign tasks to people who have adequate time, resources and skills to complete
- Form micro-teams to focus on larger tasks
- Make sure everyone is aware of their tasks and how they affect others

Successful Teams

6. Successful teams communicate well

- Listen to each other
- Show interest
- Clarify what is being said

TIP : Effective Communication

- Communicate early and often - to reduce uncertainty
- Seek first to understand, then to be understood
- Make it a two-way process, open and truthful
- Result of a communication is the response you get - it may not be what you intended!
- Remember, we are always communicating, even when we think we are not!

Successful Teams

7. Successful teams deal with conflict

- Raise the issues
- Listen to viewpoints
- Agree on the team response

Successful Teams

8. Successful teams evaluate themselves

- How are we going?
- How could we work better?
- How are we working as a team?

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