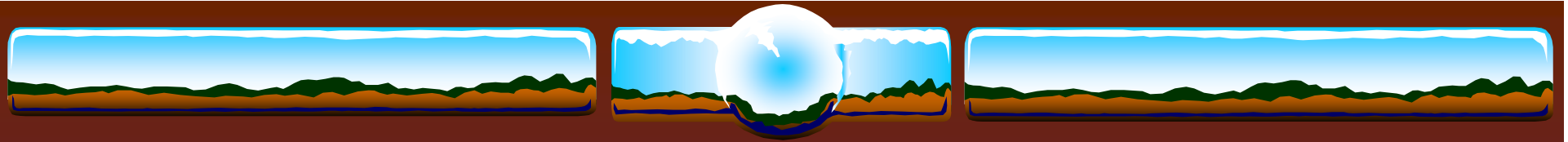


TEAMWORK

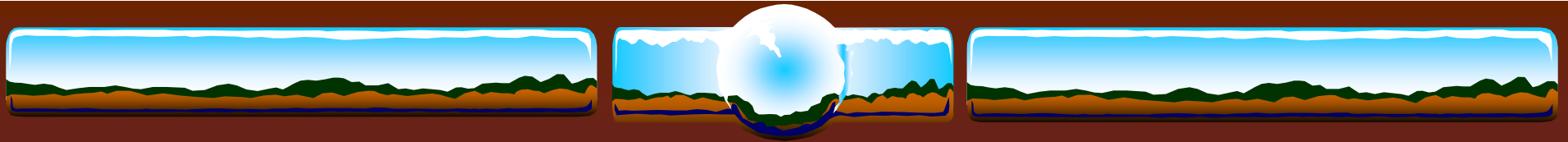
FRED NELSON
SOCIAL WORKER
WRHA PALLIATIVE CARE
8370753 ; fnelson@ggh.mb.ca



TEAM DEFINITION

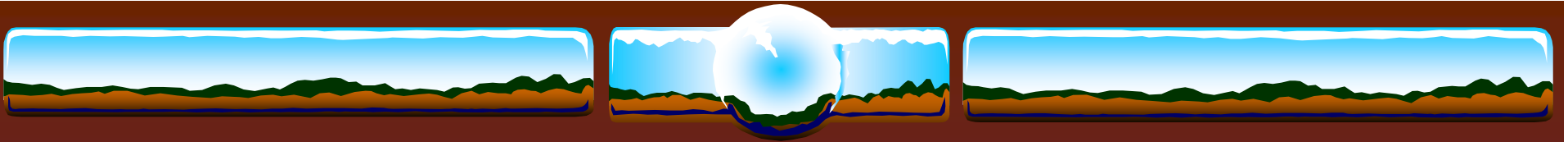
“A cohesive group of individuals working enthusiastically toward common goals”

Bendaly (2001)



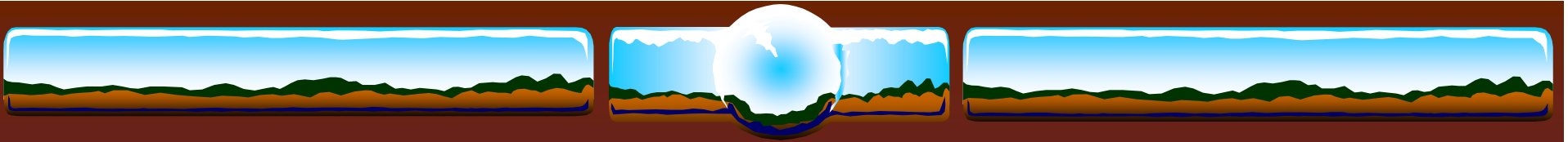
MULTIDISCIPLINARY VS. INTERDISCIPLINARY

- ❖ **MULTIDISCIPLINARY:** professional identities first; share information using medical record; leader highest ranking member; team not primary vehicle for action.
- ❖ **INTERDISCIPLINARY:** team identity supersedes personal identity; goals developed interdependently; leadership shared according to task and skill required; interaction process vital



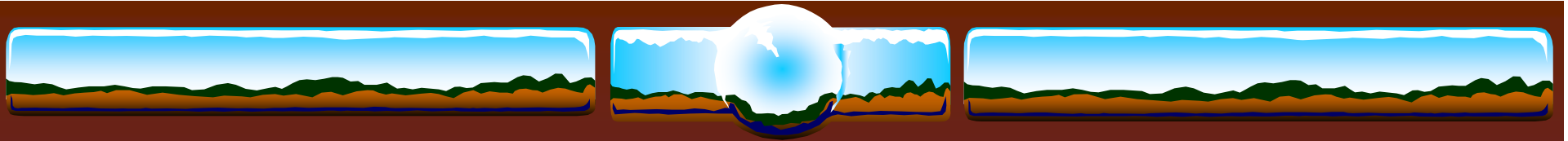
DIFFERENCE BETWEEN INEFFECTIVE AND EFFECTIVE TEAM

- ❖ Role or purpose of the team
- ❖ Communication between members
- ❖ Decision making
- ❖ Conflict and problem solving
- ❖ Team management



TEAM ISSUES

- ❖ Lack of trust, support, or respect
- ❖ Unclear about roles (unique/overlap)
- ❖ Unrealistic expectations of one another
- ❖ Conflicting beliefs/values about teamwork
- ❖ Work in isolation or with minimal communication
- ❖ Handling power imbalance
- ❖ Star syndrome



CLARIFYING EXPECTATIONS

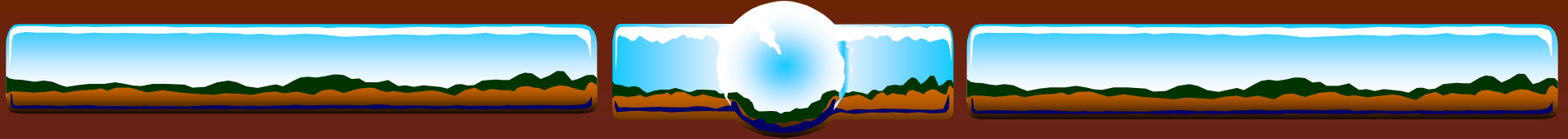
Complete the following statement:

“ I expect my team members to....”

Is this expectation realistic?

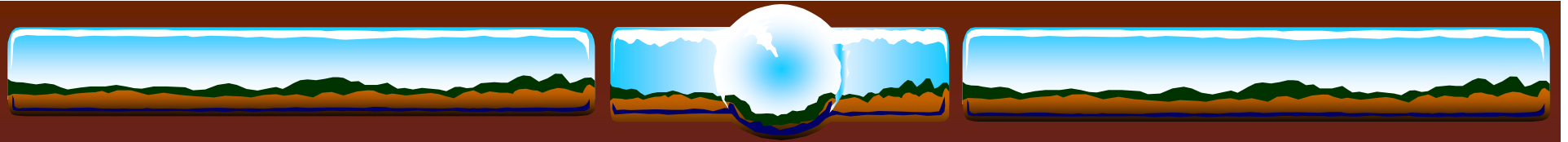
Do others know i expect this?

When this expectation has not been met, have I communicated my concern to the right people?



TEAM VALUES

- ❖ An important positive value for my team is: “we believe in...”
- ❖ Give two examples of how this value is demonstrated by team members:
- ❖ How consistently do you believe this value is demonstrated in your team? Rate it : 1(low)- 5(high)



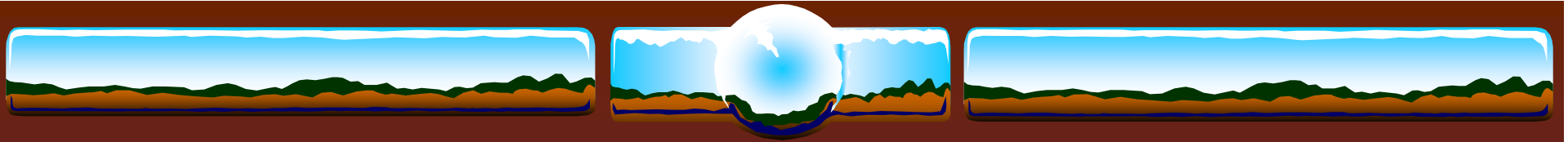
GROUND RULES

We would be a more effective team if
we.....



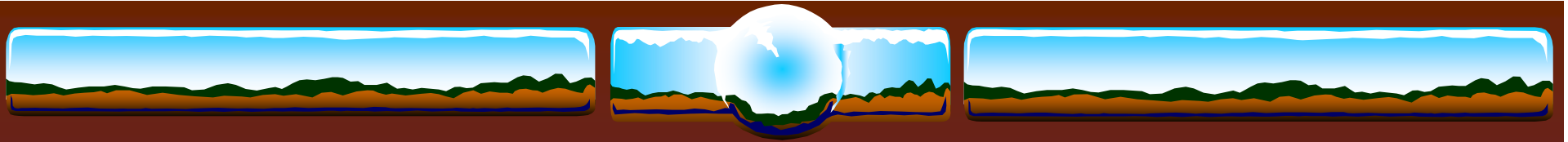
GROUND RULES

- ❖ Start and stop on time
- ❖ Communicate if we expect to be late
- ❖ Listen when others are talking
- ❖ Stay focused on agenda
- ❖ Keep promises
- ❖ Do not complain without making a suggestion about how to make it better



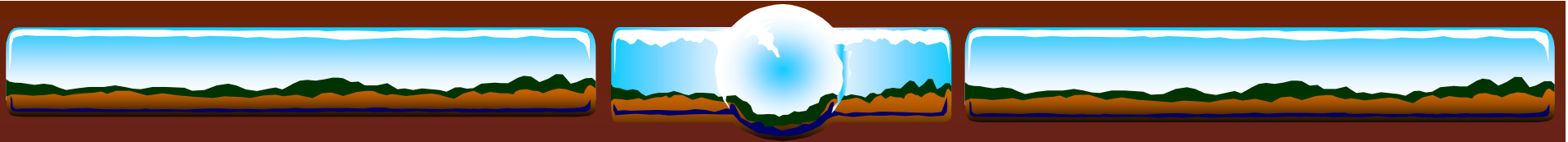
GROUND RULES (cont'd)

- ❖ Leave titles/rank at the door
- ❖ Share workload and responsibility for homework
- ❖ Speak up with ideas, even if you think others will disagree. Do not wait to be called upon
- ❖ Use consensus as primary decision process



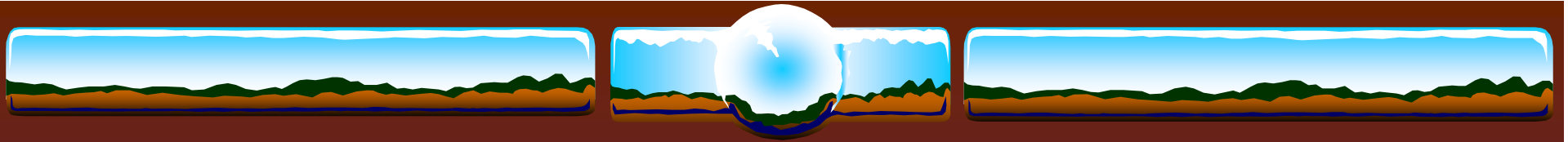
GROUND RULES (cont'd)

- ❖ Give one another direct feedback rather than gossiping in the hall after meetings.
- ❖ Communicate regularly with peers who are not part of the team.
- ❖ At the end of each meeting set the agenda for the next one
- ❖ Have fun !!



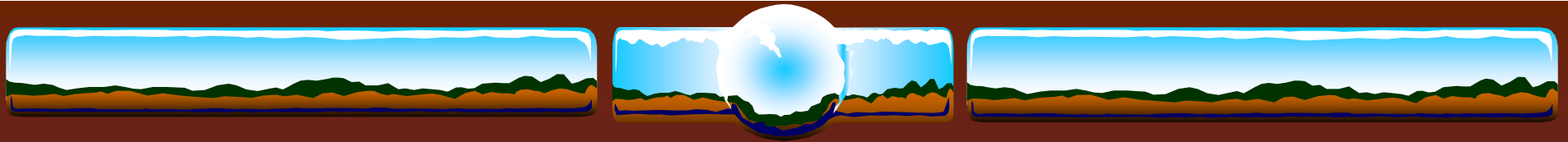
When Open conflict Emerges: Affect

- ❖ Under the surface of conflict are rarely acknowledged poorly understood emotions
- ❖ Fear and humiliation often manifests as anger
- ❖ Listen beyond words spoken
- ❖ Goal is not psychotherapy but allow expression of what it is like for them... “tell their story”
- ❖ An emotional shift in one party leads to a shift in the other



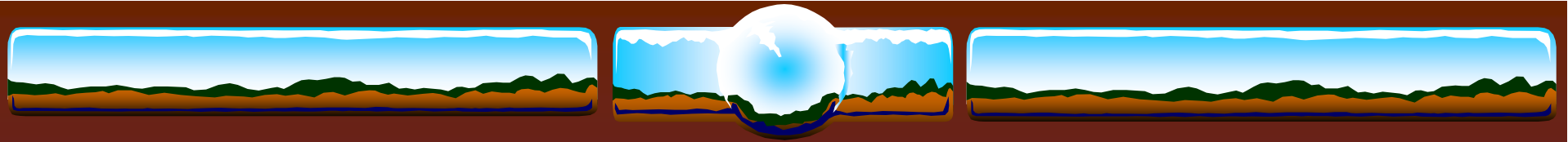
Essential Elements to Team Fitness

- ❖ Productive participation
- ❖ Cohesiveness: What and How
- ❖ Group work skills
- ❖ Climate
- ❖ Change Compatibility
 - receptive to change, adaptable.., evaluate change opportunities, assimilation of change



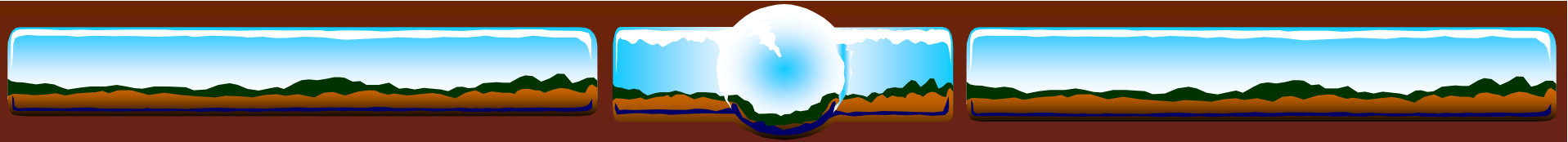
Sustaining High Performance Teams

- ❖ Recognize that all teams have problems
- ❖ Recognize that team members have various levels of skill in team membership
- ❖ Don't let issues get out of hand
- ❖ Take time as a team to develop, even when things are going well
- ❖ Continually evaluate both results and process
- ❖ Celebrate accomplishments
- ❖ Minimize discussion about other team members



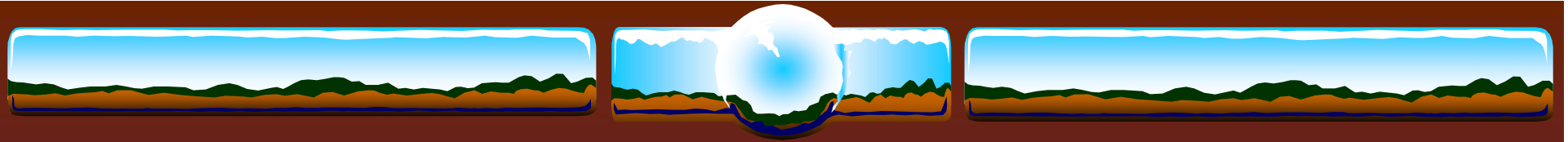
Laws of Leadership

- ❖ The law of CONNECTION; leaders touch a heart before they touch a hand.
- ❖ The law of EMPOWERMENT; only secure leaders give power to others.
- ❖ The law of PROCESS; leadership develops daily, not in a day.
- ❖ The law of INFLUENCE; true measure of leadership is in influence-nothing more, nothing less.



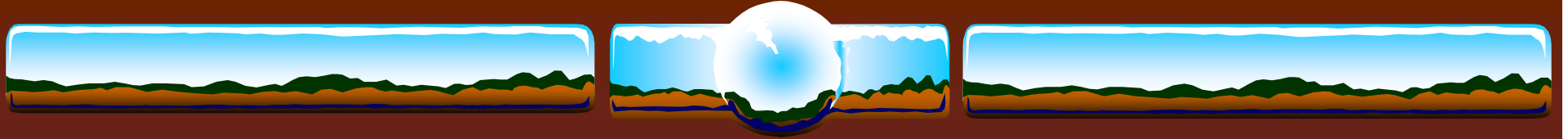
Laws of Leadership (cont'd)

- ❖ The law of NAVIGATION; anyone can steer a ship, but it takes a leader to chart the course.
- ❖ The law of BUY-IN; people buy into the leader, then the vision.
- ❖ The law of VICTORY; leaders find a way for the team to succeed.



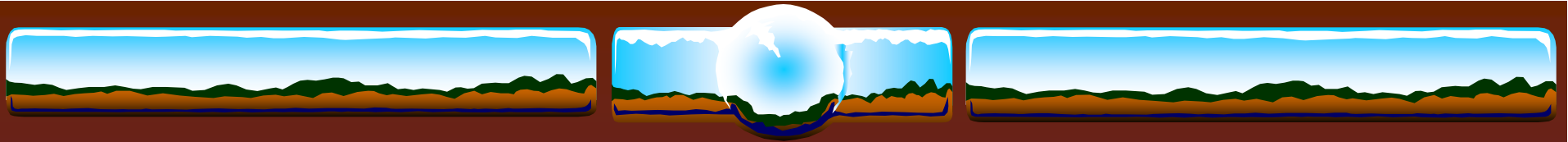
Laws of Leadership (cont'd)

- ❖ The law of PRIORITIES; leaders understand that activity is not necessarily accomplishment.
- ❖ The law of LEGACY; a leader's lasting value is measured by succession



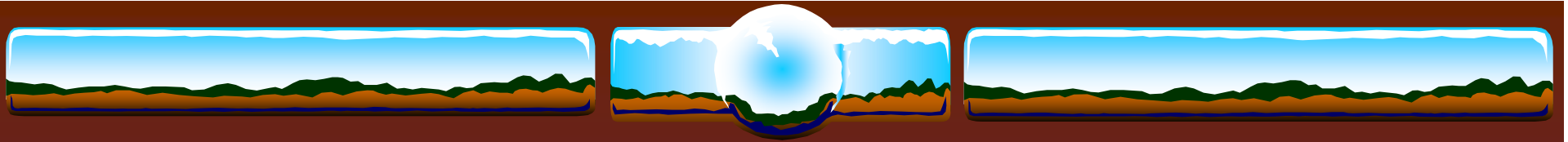
TEAMWORK

- ❖ Coming together is a beginning
- ❖ Keeping together is a process
- ❖ Working together is a success



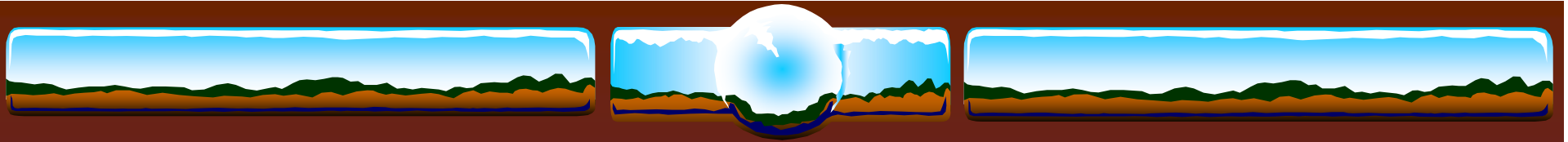
ASPECTS OF EFFECTIVE SUPPORT PROGRAMS

- ❖ Ongoing training, mentoring, skill development
- ❖ Communication mechanisms
- ❖ Celebrations, appreciations, transition rituals
- ❖ Opportunities for renewal
- ❖ Team bldg. Skill dev'p
- ❖ Opportunities for humour and fun



EFFECTIVE SUPPORT (cont'd)

- ❖ Counselling and support groups
- ❖ Opportunities for closure
- ❖ Activities that attend to the whole person and are physical, emotional, intellectual, spiritual, and/or social in nature.



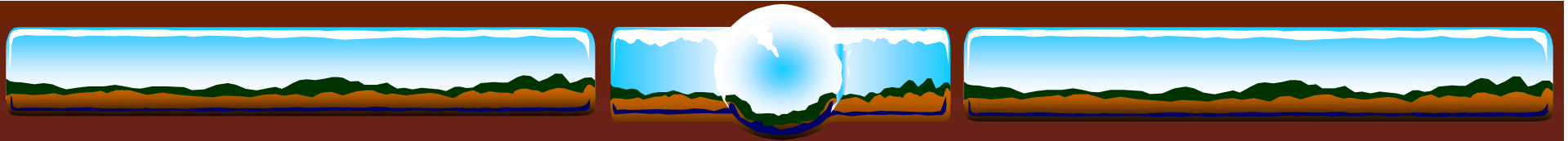
The Miracle of the Bamboo Tree

The Chinese bamboo tree is planted after the earth is prepared, and for the first four years, all the growth is underground.

The only thing visible above the ground is a bulb and a small shoot coming out of it.

Then in the fifth year, the bamboo tree grows up to eighty feet.

S. Covey (1995)



“ Palliative care differs from traditional medical care of the dying in that it weaves the medical, psychosocial, and spiritual approaches to care into a holistic pattern that more closely reflects the rich, complex, textured nature of human beings. An ongoing challenge is to maintain the separate strands of interdisciplinary expertise and language, while creating a tapestry that is of one piece, an exquisite work of art and science”

E.Causton

(2003)