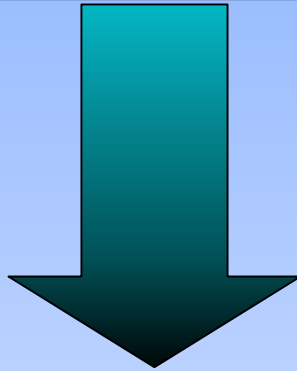


III. How to Make a Team Process Work



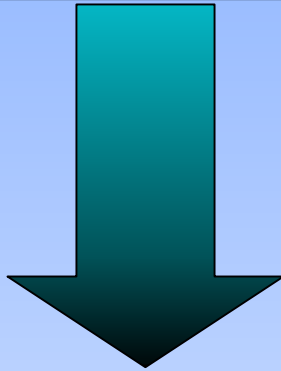
Clarify Goals



- Discuss mission



Educate and Build the Team



- Build the team
- Set ground rules and logistics
- Educate team members about process improvement and team goals







Clarify Purpose

Clarify meeting purpose and outcome

- Identify meeting participants
- Select methods to meet purpose
- Develop and distribute agenda
- Bring necessary supplies to the meeting
- Identify meeting times



Review Roles

Set or review ground rules

- Identify roles:
 - Recorder
 - Timekeeper



Review Agenda

Develop and distribute a timed agenda

- Amend agenda as necessary per team's recommendations



Work Through Agenda Items

- **Cover one item at a time**
- **Manage discussions and maintain focus and pace**
 - Solicit team participation
 - Clarify ambiguous points
 - Resolve any conflicts



Review Record

- Summarize decisions
- Review action items
- Identify follow-up
- Summarize responsibilities of team members



Plan Agenda

- Solicit agenda items for next meeting
- Review time and place for next meeting



Evaluate Meeting

- What went well?
- What could be improved?
- Any remaining questions?



Team Ground Rules

- As members
 - Attendance is expected
 - Actively participate
 - Follow through with assignments
 - Share information and seek input outside of meeting
 - Be respectful of all members and their opinions
 - Keep side conversations to a minimum



Actual meetings

- Distribute a written agenda before the meeting
 - Include a timeframe for each item (see sample agenda)
 - Plan time on agenda to explain new tools to the team
- Start every meeting on time and end every meeting on time
- Notify either leader or facilitator if unable to attend
- Develop a Parking Lot - some thoughts and ideas may need to be discussed at a future meeting
- Wrap-up and summarize the discussion
- Meet frequently, at least twice per month, to maintain progress and momentum



Sample Agenda

Catalyst for Kids TGIT/F Team Thursday, December 19, 2002 Agenda

Objective(s)

1. Explore additional Asthma information to assist in focusing our improvement work
2. Review Teamwork in Action patients

Time Task

12:00	Meeting set up/prep <ol style="list-style-type: none">1. Arrive and eat2. Amend agenda and assign roles (Recorder, Timekeeper)3. Announcements
12:10 -12:20	<ol style="list-style-type: none">1. Log book review/identify problems for completion2. Goal summary board
12:20 -1:00	Finalize improvement project <ol style="list-style-type: none">1. Identify aim statement2. Identify intervention3. Identify measurements4. Next steps
1:00	Plan Next Meeting Agenda
1:05	<ol style="list-style-type: none">1. Assignments2. Evaluation
1:15	Adjourn

Team Ground Rules

1. Keep promises; inform team if you cannot get task done at time promised
2. Have fun!!
3. Be on time
4. Stick to time
5. Be prepared
6. Open communication between team members
7. Keep it simple
8. Everyone participate

Parking Lot

Discussion of ED measurement/how to measure and sort in clinics.



Meeting Minutes

- Publish and distribute in a timely fashion to allow preparation time before the next meeting
- Use a standard form - (see sample form)
- Include date, location of meeting, time and members present
- Remind team members about discussion points, tasks to be performed, decisions made
- Evaluate meeting - what worked well, and needed improvements
- Indicate next meeting date



Sample Minutes Form

<i>Catalyst Subcommittee:</i>
<i>Team Leader:</i>
<i>Facilitator:</i>
<i>Date of Meeting:</i>

Team Members Present (X)

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

General Aim of Team:

Overall Progress to Date:

Task #1:
Responsible Person:
Target Date:

Task #2:
Responsible Person:
Target Date:

Task #3:
Responsible Person:
Target Date:

Task #4:
Responsible Person:
Target Date:

Task #5:
Responsible Person:
Target Date:



Effective Discussions

- Open the discussion
- Listen
- Ask for clarification
- Manage participation
- Summarize
- Manage time (may need to adjust allotted time for agenda items)
- Contain digressions
- Test for agreement
- Close the discussion



Effective Decision Making

- Understand the context of the decision
- Determine who should be involved
- Decide how to decide - methods may include:
 - consensus - overall agreement
 - voting
 - assigning the decision to a subgroup



Stages of Team Growth

Forming

Storming

Norming

Performing



Forming

(Stage 1)

- Associated Feelings:
 - Excitement, anticipation, optimism
 - Pride in being chosen for the team
 - Initial, tentative attachment to the team
 - Suspicion, fear, and anxiety about the job ahead



Forming (cont.)

- Associated Behaviors:
 - Attempts to define the task and decide how to accomplish it
 - Determine acceptable team behavior
 - Decisions on what information is needed
 - Abstract discussions of concepts and issues
 - Difficulty in identifying relevant problems
 - Complaints about the organization and barriers to the task



Forming (cont.)

- Tips:
 - Help team members get to know each other
 - Provide clear direction and purpose
 - Involve members in developing plans, clarifying roles, and establishing ways of working together
 - Provide the information the team needs to get started



Storming ***(Stage 2)***

- Associated Feelings:
 - Resistance to tasks and methods of work different from what each individual member is comfortable using
 - Sharp fluctuations in attitude about the team's chance of success



Storming (cont.)

- Associated Behaviors:
 - Arguing among members
 - Defensiveness and competition
 - Questioning the wisdom of those who selected this project and appointed the other members of the team
 - Establishing unrealistic goals (concern about excessive work)
 - Creation of a perceived “pecking order”, disunity, tension, and jealousy



Storming (cont.)

- Tips:
 - Resolve issues of power and authority
 - Develop and implement agreements about how decisions are made and who makes them
 - Adapt the leadership role to allow the team to become more independent



Norming ***(Stage 3)***

- **Associated Feelings:**
 - Sense of team cohesion
 - Acceptance of membership in the team
 - Relief that it seems everything is going to work out



Norming (cont.)

- Associated Behaviors:
 - Attempt to achieve harmony by avoiding conflict
 - More friendliness, confiding in each other, and sharing of personal problems
 - New ability to express criticism constructively
 - Establishing and maintaining team ground rules and boundaries (the”norms”)



Norming (cont.)

- Tips:
 - Fully utilize team members' skills, knowledge, and experience
 - Encourage and acknowledge members' respect for each other
 - Encourage members to work collectively



Performing

(Stage 4)

- Associated Feelings:
 - Insights into personal and group processes
 - Better understanding of each other's strengths and weaknesses
 - Satisfaction at the team's progress
 - Close attachment to the team



Performing (cont.)

- Associated Behaviors:
 - Constructive self-change
 - Ability to prevent or work through group problems



Performing (cont.)

- Tips:
 - Update the team's methods and procedures to support coordination
 - Help the team understand how to manage change
 - Advocate for the team with other groups and individuals
 - Monitor work progress and celebrate achievements

