Working Group

1. Strong clearly focused Leader

2. Individual accountability

3. The group's purpose is the same as the broader organizational mission

4. Individual work products

5. Runs efficient meetings

6. Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)

7. Discusses, decides, delegates

Team

1. Shared leadership roles

2. Individual and mutual accountability

3. Specific team purpose that the team itself delivers

4. Collective work product

5. Encourages open-ended discussion and active problem-solving meeting

6. Measures performance directly by assessing collective work products

7. Discusses, decides, and does real work together

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A TEAM'S ESSENTIAL DISCIPLINE COMPRISES FIVE CHARACTERISTICS

1. **A meaningful common purpose that the team has helped shape.** Most teams are responding to an initial mandate from outside the team. But to be successful, the team must "own" this purpose; develop its own spin on it.

2. **Specific performance goals that flow from the common purpose.** For example, reducing lapsation to zero. Compelling goals inspire and challenge a team, give it a sense of urgency. They also have a leveling effect, requiring members to focus on collective effort necessary rather than any difference in titles or status.

3. **A mix of complementary skills.** These include technical or functional expertise, problem solving and decision-making skills, and interpersonal skills. Successful teams rarely have all the needed skills at the outset – they develop them as they learn what the challenge requires.

4. **A strong commitment to how the work gets done.** Teams must agree on who will do what jobs, how schedules will be established and honored, and how decisions will be made and modified. On a genuine team, each member does equivalent amounts of real work; all members, the leader included, contribute in concrete ways to the team's collective work-products.

5. **Mutual accountability.** Trust and commitment cannot be coerced. The process of agreeing upon appropriate goals serves as the crucible in which members forge their accountability to each other – not just to the leader.

STAGES OF GROUP DEVELOPMENT

1. Forming
2. Storming
3. Norming
4. Performing

Developmental sequence in small groups, *Psychological Bulletin*, 1965, Tuckmam, Bruce

Team Development Stage	Leadership strategies	Keys to Success
Forming (setting the stage)	Coordinating behaviors	- Purposefully picking the team - Facilitating team to identify goals - Ensuring the team development of a Shared mental model
Storming (resolving conflict and tensions	Coaching behaviors	- Act as a resources person to the team - Develop mutual trust - Calm the work enironment
Norming and Performing (successfully implementing and sustaining projects	Empowering Behaviors	- Get feedback from participants - Allow for the transfer of leadership - Set aside time form planning and engaging team

Maximizing Team Performance, The Critical Role of the Nurse Leader, *Nursing Forum.*
2017, Manges, Scott-Cawiezell, & Ward

What	Realization	How	Benefits	Verification	Re-Evaluation
What is the outcome I would like to have	What has gotten in the way of me not doing this in the past	What am I going to do differently to make this possible	What are the benefits to me/others of making this change	How am I going to know whether the desired improvement/change has been made	When will we check on progress

Strategies for dealing with problems

Representative Problems	Enabling situational	Strategy	Complicating factors
Conflict arises from decision making differences	Team members can attribute a challenge to culture rather personality	Adaption	Team members must be exceptionally aware
Misunderstanding or stonewalling arises from communication differences	Higher-level managers are not available or the team would be embarrassed to involve them.		Negotiation a common understanding takes time.
Team is affected by emotional tensions related to fluency issues or prejudice	The team can be subdivided to mix cultures or expertise	Structural intervention	If team members aren't carefully distributed, subgroups can strengthen pre-existing differences
Team members are inhibited by perceived status differences among team-mates	Tasks can be subdivided		Subgroup solutions have to fit back together
Violations of hierarchy have resulted in loss of face	The problem has produced a high level of emotion	Managerial intervention	The team has become overly dependent on the manger
An absence of ground rules is causing conflict	The team has reached a stalemate		Team members may be sidelined or resistant
	A high level manager is willing to intervene		

Strategies for dealing with problems

Representative Problems	Enabling situational	Strategy	Complicating factors
A team member cannot adjust to the challenge at hand and has become unable to contribute to the project	The team is permanent rather temporary Emotions are beyond the point of intervention Too much face has been lost	Exit	Talent and training costs are lost

Managing Multicultural Team, Brett, Behfar, and Kern, Harvard Business Review

Norms that help regulate emotions

	Individual	Group	Cross-boundary

Individual

Confronting

1. Set ground rules and use them to point out errant behavior
2. Call members on errant behavior
3. Create playful devices for pointing out such behavior. these often from the group spontaneously, Reinforce them,

Caring

1. Support members, volunteer to help them if they need it, be flexible and provide emotional support.
2. Validate members' contributions Let members know they are valued.
3. Protect members from attack
4 Respect individuality and differences in perspective. Listen

Group

Creating Resources for working with emotion

1. Make time to discuss difficult issues, and address the emotions that surround them
2. Find creative, short hand ways to acknowledge and express the emotion in the group.
3. Create fun ways to acknowledge and relieve stress and tension.
4, Express acceptance of members" emotions

Creating an affirmative environment

1. Reinforce that the team can meet a challenge Be optimistic. "Nothing will stop us"
2. Focus on what you can control
3. Remind members of the group's Important and positive mission,
4. Remind the group how it solved a similar problem before.

Cross-boundary

Building external relationships

1. Create opportunities for networking and interaction
2. Ask about the needs of other teams
3. Provide support for other teams
4. Invite others to team meetings if they might have a stake in what you are doing

Caring (continued)

5 Never be derogative or
demeaning.

Creating an affirmative environment (continued)

5. Focus on problem solving, not blaming.

Solving problems proactively

1. Anticipate problems and address them
before they happen

2. Take the initiative and understand and
get what you need to be effective

3. Do it yourself if others aren't responding.
Rely on yourself, not others.