Managing, motivating, and leading teams

Presented by Iain Crossley,

Academy Tutor, HFMA

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Managing, motivating, and leading teams

⭕ **What is a 'Team' in health and social care**

⭕ **Think differently about teams and team leadership**

⭕ **Examine what makes a team work effectively**

⭕ **How to overcome problems and address team dysfunction**

⭕ **Explore how leaders can do motivate effective, high-performing teams**

⭕ **Summary and questions**

Thinking differently about teams

"THERE IS NO 'I' IN TEAM BUT THERE IS IN WIN."

MICHAEL JORDAN

Together
Everyone
Achieves
More

Thinking differently about teams
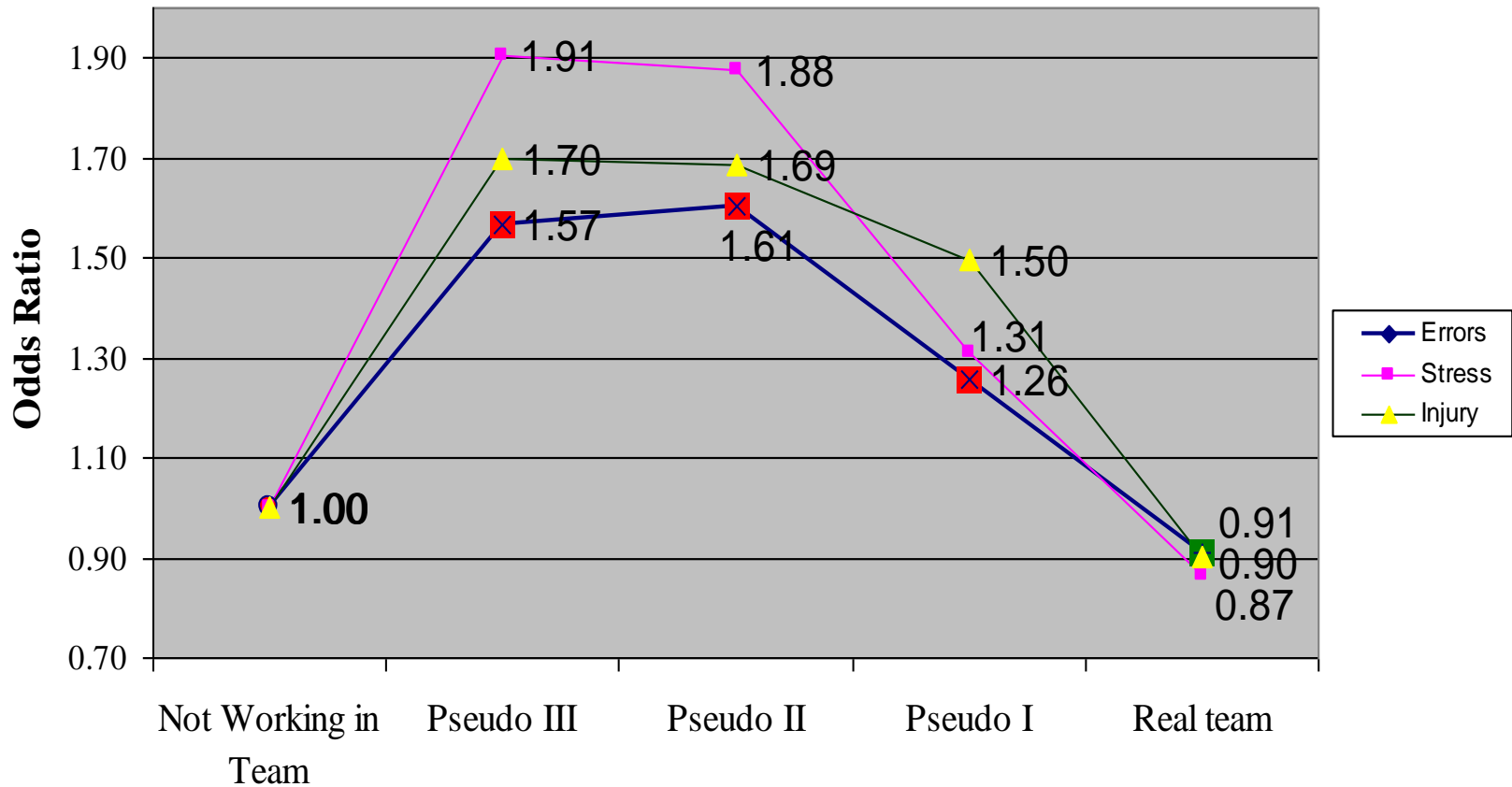
A Leader without a Team?

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The Power of Teams

- Improve Care quality
- Patient satisfaction and safety
- Encourages Multi-disciplinary integration
- Fewer errors, lower mortality
- Staff well-being, lower turnover & absence
- Better use of Resources

Lyubovnikova & West (2013)

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The Power of Teams

Odds Ratio (y-axis), scale from 0.70 to 1.90

Types of Team Working Patterns (x-axis): Not Working in Team, Pseudo III, Pseudo II, Pseudo I, Real team

Legend:
- Errors
- Stress
- Injury

Data values shown:
- Not Working in Team: 1.00
- Pseudo III: 1.91, 1.70, 1.57
- Pseudo II: 1.88, 1.69, 1.61
- Pseudo I: 1.50, 1.31, 1.26
- Real team: 0.91, 0.90, 0.87

Source: Lyubovnikova & West (2013)

I'm sure glad the hole isn't in our end...

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Is this a Team?

Is this a Team?

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Team

"Two or more people working together."

Oxford Living Dictionary

NHS – Health and Social Care

What is a Team?

"When I use a word, it means just what I choose it to mean — neither more nor less."

Lewis Carroll: Through The Looking Glass

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NHS – Health and Social Care Team

In health and social care we have:

- **Clinical departments, Directorates**
- **Boards, committees, sub-committees**
- **Working groups**
- **Partnerships**
- **Task and finish groups, working parties……………**

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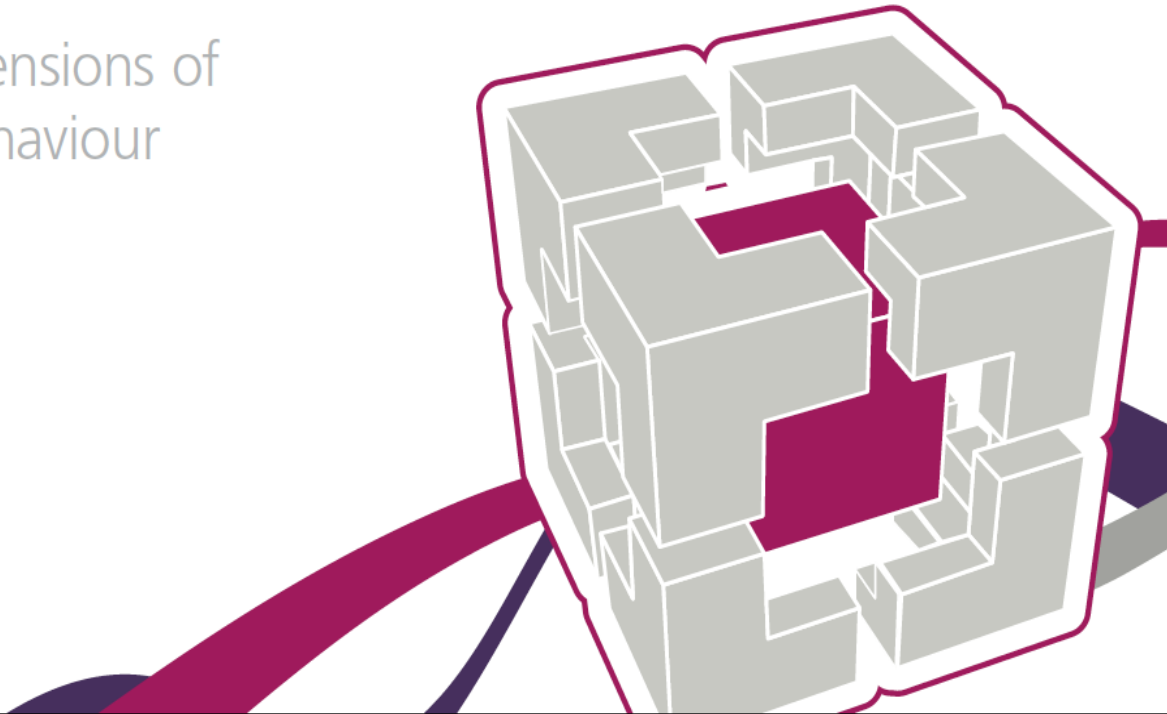# Managing, motivating and leading teams

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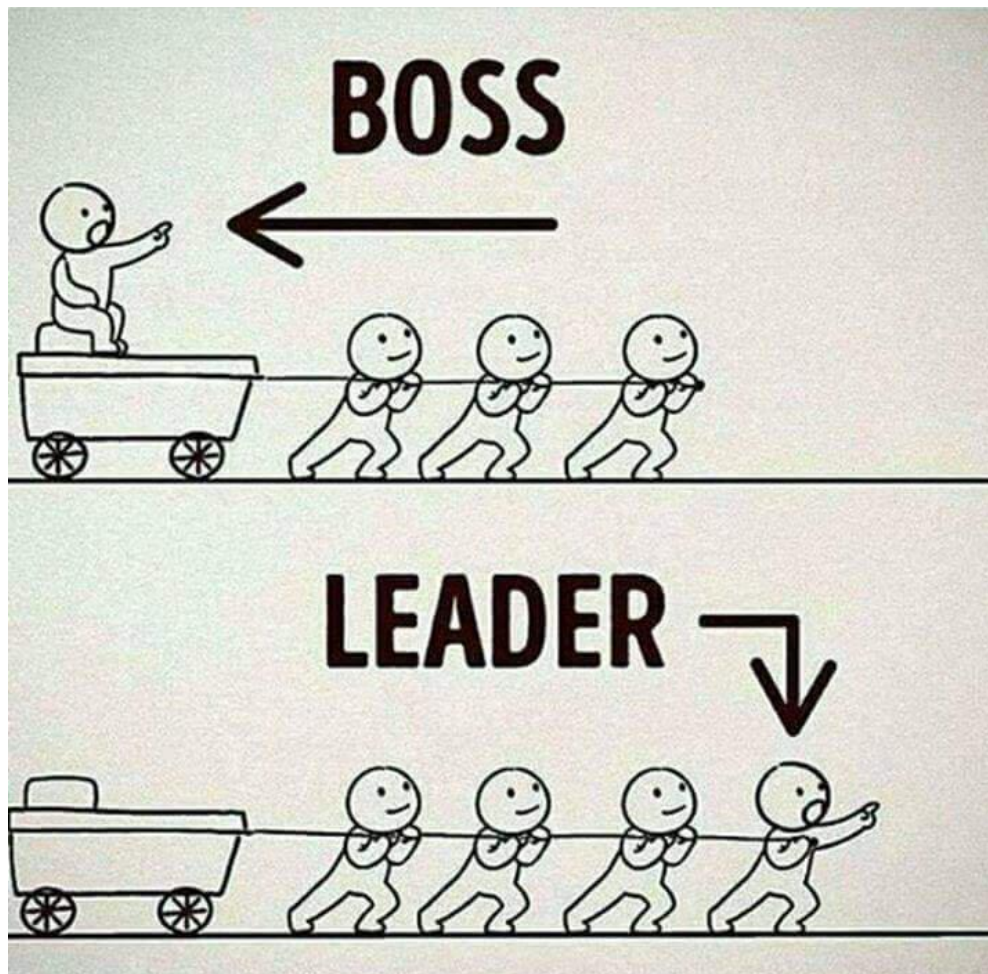
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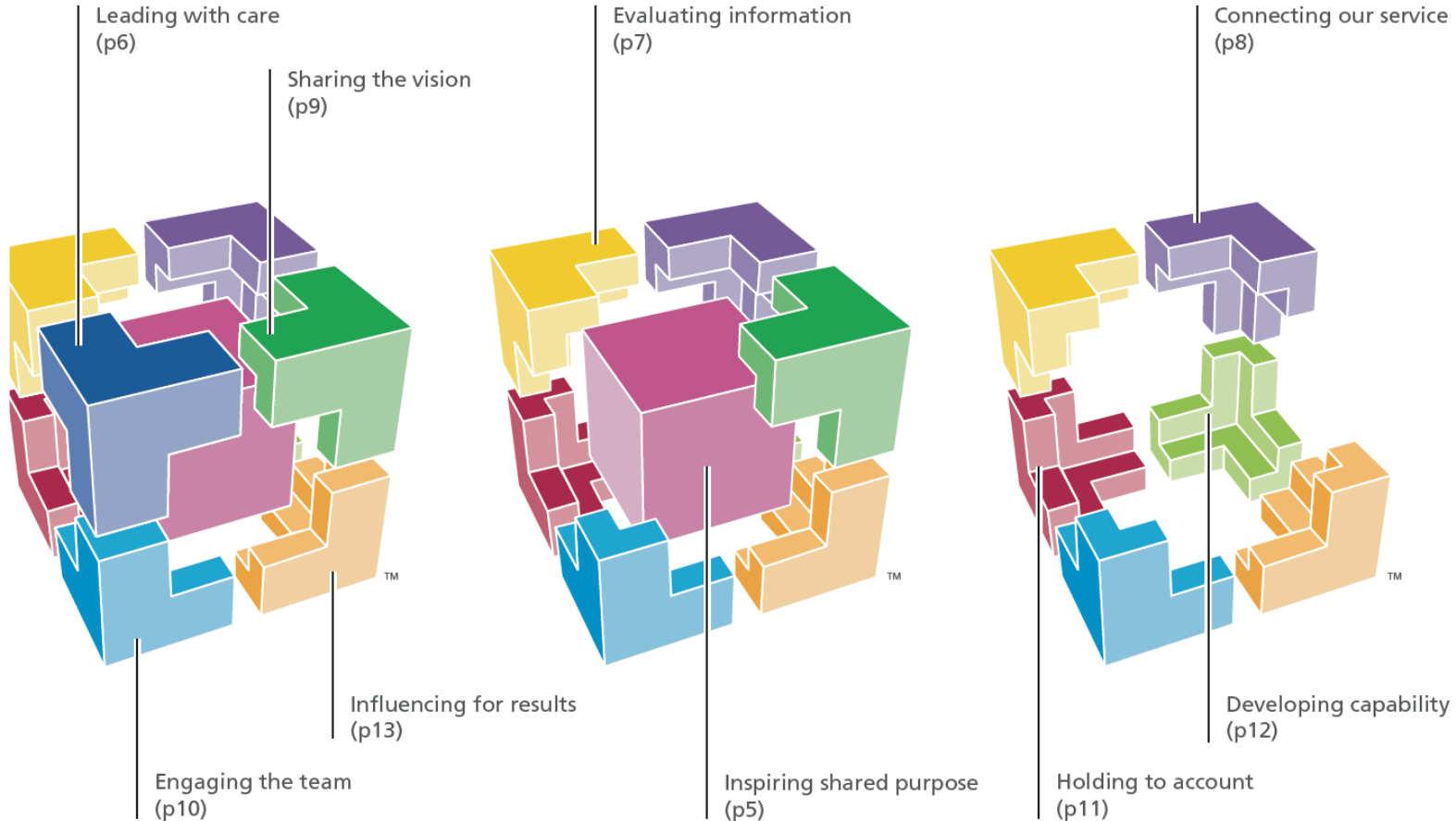# Managing, motivating and leading teams

Healthcare
Leadership Model

The nine dimensions of
leadership behaviour

www.leadershipacademy.nhs.uk

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Leading with care (p6)

Sharing the vision (p9)

Evaluating information (p7)

Connecting our service (p8)

Influencing for results (p13)

Engaging the team (p10)

Inspiring shared purpose (p5)

Holding to account (p11)

Developing capability (p12)

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NHS Leadership Model
Why is Engaging the Team important?

Leaders promote teamwork and a feeling of pride

- **by valuing individuals' contributions and ideas**
- **creating an atmosphere of staff engagement**
- **ensuring desirable behaviour, mutual respect, compassionate care and attention to detail, are reinforced by all team members.**

What is it not?

- **Building plans without consultation**
- **Autocratic leadership**
- **Failing to value diversity**
- **Springing ideas on others without discussion.**

NHS Leadership Academy (2013)

People do not become a team because the leader calls them a team.

Katzenbach and Smith (1993)

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Team – a working definition

A small number of people with:

• Meaningful common purpose that the team has helped shape

• Specific performance goals that flow from the common purpose

• A mix of complementary skills

• A strong commitment to how the work gets done

• Mutual accountability.

Katzenbach and Smith, (1993)

What do Teams do?

Three Purposes:

- **Teams that Recommend things**
  - **Working group, board**

- **Teams that Make or do things**
  - **Clinical dept, A&E, Finance, estates**

- **Teams that Run things**
  - **Partnership, Executive Management**

Katzenbach and Smith (1993)

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How should we work together?

Work Group <-> Team

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Key elements for effective Work Group

Clear leader

Defined vision and challenging objectives

Individual Role clarity

Positivity, optimism, cohesion, compassion

Effective communication

Constructive debate around roles, tasks and delegated decisions

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Key elements for effective Team

A small number of people, up to 6:

- **With complementary skills**
- **Who are committed to a common purpose,**
- **With agreed set of performance goals, and agreed approach**
- **Who hold themselves mutually accountable**

Katzenbach and Smith (1993)

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Does it Matter?

Work Group <-> Team

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GROUP v/s TEAM:

GROUP	TEAM
Strong , clearly focused leader	Shared leadership roles
Individual accountability	Individual and mutual accountability
Individual work products	Collective work products
Discusses , decides and delegates	Discusses , decides and does real work together
Runs efficient meetings	Encourages open-ended discussions and active problem-solving techniques
Group's purpose is same as the broader organizational mission	Specific team purpose that the team itself delivers

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Element of *Commitment* (to a common goal)
Element of *Emotional logic*
Establishment of *Social Contract*

Working Group ➡️ Team

Accountability Transfer
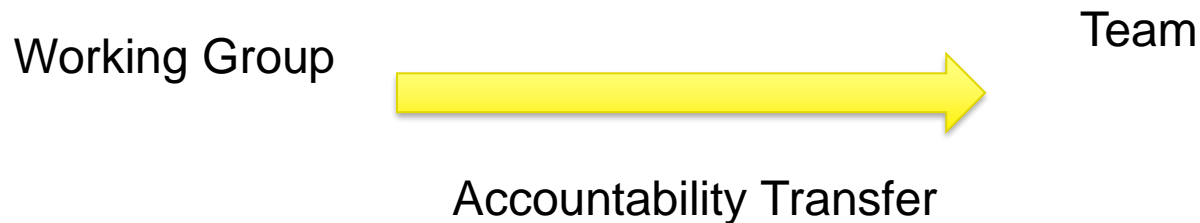
The Leader holds me accountable **becomes** we hold ourselves accountable

Pseudo Teams - Illusion of Teamworking

Pseudo teams		Real teams
Team members work largely on their own, with little requirement to interact or communicate with each other		Team members work closely together in a tightly coordinated way
The objectives that team members report their team is working towards are largely disparate or unknown		Team members share several common objectives that are clear and agreed upon in the team
Team members rarely meet to exchange information and reflect on performance, resulting in little or no innovation in work processes		Team members regularly and systematically review their performance and adapt future team objectives and work processes accordingly

Source: West and Lyubovnikova (2013)

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Do I set up a Working Group or Team??

Depends:

- **What sort of Task is It? (Recommend, Do or Operate)**
- **What do I want to Achieve?**
- **How Quickly do I want it doing?**
- **Do I already know the Outcome I want?**

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Input-Process Model

Define the Environment	Define the Process
Establish the team task Design the team - skills and composition Provide organisational support	Agree the team objectives Define the leadership style Regularly review performance.

Source: Cohen and Bailey (1997)

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The Problems with Teams
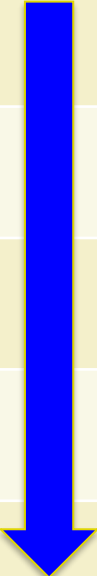
Life stages of a team.

These are a progression:
- **forming**
- **storming**
- **norming**
- **performing.**

Tuckman (1965)

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Dysfunctions of a team.

Type of Dysfunction	Outcome for Team Members
Absence of Trust	Vulnerability
Fear of Conflict	Artificial Harmony
Lack of Commitment	Ambiguity
Avoidance of Accountability	Acceptance of Low Standards
Inattention to Results	Status & Ego override team purpose

Lencioni (2002)

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Not everyone in the Team is Equal……………!

Power and Politics

Legitimate – formal right to make demands and expect others to be compliant.

Reward – ability to compensate another for compliance.

Expert – based on a person's high levels of skill and knowledge.

Referent –a person's perceived attractiveness, worthiness and right to respect.

Coercive – the belief that a person can punish others for noncompliance.

Informational – ability to control the information that others need.

French and Raven (1959)

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Team

- **What do you want the Team to do?**
- **Do you want a Working Group or a Team?**
- **How much Autonomy do you want to Transfer?**
- **How much development time do you have?**
- **What life stage is your team at already?**
- **Is it Dysfunctional – if so – in what way?**
- **What is the Power balance?**
- **How are you going to communicate your ideas to it?**

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What makes People Happy to work with other people?
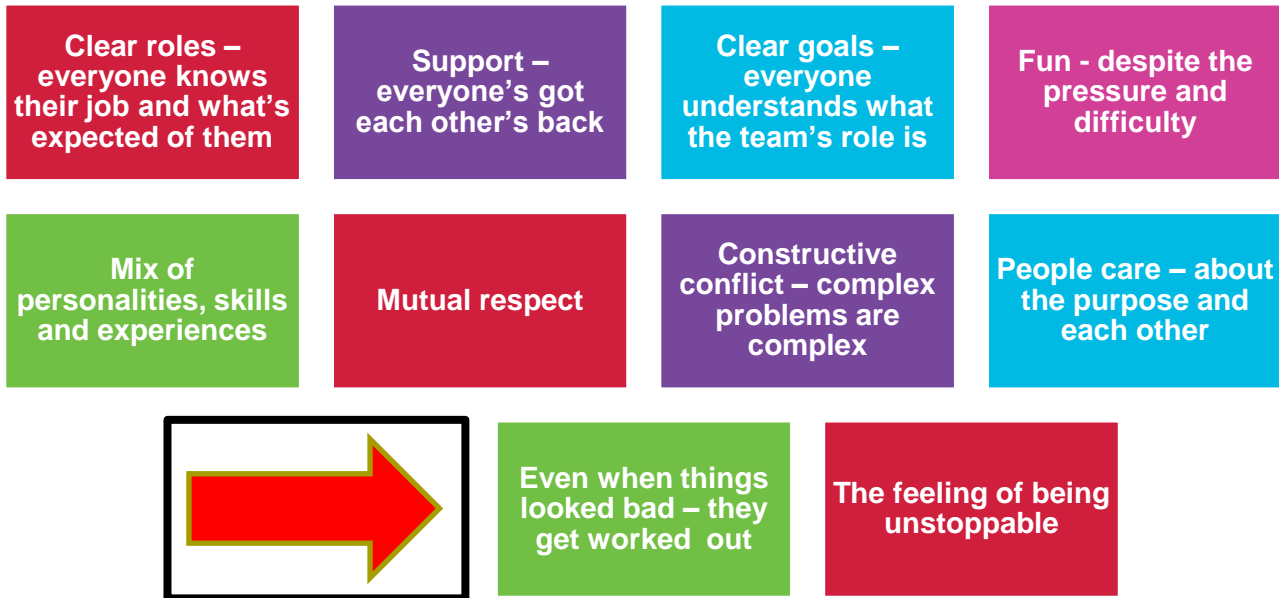
Sutherland (2015)

Autonomy – the ability to control your own destiny

Mastery – to know you are getting better at something

Purpose – being part of something that's bigger than yourself

Transparency – no secret cabals, no hidden agendas, everyone knows what's going on

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Teams Unleashed (Sandahl & Phillips, 2019)

Clear roles – everyone knows their job and what's expected of them	**Support – everyone's got each other's back**	**Clear goals – everyone understands what the team's role is**	**Fun - despite the pressure and difficulty**
Mix of personalities, skills and experiences	**Mutual respect**	**Constructive conflict – complex problems are complex**	**People care – about the purpose and each other**
→	**Even when things looked bad – they get worked out**	**The feeling of being unstoppable**	

Managing, motivating, and leading teams Summary

O **What is a 'Team' in health and social care**

O **Think differently about teams**

O **Examine what makes a team work effectively**

O **How to overcome problems and address dysfunction**

O **What leaders can do make effective, high-performing teams**

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Remember

○ **All teams are different and face different challenges**

○ **The word 'Team' is used in the NHS so extensively it has lost it's meaning**

○ **Do not set up a Team when you need a Work Group**

○ **Avoid Pseudo Teams at all costs**

○ **You need to be more precise – both as a leader and a team member – what are we trying to do?**

○ **Be flexible in your approach**

○ **Try some of these ideas - experiment!**

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Any questions?

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Thank you