

Makings of a Team

HST 921 Tutorial
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What is a Team?

- “A group organized to work together.”
 - Webster’s Dictionary
- “A **team** comprises a [group of people](#) or [animals](#) linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.

A group in itself does not necessarily constitute a team.

Teams normally have members with:

complementary skills

and generate synergy

through a coordinated effort

which allows each member to maximize his or her strengths and minimize his or her weaknesses.”

- Wikipedia

A Project Team's Lifecycle

- Tuckman's Stages:
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning
- **Bruce Wayne Tuckman** (born 1938) is an American Psychologist, who has carried out research into the theory of group dynamics. In 1965, he published one of his theories called "Tuckman's Stages". In 1977, he added a fifth stage named Adjourning.

Teamwork Essentials

- The potential for improved team work:
 - Role Clarity
 - Communication
 - Personnel Support
 - Resources
 - Innovation
 - Global Assessment

Adapted by S. Locke, MD, from:

Risser, Rice, Salisbury, Simon, Jay, Berns: The potential for improved teamwork to reduce errors in the emergency department. *Annals of Emergency Medicine*, 1999, 34:3, 373-383.

Role Clarity: *Actions*

- Establishes the leader
- Communicates essential information
- Identifies established protocol to be used or develop a plan
- Assigns roles and responsibilities
- Executes protocol or team-established plan
- Re-plans tactics in response to new information

Communication: *Actions*

- Demonstrates mutual respect in all communication
- Addresses professional concerns directly
- Resolves conflicts constructively
- Advocates and assert a position or corrective action
- Uses common terminology in all communications

Personnel Support: *Actions*

- Calls for help appropriately
- Balances workload within the team
- Team members take responsibility for assigned tasks
- Offers assistance for task overload or with difficult tasks
- Alerts team to potential biases and errors

Resources: *Actions*

- Uses equipment properly
- Ensures equipment is operating correctly
- Obtains needed materiel resources
- Cooperates with other teams

Innovation: *Actions*

- Thinks “outside the box”
- Doesn't fixate on one approach
- Challenges the rules
- Improvises design

Global Assessment: *Actions*

- Requests project clarification
- Cross monitors actions of team members
- Offers information for planning and decision making
- Prioritizes tasks

Your Project and the Product Design Simulation:

- Great opportunity to see teamwork in action!
- Observe and learn!

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