

Nurturing Your “Work Family” Building Support and Trust In the Clinical Team

TERESA MCKEE, B.S.B.A., M.S.

WELCOME BABY PROGRAM DIRECTOR, PAC/LAC

Warm Up

Sigh with relief to activate parasympathetic nervous system.

Connecting Heaven and Earth.



Objectives

1. Understand aspects of effective teamwork
2. Increase awareness of team barriers
3. Learn at least three strategies for increasing team trust and support

What is a team?

Two or more people who come together to achieve a common goal.

Teams develop through five basic stages:

- Forming
- Storming
- Norming
- Performing
- Adjourning



During the norming phase, teams develop cohesion. A team cannot perform at full capacity until they are **cohesive**.

Teams frequently regress from performing back to storming, due to changes in the team, project or organization.

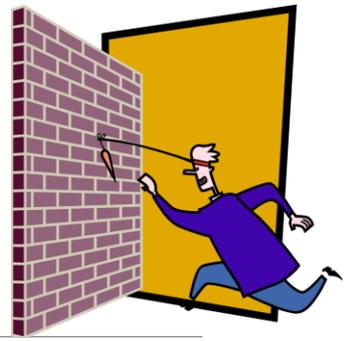


Required Behaviors for a Successful Team

1. Members must contribute adequate effort by working towards group goals with intensity and persistence.
2. Team members must perform “emotional labor” by regulating their expressions of feelings to facilitate comfortable and positive interpersonal interactions within the group.
3. Team members must perform “contextually,” by not violating or detracting from the organizational, social and psychological environment which they inhabit. Contextual performance is accomplished through expressions of interpersonal respect and adherence to interpersonal **norms**.

Team members who persistently and consistently under-perform in these areas of behavior can have a severe impact on group functioning.

Barriers to Effective Teamwork



1. Dodging responsibilities and not contributing to the group effort is typically not the main challenge. It is easier to identify than the other two areas and can be addressed through standard performance-based processes. This behavioral issue becomes a problem for the team only when **leadership allows it to continue unaddressed**.
2. Regulating emotions is a much more challenging issue. A team member who continually expresses a negative mood or attitude, exhibits an awkward interpersonal style and/or frequently expresses pessimism, anxiety, insecurity and irritation can topple a team if left unaddressed.
3. Violating interpersonal norms established during the norming phase of team development is also a major challenge. Interpersonal deviations include making fun of someone, saying something hurtful, making inappropriate ethnic or religious remarks, cursing at someone, playing mean pranks, acting rudely or publicly embarrassing someone all lead to major team disruption.

Healthcare Workers Especially Vulnerable

Emotional regulation and violating interpersonal norms is especially challenging for clinical teams, as healthcare workers rank highest in workplace violence and incidents of bullying.

Workplace violence includes both physical and non-physical incidents. Physical incidents tend to be instigated by patients, but non-physical workplace violence between team members is a norm that has been established and accepted in the healthcare industry culture and which must change in order to create a nurturing and healthy work environment.

This in turn would create more effective teams resulting in enormous cost savings, increased productivity and high positive patient outcomes.





Transforming the Culture

Compassion and empathy. Practicing these behaviors with team members is one of the fastest and most effective methods for developing cohesion within the group. We must see people as people, not as objectified roles.

Personal responsibility. Each team member must take responsibility for their own actions and behavior, recognizing how their behavior impacts the group.

Teamwork training. We must stop assuming that people thrown together in a team understand group dynamics. Studies indicate team members' mastery of designated teamwork knowledge predicts better team task proficiency and increased teamwork effectiveness.

Establishing trust and safety. An ever-growing body of evidence reflects that happy people are not only more productive, but more efficient and effective than unhappy people. A person cannot develop and flourish without a foundation of trust and safety.

Building Trust and Support



Relationships of all kinds are built on and sustained by trust. They can also be broken and destroyed by lack of trust. This is why the issue of trust is crucial related to teamwork. You cannot maintain a cohesive unit if there is no trust between team members or between team members and leadership.

According to the American Psychological Association, more than half of U.S. employees' sense of well-being at work can be attributed to the trust that's present – or missing – in their working environments.

Trust is a function of two factors – character and competence.

- Character includes integrity, motive and intent with people.
- Competence includes capabilities, skills, results and track record.

Trust on a team is achieved through a combination of self-trust and relationship trust.

Self Trust - Credibility

Our credibility determines our level of self-trust or self-confidence. This includes our ability to set and achieve goals, our ability to keep our commitments, and our ability to inspire trust in others.

We can strengthen our self-trust by focusing on our integrity, our intent, our capabilities and our results.

You can start by taking the **credibility assessment in your hand-outs**. This provides you with a guidepost to identify specific areas to focus on and develop.



Relationship Trust



The key principle in developing relationship trust is consistent behavior.

KEY FACTORS IN IMPROVING YOUR RELATIONSHIP TRUST:

1. Be honest.
 2. Demonstrate respect.
 3. Create transparency.
 4. Right wrongs.
 5. Show loyalty.
 6. Deliver results.
 7. Get better.
 8. Confront reality.
 9. Clarify expectations.
 10. Practice accountability.
 11. Listen first.
 12. Keep commitments.
 13. Extend trust.
- [See handouts – Relationship Trust & Top Trust Breakers]

Use the Action Plan chart in the handouts to identify where you are now and areas you want to focus on for growth.

Creating an Action Plan

CHARACTER	Behavior	Current Performance	Opposite/Counterfeit
	Talk Straight	_ _ _ _ _ _ _	Lie, spin, tell half-truths, double-talk, flatter
	Demonstrate Respect	_ _ _ _ _ _ _	Don't care or don't show you care; show disrespect or show respect only to those who can do something for you.
	Create Transparency	_ _ _ _ _ _ _	Withhold information; keep secrets create illusions; pretend
	Right Wrongs	_ _ _ _ _ _ _	Don't admit or repair mistakes; cover up mistakes
Show Loyalty	_ _ _ _ _ _ _	Sell others out; take the credit yourself; sweet-talk people to their faces and bad-mouth them behind their backs.	

COMPETENCE	Behavior	Current Performance	Opposite/Counterfeit
	Deliver Results	_ _ _ _ _ _ _	Fail to deliver; deliver on activities, not results.
	Get Better	_ _ _ _ _ _ _	Deteriorate; don't invest in improvement; force every problem into your one solution.
	Confront Reality	_ _ _ _ _ _ _	Bury your head in the sand; focus on busywork while skirting the real issues.
	Clarify Expectations	_ _ _ _ _ _ _	Assume expectations or don't disclose them; create vague and shifting expectations.
Practice Accountability	_ _ _ _ _ _ _	Don't take responsibility. "It's not my fault!"; don't hold others accountable.	

BOTH	Behavior	Current Performance	Opposite/Counterfeit
	Listen First	_ _ _ _ _ _ _	Don't listen; speak first, listen last; pretend listen; listen without understanding.
	Keep Commitments	_ _ _ _ _ _ _	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments.
Extend Trust	_ _ _ _ _ _ _	Withhold trust; fake trust and then snoopervise; give responsibility without authority.	

Building Support Strength-Based and Reflective



We all have an intrinsic need to be in a nurturing, safe environment.

Psychological Safety

- Trust is the key factor. Reflective supervision provides a safe and supportive outlet for work-based stress. Also reduces negative emotion regulation and violations of interpersonal norms.

Physical Safety

- Address immediately!

Modeling

- People do what you do, not what you say. Model support, empathy and compassion.

Empowering

- Empower people at every opportunity. Help them find their own resolutions (don't fix).

Motivating

- The top motivator for workers is autonomy. We want to feel confident, that our work is important and that we are making a difference.

Inspiring

- Inspire others to grow, learn, achieve and collaborate.

Questions?



Teresa McKee – tmckee@paclac.org



Sources

Barsade, S. & Gibson, D. (2012). Group affect: Its influence on individual and group outcomes. *Current Directions in Psychological Science*, 21(2), 119-123.

Bonebright, D. A. (2010). 40 years of storming: a historical review of Tuckman's model of small group development. *Human Resource Development International*, 13(1), 111-120.

Carlisle, Y. (2011). Complexity dynamics: Managerialism and undesirable emergence in healthcare organizations. *Journal of Medical Marketing*, 11(4), 284-293.

Chapman, R., Perry, L., Styles, I. & Combs, S. (2009) Consequences of workplace violence directed at nurses. *British Journal of Nursing*, 18(20), 1256-161.

Covey, S.M.R. (2006). *The Speed of Trust: The One Thing That Changes Everything*. New York, NY: Free Press.

Felps, W., Mitchell, T. & Byington, E. (2006). How, when and why bad apples spoil the barrel: Negative group members and dysfunctional groups. *Research in Organizational Behavior*, 27, 175-222.

Hirschfeld, R., Jordan, M., Field, H., Giles, W. & Armenakis, A. (2006). Becoming team players: Team members' mastery of teamwork knowledge as a predictor of team task proficiency and observed teamwork effectiveness.

Magnavita, N. (2014). Workplace violence and occupational stress in healthcare workers: A chicken-and-egg situation – results of a 6-year follow-up study. *Journal of Nursing Scholarship*, 46(5), 366-376.

McKenna, P. J., & Maister, D. H. (2002). Building team trust. *Consulting to Management*, 13(4), 51-53.