

Instructor Resources Sample

This is a sample of the instructor materials for *Exceptional Leadership: 16 Critical Competencies for Healthcare Executives*, Third Edition, by Carson F. Dye, MBA, FACHE, and Andrew N. Garman, PsyD, MS.

The complete instructor materials include the following:

- Powerpoint presentations

This sample includes materials for chapter 9.

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

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Chapter 9: Developing High-Performing Teams

- Read the case study at the beginning of the chapter.
- Why did Mary's team react the way they did?
- How might she have approached the situation differently? How might the outcome have been different if she had?

Team

- Definition: a group of leaders having the following characteristics:
 - Common goals
 - Successful at achieving goals that involve their interdependence

Developing Teams

- Select strong team players
- Actively support the concept of teaming
- Develop open discourse and encourage healthy debate
- Create compelling reasons and incentives for people to work together
- Set limits on political activity
- Celebrate successes together as a unit
- Commiserate over disappointments

Developing Highly Effective Teams

- Get the best people for team roles.
 - Emphasize the hiring process.
- Build a sense of “we.”
 - Develop team goal setting, team-based incentive compensation, and a balanced scorecard so that individual accountabilities do not overpower.

Developing Highly Effective Teams

- Develop cohesiveness
 - Increase the frequency of interaction
 - Provide opportunities to discuss group goals and how they can best be achieved
 - Develop a healthy sense of competition against other teams
- Work through conflicts
 - Ensure fairness
 - Minimize clique formation
 - Keep personal reactions out of the mix
 - Minimize role ambiguity
 - Ensure team discussions take place

When Developing Teams, Do Not . . .

- Use teams for the wrong reasons
 - Show and tell
- Maintain too much control
 - Disagreement not allowed
- Overemphasize individual roles
 - Little goal setting for team
- Underemphasize team development
 - Too event-driven
- Treat others unequally
 - In-group and out-group

Misuse and Overuse

- Using teams to avoid decision-making
 - Individual leadership is overdiscussed and decisions are extended because of protocol.
- Creating a “country club” team
 - Happiness, security, and stability are too big a concern.
- Overemphasis on keeping the peace
 - Healthy competition and diversity are good.
- Overemphasis on the team
 - The team is not everything; both individual accountability and clear team roles are needed.

Developing Better Teams

- Join multiple teams and groups
- Avoid dysfunction (Lencioni 2002)
 - Lack of trust among members
 - Holding back and not resolving conflicts
 - Lack of commitment
 - Not holding each other accountable
 - Losing attention to results

Reflection

- Assess your team's effectiveness in a project you worked on. How well did the team support the “teaming” concept?
 - Was cohesiveness encouraged? If so, how?
 - What steps were taken to prevent cliques from forming, roles from becoming ambiguous, and emotions from escalating?
 - Was mutual accountability clear?