ASHA
Leadership Academy

High Performing Teams

**Facilitated by
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ASHA Disclosure Statement

Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar.

- Non-Financial: None

Alice Waagen

- Financial: Nourse Leadership Strategies, Independent Contractor (subcontractor to Kevin Nourse). Receiving compensation from ASHA for conducting this webinar.
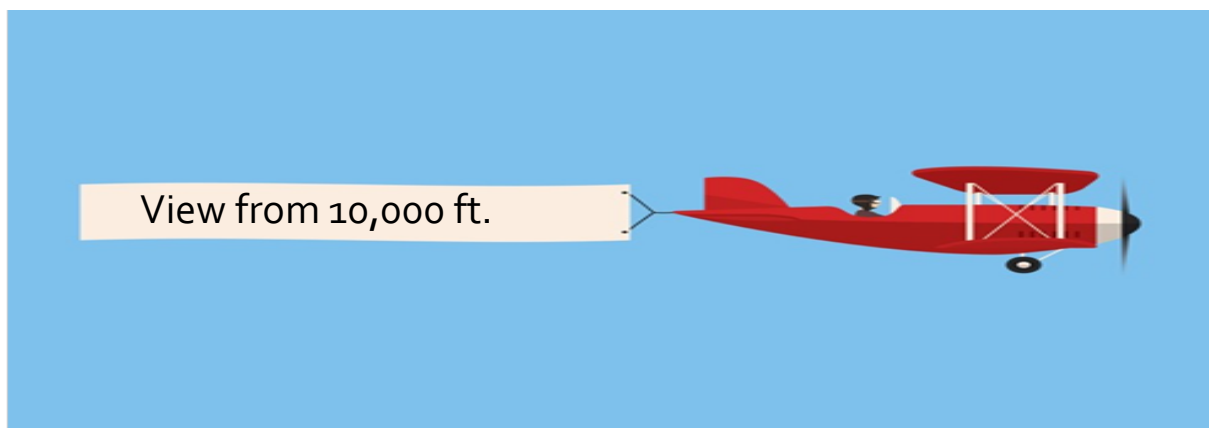
- Non-Financial: None

Introduction

Why are we here?

To learn the fundamentals of building and maintaining high performing teams

How will we achieve this?

- Key concepts defined
- Stages of team development
- Role of the team leader
- Components of effective teams
- Wrap-up

View from 10,000 ft.

Key Concepts Defined

What is a high performing team?

A team is a collection of individuals working toward a *shared vision*, leveraging the *unique talents and skills* of each member to *create outcomes* that far exceed the efforts of each individual. Unlike work groups, teams embody *mutual accountability* among and with team members versus simply being accountable to a single leader or manager.

Why is this Topic Important?

Why is it so important for CSD professionals?

- Confidence in leading teams at work, in the community, and as a volunteer at the state and national level
- Audiologists and SLPs frequently work in teams that include assistants, part-time/per diem staff, and other professionals or administrators
- Interprofessional Education Collaborative identified 11 behavioral competencies related to teams and teamwork

Key Concepts: Research Studies
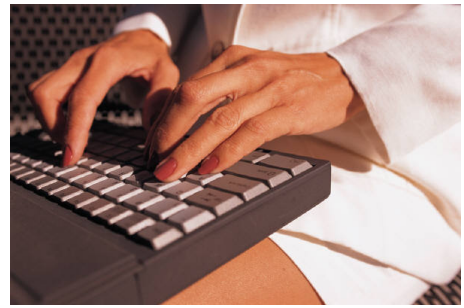
Emerging Themes

- Essentials for great team: trust, diversity, communication, … and joy. (Roth and Markova, 2012)

- Enhancing the effectiveness of work groups and teams (Kozlowski and Ilgen, 2006)

- Advancing our understanding of team motivation. (Park, Spitzmuller and DeShon, 2013)

- Does teambuilding work? (Klein, DiazGranados, and Sales, 2009)

- The new science of building great teams. (Pentland, 2012)

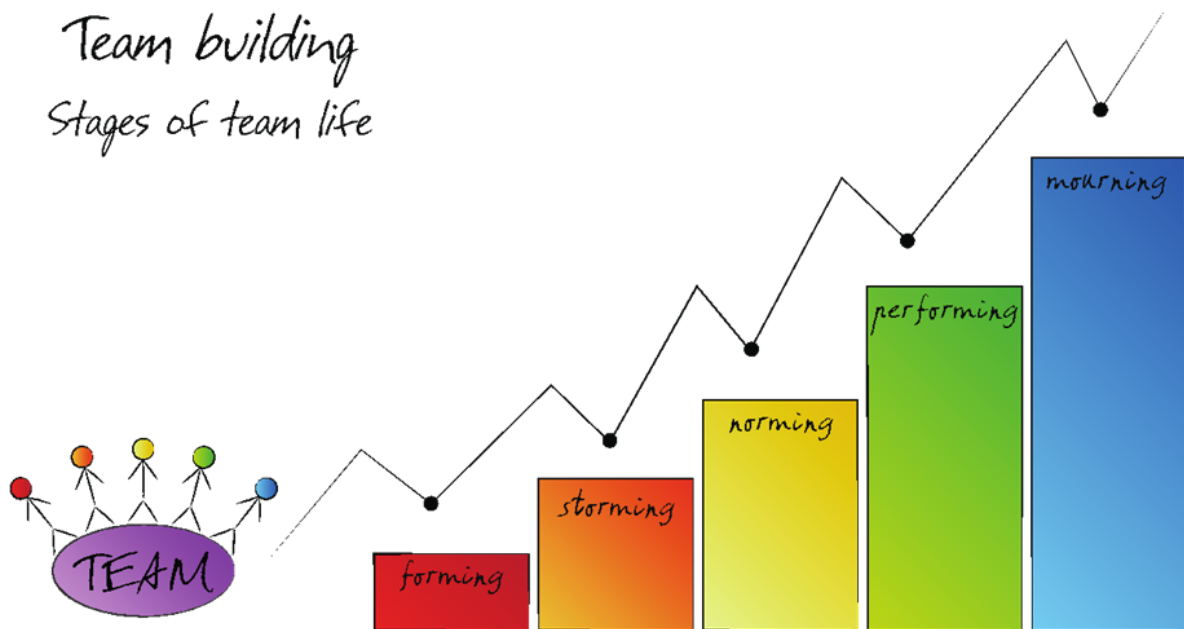- Effective communication and team work promotes patient safety (Gulas, 2015)

Reflection Question

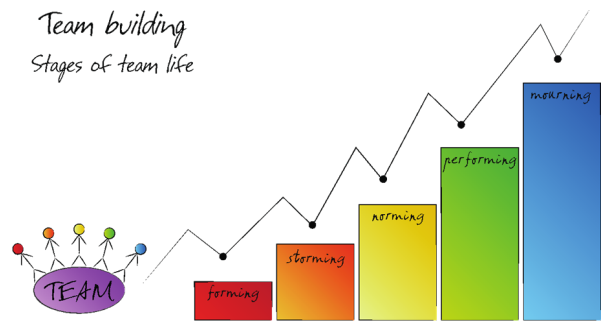**What are your biggest challenges associated with working on a team?**

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Stages of Team Development

Tuckman Model of Team Development

Team building
Stages of team life

forming

storming

norming

performing

mourning

Stages of Team Development

Team building
Stages of team life

Stage 1: Forming

- Team members desire to be accepted by the others and avoid controversy or conflict

- Serious issues and feelings are avoided

- Members focus on routines, team organization, roles, when to meet, etc.

- Can result in conflict avoidance

Stage 2: Storming

- Competition to be heard and get ideas adopted by group

- Team members confront each other's ideas and perspectives

- Necessary to the growth of the team

Stages of Team Development

Team building
Stages of team life
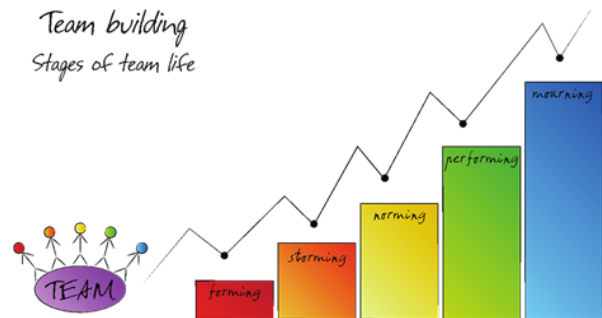
Stage 3: Norming

- Create and accept ground rules for operating, build team processes, and goals and objectives
- Clarity of purpose and a roadmap to achieve results

Stage 4: Performing

- Functions as a unit
- Works smoothly and effectively without inappropriate conflict
- Team leadership is shared
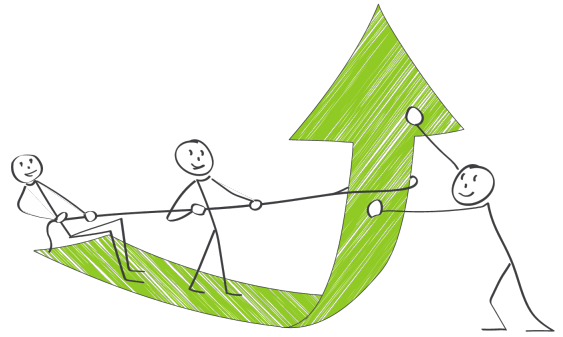
Stage 5: Adjourning / Mourning

- Team concludes its work and ends its affiliation
- Sense of relief and satisfaction, sadness or loss.

Reflection Question

Think of a team you are currently leading or serving on as a member. What stage of team development is the team in now? What observations of the team's behavior do you base this on?

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Role of the Team Leader

- Team leader's behavior impacts team functioning
- Important focus of the team leader: establishing and sustaining high performance
- Key strategies:
  - Pay attention to team behaviors
  - Identify strategies to intervene
  - Reflect on the impact

The Role of the Team Leader
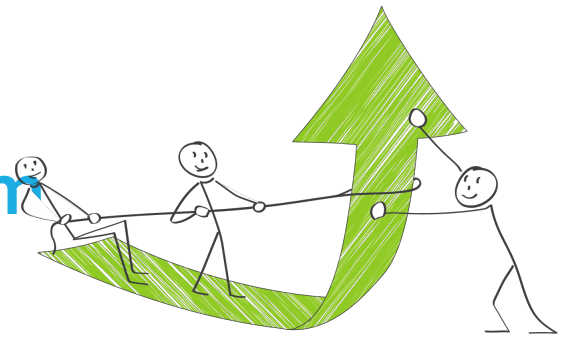
Stage	Typical Team Member Behavior	Effective Team Leader Behavior
Forming	Members are tentative and seek safety	Provides clear purpose & objectives
Storming	Power struggles, potentially destructive conflict	Surface and mediate conflicts; sustain optimism
Norming	Clarity and alignment on roles and responsibilities	Facilitate dialogue to formulate norms; provide greater autonomy
Performing	Fluid and spontaneous interactions; goals achieved	Monitor and sustain performance; celebrate peak performance
Adjourning /Mourning	Sadness and loss; sense of pride and satisfaction	Facilitate closure; deepen learning

Reflection Question

Reflect on a team you are currently a member of. How effective is the team leader in helping sustain performance of the team? If you were leading the team, what actions would you take to regain or sustain high performance?

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Components of Effective Teams

Component	Description
Purpose & Goals	Clearly defined purpose and outcomes
Roles	Clearly defined team roles (including the team leader) based on team members' strengths
Processes	Clearly defined and efficient work processes including communication, conflict resolution, and decision making
Relationships	Trust and camaraderie; mutual accountability to each other
Interactions with Other Teams	Clearly defined boundaries and linkages with other teams
Resources	Adequate resources to achieve the team's purpose
Leadership	Appropriate leadership based on situational demands and team stage of development

Reflection Question

Think of a team you are currently leading or serving on as a member. Which of the team components need work? Which are working well?

Component	Working Well? Needs Improvement?
Purpose & Goals	
Roles	
Processes	
Relationships	
Interactions w/ Other Teams	
Resources	
Leadership	

Key Points

- Teams differ from work groups
- Teams develop in predictable stages
- Team leaders need to adjust their behavior as the team evolves
- Teams can improve their functioning by ensuring the presence of critical components

- Reflect on a peak-performing team you were a part of and the factors that sustained this performance.

- Share your ideas from this webinar with others on a team you are a member of.

- Notice the stage of development for teams you are a member of; reflect on components that may be missing.

Additional Reading

- Jon Katzenbach, J.& Smith, D. (1993). *The Wisdom of Teams: Creating the High-Performance Organization*. Harper Business.

- Schwarz, R. (2002). *The Skilled Facilitator*. San Francisco, Jossey-Bass.

- Lencioni, P. (2002). *The Five Dysfunctions of a Team*. Jossey-Bass.

- Senge, P., et al. (1994). *The Fifth Discipline Fieldbook*. Crown.

- Wetlaufer, S. (1994). *The Team that Wasn't*. Harvard Business Review Reprint # 94612.

- Center for Creative Leadership – Teams Blog http://ccl.typepad.com/ccl_blog/teams/#tp