

Pharm 543

Project Doing Work in Teams

Hazlet
Autumn 2007

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Agenda

- Why teams
- Doing work in teams
- Using tools to solve problems
- Learning to work together
- Dealing with conflict

•Handouts from Pharm 439

•The Team Handbook, 3rd Ed. Scholtes, Joiner & Streibel, Oriel 2003

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Why teams

- Efficiency
 - Length of quarter
 - Greater complexity
 - Research effort
- Reality of employment marketplace
- Accreditation

- Suffer in silence OR get with it

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Doing work in teams

- Good meetings
- Effective discussions
- Effective decisions
- Effective recordkeeping
- Effective planning

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Good Meetings

- 100 mile rule
- Use agendas
 - Purpose, topics, lead person for each topic, time estimates, methods, desired outcomes
- Start on time
 - Facilitator, timekeeper, note taker, scribe
- Improve meeting process -- Evaluate every meeting

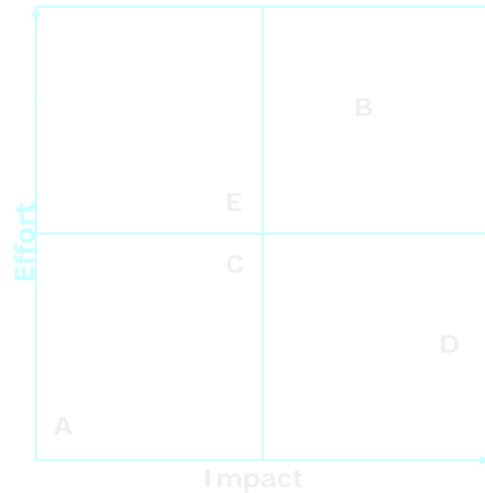
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Effective Discussions

- Come prepared
- Discussion leader -- focus, boundaries, ... opening question
- Listen
- Ask for clarification
- Manage participation
- Summarize
- Manage time
- Corral digressions
- Techniques
 - Brainstorming
 - Nominal group technique
 - Affinity diagrams
 - Multivoting
 - Effort/impact grid
 - Prioritization matrix
 - S.M.A.R.T. Goals
 - SWOT
 - Forcefield Analysis

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Effort/Impact Grid



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Prioritization Matrix

Options	Criteria				Total
	Time to Implement	Impact on Problem	Impact on Public	Cost to Implement	
	5 = fast	5 = high	5 = high	5 = low	
DNA Vaccine with Microneedle	1	3	2	1	7
Heat Stable Vehicle	5	5	4	5	19
Transdermal Jet	4	5	4	3	16
Powder Inhalation	2	5	3	2	12

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Setting S.M.A.R.T. Goals

- **S**pecific
 - Who, what, where, when, which, why
- **M**easurable
 - Establish quantitative criteria to measure progress toward achieving goals
- **A**ttainable
 - Identify goals that theoretically and practically achievable
- **R**ealistic
 - Utilize realistic assumptions and and expectations
- **T**ime-Based
 - Establish time frames for completing tasks and achieving goals

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SWOT Analysis Example: Notation of Purpose

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Decreases ambiguity ▪ Reduces callbacks ▪ Reimbursement issues 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Support by insurers ▪ Support by patient safety groups ▪ Support by chains
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Time costs for prescriber ▪ Liability for prescriber ▪ Confidentiality 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Opposition by prescriber groups ▪ Opposition by PhRMA, BIO

Note: for example only; unsubstantiated

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Forcefield Analysis

Evaluating Alternatives --Standardizing Implantable Gizmo For Entire Hospital			
Stakeholder	Supporting Forces	Resisting Forces	Threats
Payers	Reimbursement limitations		eroding bottom line further limitations probable
Management	support	MS dissatisfaction?	MS upheaval
Medical Staff (MS)	reasonable solution needs to be found	selection of "best" is practitioner prerogative	MS division & disengagement
Nursing Staff (NS)	opinion respected by MS		NS satisfaction & reaction; don't want to be in crossfire
Materials Management (MM)	need to reduce inventory; supplier leverage		don't want to be in crossfire
Suppliers	Some recognize need to "play ball"	Desire to maintain quasi-monopoly	lobbying of MS, NS, & MM by suppliers
Patients	reduce patient responsibility	Limit patient choice	complaints to patients by MS, NS

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Team Techniques Summary

- Start & end on time
- Use agendas
- Rotate responsibilities
- Evaluate every meeting
- ... close the conversation when
- Use techniques constructively
- Make sure decisions are data-driven
- Use defensible methods for making decisions
- Maintain excellent records
- Follow effective planning techniques

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Learning to Work Together

- Team dynamics
 - Membership, inclusion
 - Influence, control, mutual trust
 - Getting along, mutual loyalty
- Team growth
 - Forming, storming, norming, performing
- Recipe for a successful team
 - Clarify goals
 - Plan for improvement
 - Clearly defined roles
 - Clear communications
 - Beneficial behaviors
 - Well defined decision procedures
 - Balanced participation
 - Established ground rules
 - Awareness of group process
 - Scientific approach

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Constructive feedback

- Acknowledge need
- Give positive & negative
- Understand context
- Know when to give
- Know how to give
 - Don't exaggerate
 - Don't be judgmental
 - Be sure
 - Speak for yourself
 - Help others receive positive feedback
- Know how to receive
 - Breathe
 - Listen carefully
 - Clarify when necessary
 - Acknowledge feedback
 - Acknowledge valid points
 - Take time to sort out what you've heard

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Question

You are assigned a group project with 5 teammates. After several team meetings you find that one teammate rarely contributes to the meeting discussions. Which of the following is the most appropriate technique to involve this teammate in team discussions?

1. Assign and rotate meeting responsibilities between teammates
2. Maintain records of who contributes to meeting discussions
3. Confront the teammate as a group and request that they contribute more during discussions

- A) 1 Only
- B) 2 Only
- C) 1 and 3 Only
- D) 1, 2, and 3

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Dealing with Conflict

- The Value of Conflict
 - Avoid groupthink
 - Value diversity
 - Mastering skills in managing conflict takes lots of practice
- Responses to Conflict
 - Avoiding
 - Smoothing
 - Forcing
 - Compromising
 - Problem solving
- Managing Group Problems
 - Anticipate & prevent
 - Problems as Group Problems
 - Don't under- or over-react
 - Do nothing
 - Private conversation
 - Impersonal group time
 - Private confrontation
 - In-group confrontation
 - Dismissal

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Ten common Problems & Solutions

1. Floundering
2. Overbearing participants
3. Dominating participants
4. Reluctant participants
5. Unquestioned acceptance of opinion as fact
6. Rush to accomplishment
7. Attribution
8. Discounts and "plops"
9. Wanderlust
10. Feuding team members

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Conflict Summary

- Embrace conflict
- Set stage for constructive controversy
- Ward off groupthink
- Use a range of behaviors to use in conflict situations
- Think of each problem as a group problem
- Learn how to structure discussions to bring the ten common team problems back on track

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Questions

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Points to emphasize

- Use meeting techniques to enhance innovation, efficiency
- Individual responsibility for team performance
- Use operations research techniques to help you select your project; use again when selecting alternatives

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