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Team Development

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NURS 6796 Executive Leadership

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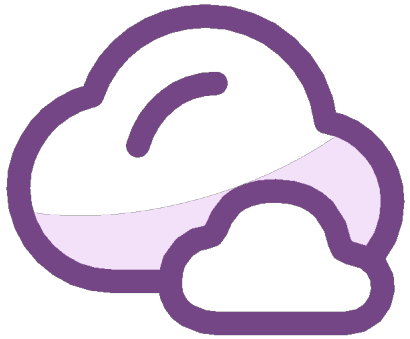
April 5, 2025

Learning Objectives & Agenda



- ★Intro – Pre-assessment
- ★Identify the rationale for building and leading transdisciplinary teams
- ★Outline an ideal approach to team selection
- ★Review ways to build and sustain a team
- ★Integrate relevant leadership concepts to build and sustain the team
- ★Conclusion – Post-assessment / Questions

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What do you remember about the best team you have worked on or been on (outside of work)? What made it the best?

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Rationale for Building and Leading Transdisciplinary Teams

- ★Transdisciplinary Team
  - Patient-centered Care/Patient Satisfaction
  - Staff Performance
  - Fiscal Stewardship/Stakeholders

(Hecht et al., 2023; Ulrich & Crider, 2017)

Suphansa (2025) *A team of healthcare professionals working together to provide patient care*. Retrieved from https://stock.adobe.com/Library/urn:aaid:sc:VA7:54611c8b-c51e-4c43-b0e8-dbf035be6edd?asset_id=894028397

Transdisciplinary

★Transdisciplinary Definition

- Transcend boundaries
- Shared decision-making
- Shared responsibility/goals
- Collaboration/communication
- Mutual learning/training
- Patient-centered

(Campagna & Nelson, 2019; Martin et al., 2022; Ulrich & Crider, 2017; Van Bewer, 2017)

Patient-centered Care/ Patient Satisfaction

- ★ Patient-centered Care
  - Common team goal
  - Good Outcomes
    - Communication
    - Knowledge gaps/sharing
- ★ Patient Satisfaction
  - Staff/patient relationship
    - Patient collaboration
    - Shared goal
    - Continuity of Care





(Campagna & Nelson, 2019; Chadwick et al., 2024; Singh et al., 2018)

EvgeniiaFreeman (2025). *Healthcare Professionals*. Retrieved from https://stock.adobe.com/Library/urn:aaid:sc:VA7:54611c8b-c51e-4c43-b0e8-dbf035be6edd?asset_id=793142565

Staff Performance

- ★Staff Performance
  - Satisfaction
    - Positive team culture
    - Professional development
  - Teamwork



(Chadwick et al., 2024; Porter-O'Grady et al., 2006)

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Stakeholders/ Fiscal Stewardship

★Stakeholders
- Senior Leadership
- Care team
- Patients
- Families
- Community



★Fiscal Stewardship
- Reduce Costs/Increase Revenue
- Staff Retention
- Patient Outcomes
- Improve efficiencies

(Campagna & Nelson, 2019; Porter-O'Grady et al., 2006; Singh et al., 2018)

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Selecting a Transdisciplinary Team



Miss irine (2025). *Diverse medical team*. Retrieved from https://stock.adobe.com/Library/urn:aaid:sc:VA7:54611c8b-c51e-4c43-b0e8-dbf035be6edd?asset_id=1145208324

Selection of a Successful Team

- ★ A Clear Purpose
  - What is our goal?
- ★ Empowering Team Structure
  - Selecting the right members
  - Consistent leadership
  - Effective team leader
- ★ Strong Organizational Support
  - Shared mission, vision, values, goals
- ★ Positive Internal Relationships
  - Collaboration
  - Participation expectations
- ★ Well-tended External Relationships
- ★ Efficient Information Management
  - Team huddles/brainstorming

(Chadwick et al., 2024; Ulrich & Crider, 2017; Porter-O'Grady et al., 2006)

Importance of Team Building and Sustainability



Understanding Team Dynamics

- What is Team Dynamics?
  - How individuals behave, interact, communicate and collaborate
- Key Elements of Team Dynamics
  - Emotional Intelligence
  - Trust
  - Inclusivity
  - Clear Communication
  - Accountability
  - Feedback
  - Conflict Resolution
    - (Hecht et al., 2023)

Building a Strong Team and Fostering Cohesion

- Recruit the Right People
- Clear Roles and Responsibilities
- Open Communication
- Build Trust and Relationships
- Encourage Collaboration
- Training and Development
- Promote Positive Work Environment
- Adapt and Be Flexible

(Ferrazzi et al., 2021; Hecht et al., 2023; MasterClass 2021; Perry 2022)

Challenges and Barriers to Effective Team Performance

Table 7
Barriers to Effective Team Performance

• Inconsistency in team membership
• Lack of time
• Lack of information sharing
• Hierarchy
• Defensiveness
• Conventional thinking
• Complacency
• Varying communication styles
• Conflict
• Lack of coordination and follow-up
• Distractions
• Fatigue
• Workload
• Misinterpretation of cues
• Lack of role clarity

Source: AHRQ, 2015.

Creating “DAC”



Leadership Happens When DAC Is Present

Direction: Agreement on the group's shared goal

Alignment: Coordinated work within the group

Commitment: Mutual responsibility of the group



Center for Creative Leadership

DAC Leadership - key *Activities* performed

An Umbrella Model of Leadership *Outcomes*



- Direction - purpose clarification
- Alignment - task integration
- Commitment - motivation & engagement

Separates ***Leader as a Person*** from ***Leadership as a Function***

Futocracy
Becoming a Next Generation Leader

(Center for Creative Leadership, 2024; Dr. Ross Wirth, 2022; Drath et al., 2008)

Lead Like Ted Lasso:
Ways You Can Integrate These Concepts



(Charisma on Command, 2021)

1) **Make everyone on the team feel like they matter.** 0:59 (C, EI, AL)
2) **Align your goals.** 3:12 (A, CS)
3) **Create lieutenants.** 4:15 (C, AL, EI)
4) **Actively Solicit feedback and try to improve.** 7:07 (A, EI, AL)
5) **Have empathy for the people you lead.** 8:45 (C, EI, AL)
6) **Celebrate other people's wins.** 9:51 (C, EI, AL)
7) **Have a motivating vision.** 11:38 (D, AL, CS, EI)
8) **Do not deny reality.** 13:20 (A, CS)



Key:
D = Direction
A = Alignment
C = Commitment
EI = Emotional Intelligence
CS = tyty Science, or Complex Adaptive Systems
AL = Appreciative Leadership


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TIP
Instead of trying to get them to do something that is good for you, get them to do something that is good for THEM.
(THAT ALSO HAPPENS TO BE GOOD FOR YOU)

Last Thought …



“Be curious, not judgmental.”
- (Not) Walt Whitman, poet, author, and nurse!*

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T or F: DAC stands for Direction, Action, and Commitment

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DAC stands for

Direction, Alignment & Commitment

Conclusion - Review



- ★Intro – Pre-assessment
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What are you going to do now to incorporate these lessons?

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Questions?



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