



Building a B.A.D. Nursing Team

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B.A.D.?

- Better
- And
- Dynamic



What is a Team?

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable."

(Katzenbach and Smith, 1993)



Types of Teams

- Teams that recommend things.
 - Established to study specific problems and recommend solutions to them.
- Teams that run things.
 - Have formal responsibility for leading other groups.
- Teams that make or do things.
 - Functional groups that perform ongoing tasks.



What is Not a Team?

- **Committee**
- **Task Force**
- **One Person – “ There is no I in TEAM”**



Characteristics of Effective Teams

- **Have the right members**
- **Know roles and responsibilities of members**
- **Respect each others' differences**
- **Hold each other accountable**
- **Have meaningful common goals**
- **Reach consensus**
- **Communicate with each other**
- **LEADERSHIP**

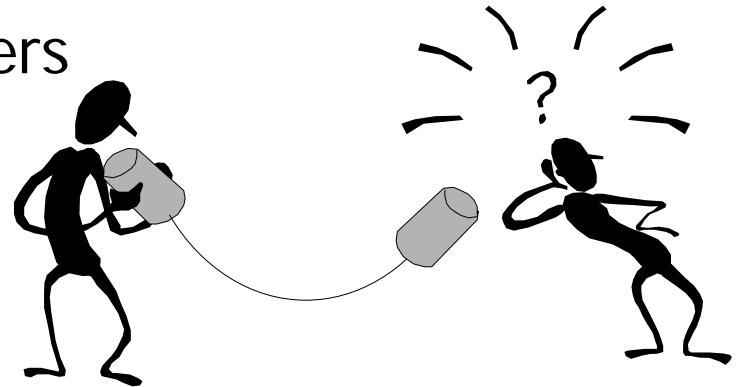
Five Characteristics of Ineffective Teams

1. Team goals are unclear or not shared by all team members.
2. There is a lack of commitment by team members. They feel they would be more productive working by themselves.
3. The team is dominated by one or more team members. There is an in-group and an out-group.



Five Characteristics of Ineffective Teams

4. Team members feel that their ideas, suggestions, and/or efforts are not appreciated by others on the team.
5. There is a lack of communication between team members and team leaders.





Team Strengths and Weaknesses

- How do I identify the S&W of my team?
- How do I build on strengths?
- How do I help the team (members) overcome weaknesses?



Identifying S&W

- Ask the team for their input
 - Use a team assessment tool
 - Have each team member complete it.
 - You compile the results
- Start small and work in groups.
(Your Nursing Admin Team, A Specific Unit on Day shift)
- Expand your “team” input
(an entire shift, then the department as a whole)



Building on Strengths

- Toot your Horn
 - Post your team's successes.
 - This can have a snow-ball effect.
 - Don't under-estimate the power of competition.
- Recognize and Reinforce good behavior and performance.
- Delegate more difficult tasks.



Overcoming Weaknesses

- KISS...Keep it Simple Stupid
- Use what you know
 - Care planning and Nursing Process



Overcoming Weaknesses

- Communicate the “Problem” with your team.
- Communicate what your “Goal” is for overcoming the area of Weakness
 - Work on one area at a time
- Ask the team to identify solutions or “Interventions”
- “Implement” your interventions
- “Evaluate” effectiveness.
- Revise if necessary

The Shampoo Method

- Lather
- Rinse
- Repeat
 - Until desired results are achieved.





Why Teamwork?

“None of us is as smart as all of us”

- **Instills ownership in the process**
- **Involves the people who know the best**
- **Empowers individuals to reach their potential by working together**



The Power of Teams

- In a moment, I am going to display a list of words for 10 seconds.
- Study the words for the 10 seconds they are displayed.
- After the 10 seconds are up, I will ask you to write down as many of the words as you can remember.



The Power of Teams

Carpet

Deposit

Imagine

Running

Yellow

Cabin

Cloud

Cook

Wash

Went

Mirror

Bluejay

Witness

Age

Friend

Red

Obscure

Mix

Hypothesis

Dogbite

Abstract



How did you do?

- Now between those at your table....
- How did your team do?
- Get it, got it, GOOD!



So, you want to Lead a Team?



Stages of Team Development

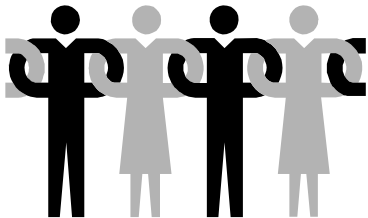
1. Forming



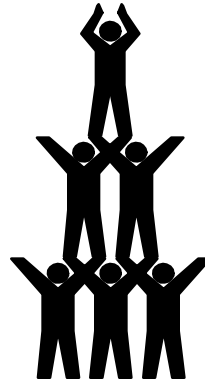
2. Storming



3. Norming



4. Performing



5. Adjourning





Forming

Feelings of...



- Excitement
- Suspicion
- Optimism
- Fear
- Anxiety
- Anticipation



Storming

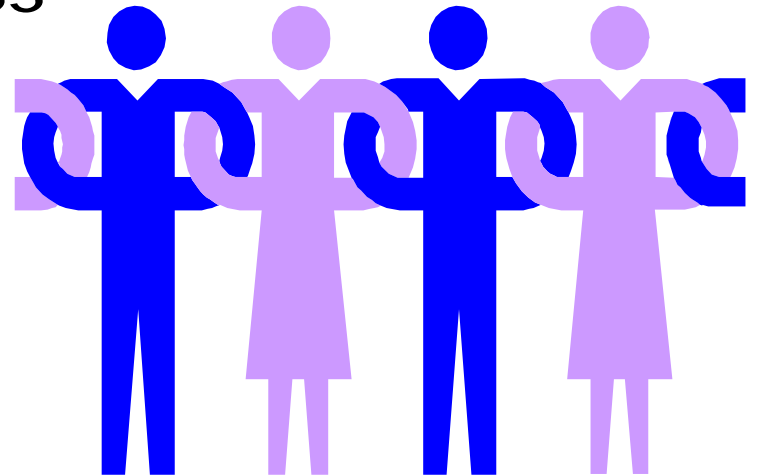
- Resistance
- Uncertainty
- Impatience
- Hostility
- Discomfort





Norming

- Safety and security
- Acceptance
- Renewed energy
- Focus on the process





Performing

- Feelings of...
 - Pride
 - Satisfaction
 - Excitement



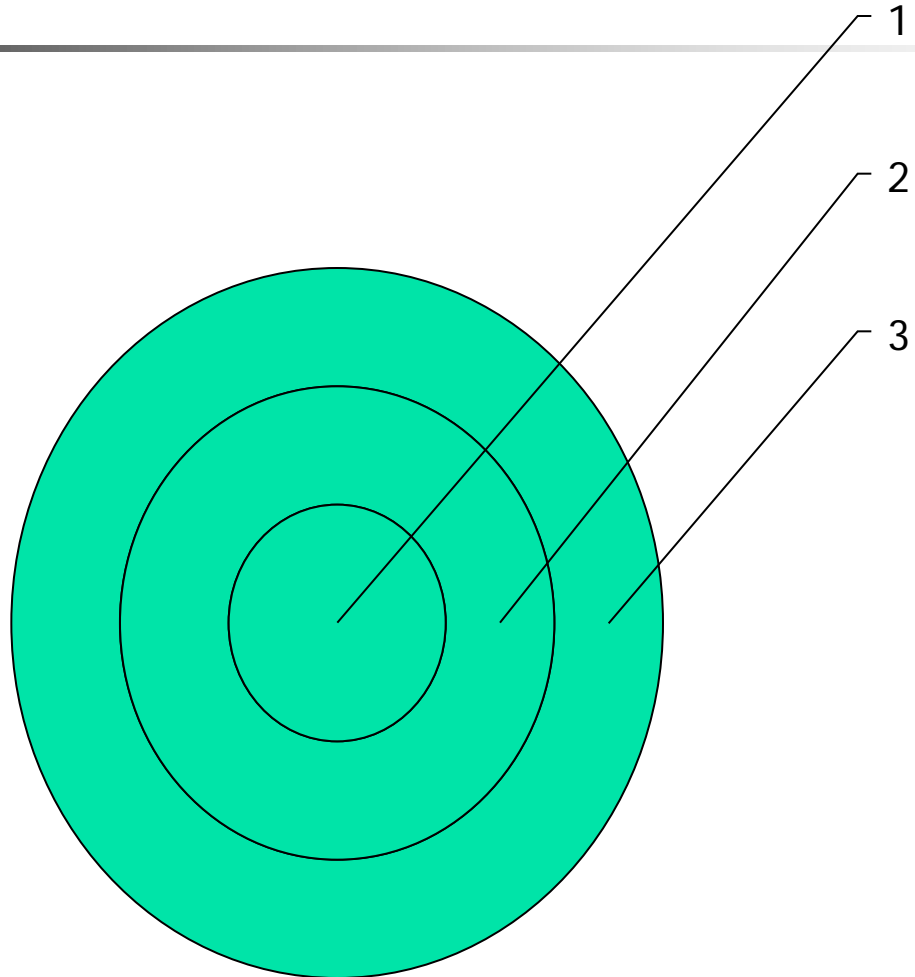


Adjourning

- Satisfaction and sadness
- Completion and letdown
- Excitement and regret



WHO IS ON YOUR TEAM?





Activity

- Who is on your Team
 - Fill in the Rings of the Circle with:
 1. Your close immediate team. This may include:
ADON, QA, Staff Development,
MDS/RNAC,ETC
 2. Your floor level leadership. This may include:
Unit Managers and Shift Supervisors
 3. Your direct line care givers such as staff
nurses, cma's and gna's



What Stage is your team in?

- What can you do to make improvements/ advance your team:
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning



- Questions?



What is Leadership?

- the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members"



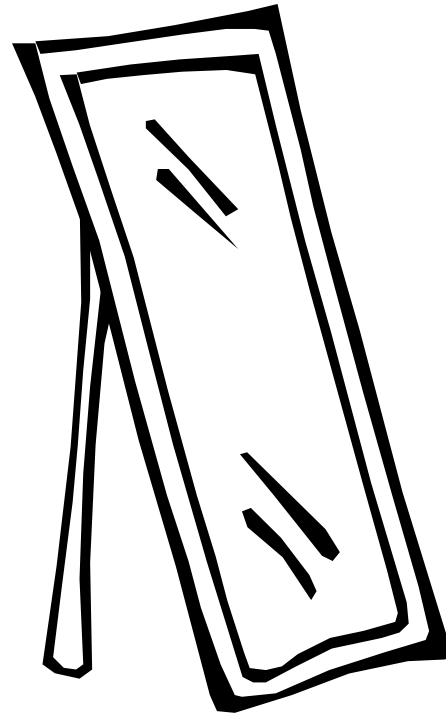
What is a Leader?

- Is it a person who runs things?
 - No, that's a boss.
- Although every leader may in some sense be a boss, certainly not every boss is a leader.
- The minimum definition of a leader is:
 - someone with followers



Leader Skills & Characteristics

- Patience
- Flexibility
- Decisiveness
- Tact
- Communication skills
- Sense of humor
- Authority
- Knowledge

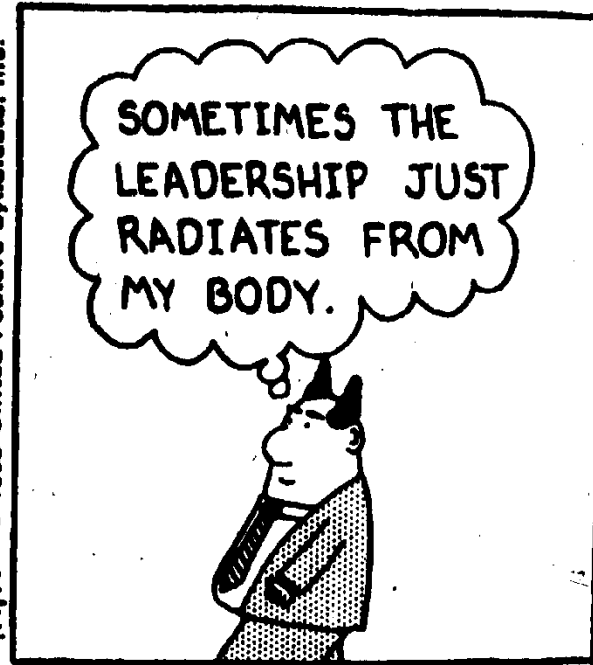




Question?

Why do some people—
and
not others—attract
followers?

Dilbert





Theories on Leadership

- The Great Man Theory
- The Traits Theory
- The Behavioral Theory
- The Situational Theory



So What is Leadership?

- A man with a gun has power, but that's not leadership.
- A supervisor has authority, but that's not leadership either.
- Leaders :
 - don't push, they pull.
 - don't enforce, they inspire.
 - lead, which implies a destination, someplace to be that isn't here. They attract followers by flashing a light ahead.



Distinctions Between Managers and Leaders

Leaders

- Innovate
- Develop
- Inspire
- Take the long-term view
- Ask what and why
- Originate
- Challenge the status quo.

Managers

- Administer
- Maintain
- Control
- Have a short-term view
- Ask how and when
- Imitate
- Accept the status quo



You Manage Things, but
Lead People

Leadership is
Getting people to follow you



Activity

- What is your Leadership Style



Leadership Styles?

- Directive
- Consultive
- Free-rein



Directive Leadership Style

- In challenging situations, you feel most comfortable working from clear guidelines.
- In meetings, you take charge early and become anxious to get down to business.
- You find it easy to assign tasks, provide schedules, and monitor progress.
- You may tend to become impatient when subordinates want to prolong a discussion. You tend to be more concerned with getting the job done than you are with meeting interpersonal needs.
- In situations in which you have complete control you tend to relax more, assume an easy-going manner, and become more patient and considerate.



Consultive Leadership Style

- The primary goal is to have good interpersonal relations with others-even at the sacrifice of the goal.
- You tend to be very sensitive to the individual members of the group and are especially concerned with their feelings.
- In a meeting you tend to encourage the participation of various members of the group.
- In high stress situations you tend to find it more difficult to reach the goal.
- You function best in moderate control situations where you are able to deal with interpersonal relations and deal effectively with difficult subordinates.



Free-Rein Leadership Style

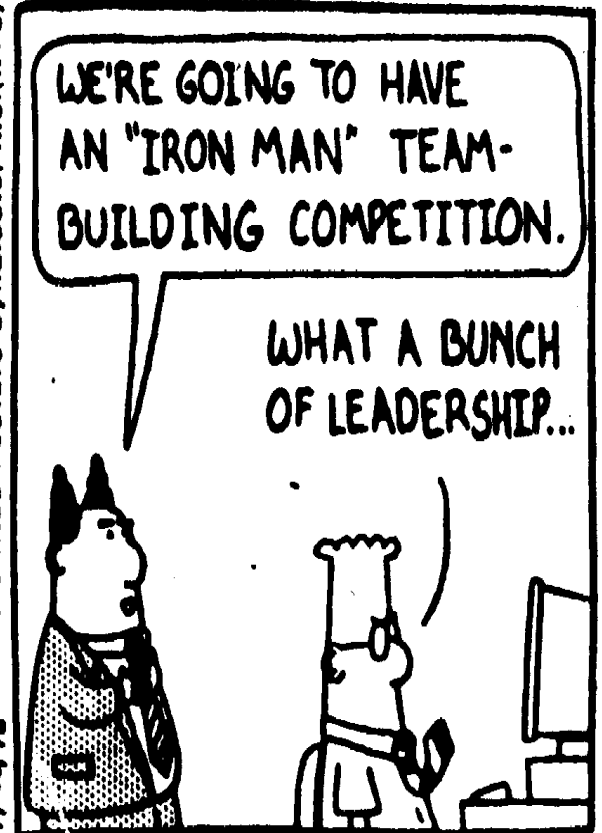
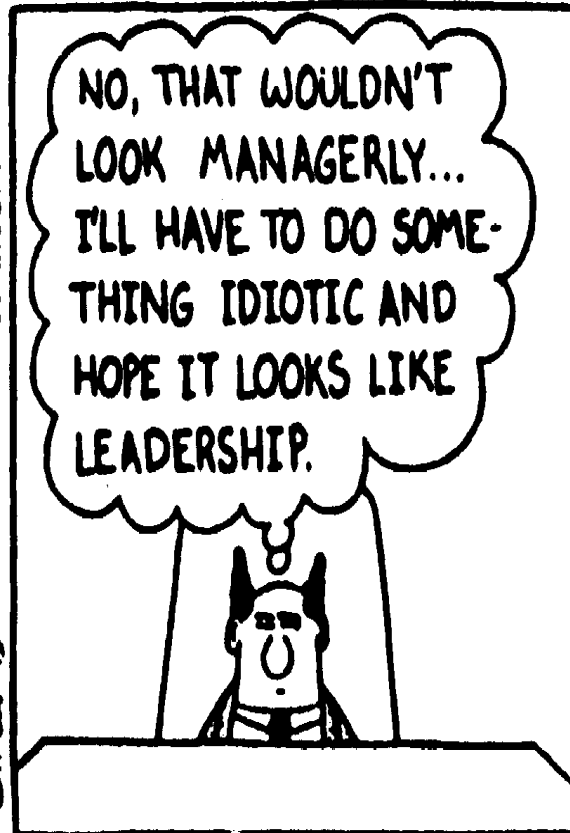
- In challenging situations, you allow the greatest freedom to your subordinates.
- You can become overly tolerant of non-productive members of your team.
- Your “best” day is one in which you have spent the majority of your time working on projects and administrative functions.
- You schedule meetings, but may tend to have a difficult time bringing the discussion to any definitive conclusion or implementation plan.
- You tend to function best with subordinates who enjoy working on their own and need little day-to-day supervision from you.



A Leader is accountable for.....

- choosing the right team members when the team is changing (by adding or replacing a team member).
- developing (growth and education) team members.
- setting the appropriate accountability standards and expectations for the team as a whole and for each team member.
- making sure certain feedback is delivered in a timely and appropriate manner.
 - You can delegate this responsibility of delivering the feedback to the other team members, however, it is always the leader's responsibility to ensure that the feedback is being delivered effectively.

Dilbert

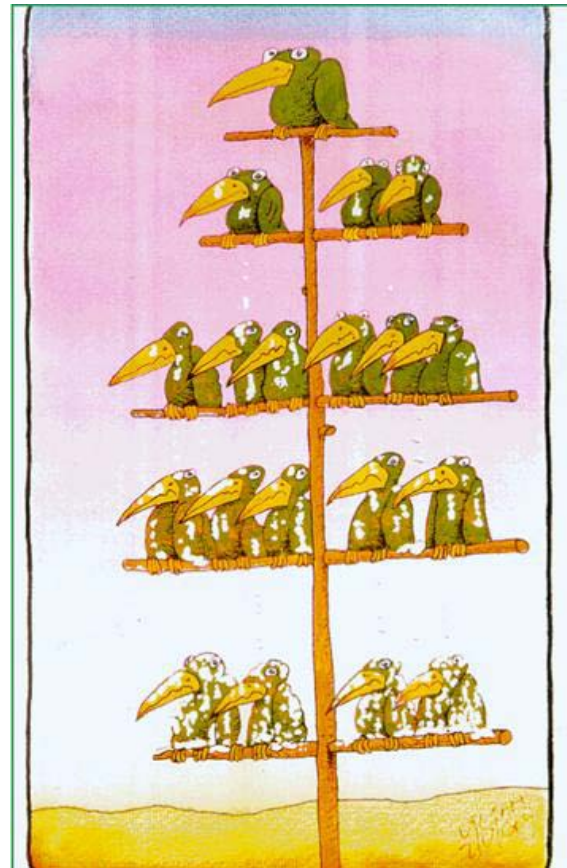


Building a Team is Like Building a Ship.....

- “If you want to build a ship, don’t drum up the men to go to the forest to gather wood, saw it, and nail the planks together.
- Instead, teach them the desire for the sea.”Antoine de Saint-Exupery



Success Through Succession





The Baby Boomer Exodus

- **Many organizations are at risk of losing their knowledge base**
- **Succession planning offers a solution**
- **The Goal: everyone is replaceable**



What is Succession Planning?

- **Definition:**

- Actions taken to ensure the continuation of the enterprise regardless of who's in charge

Why don't companies do more succession planning?



- Managers/Leaders lack confidence to train their replacement.
- Knowledge IS power!
- Being irreplaceable is perceived as job security.
- Takes time away from more pressing issues.
- Myth that succession planning is only needed in a family owned business.

Methods of Succession Planning



- **Job Shadowing**
 - Informal
 - Needs structured outcomes
 - Performance based evaluation
 - Model good performers

Methods of Succession Planning



Structured Delegation

- Manager dependent
- Needs a tracking system
- Managers need delegation training
- Avoid “dumping”



Methods of Succession Planning

Development of Individualized Training Plans

- Part of appraisal process
- Objectives are jointly agreed upon
- Consistent with business goals



Methods of Succession Planning

Cross Training

- More robust, flexible organization
- The goal: everyone has a replacement



Methods of Succession Planning

Staff development

- Training tied to business goals
- Performance, not appearance based
- Addresses skills needed for current
AND future jobs



Methods of Succession Planning

Tie to manager's appraisal process

- Ask:
 - "Who is your replacement?"
 - "When will they be ready?"
 - "What are you doing to get them ready faster?"



Preparing Leaders

- Leadership requires that we plan for
 - When we are unavailable:
 - Vacations
 - Seminars
 - Evenings, nights and weekends.
 - When we change jobs.
 - Promotion
 - Resignation
 - When we retire.

Identifying Leadership Potential

- Who will replace the “Captain”?
- How do I know what to look for?
- What about job security?





Succession Activity

- Pick a group of people you work with.
- Categorize them.
 - Life preservers, these are the nurses you cant live without. They keep your ship afloat.
 - Bobbers, these are the nurses that alternate between doing well , then not doing well. Sometimes they sink, sometimes they swim.
 - Anchors, they are holding your team/boat down.
 - Barnacles, are useless, are clinging to your boat and have no real purpose other than filling a staffing need.
 - Sharks, is a subcategory of any of the above. They tend to be dominating personalities. They use their influence in a negative manner.



Dealing with Barnacles

SCRAPE THEM OFF
YOUR BOAT
IMMEDIATELY!!





Dealing with Sharks

- Confront their behavior.
 - Timely
 - Be specific about events.
- Use their power for good instead of evil.
- Educate staff on dealing with negativity and conflict management.
- Discipline
- Terminate



Anchors Away?

- Communicate deficient practice timely.
 - Allow them to identify obstacles they encounter.
- Communicate the acceptable standards.
- Provide education.
- Provide for feedback frequently.
- Discipline when all else fails.



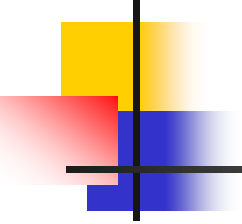
Bobbers

- Communicate your assessment of their inconsistent performance.
- Praise their good performance
- Seek their input on:
 - What makes them succeed
 - What makes them fail
 - What they feel they need and provide it (reasonably)
 - Education
 - Resources
 - Mentoring



The Life Preservers

- RECOGNIZE
- PRAISE
- REWARD
- PREPARE
- CHALLENGE
- PROMOTE

- 
-
- “Future work potential is based on accumulated skills and experience as evidenced by past achievement, ability to learn new skills and willingness to tackle bigger, more complex or higher quality assignments.”

Last but not least....

Betty, take a memo, from me to all personnel,
'The flogging will continue until morale improves.'

CHIEF

BW22
91



Morale

- is a term for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others.

Morale Busters



- Lack of communication from leadership.
- Heavy work loads.
- Changing assignments.
- Employee turn-over.
- Demanding people
 - Supervisors
 - Families (personal and resident)
 - Residents
 - Co-workers
- Fear of reprimands.
- All work and no play makes Johnny a dull boy.



Morale Boosters

- Is anything that serves to increase employee morale.
 - Find out what co-workers want.
 - Have a committee for co-worker morale.
 - Do something frequently.



Examples of Morale Boosters

- Sponsor a noon movie.
- Establish a humor corner.
- Get out of the office.
- Liven up your memos. Purchase a book of one-liners, and include a good joke at the bottom of your memos.
- Run a guess-the-baby contest.
- Institute "Late Day Mondays."
- Take pictures.
- Celebrate, celebrate, celebrate.
- Play with the dress code.
- Bring your smile to work.



More Morale Boosters

- **Just say thank-you.**
- **Write a note of appreciation.**
- **Award a certificate of appreciation. .**
- **Take an employee to lunch or out for a cup of coffee.**
- **Buy a lottery ticket for your employee**
- **Bring in donuts**
- **Have a pot-luck breakfast or lunch.**
- **Hold a silly contest..**
- **Give a new, interesting assignment.**
- **Do a short employee survey**



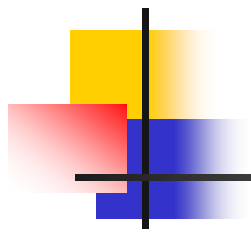
SO, LETS GET SILLY

ANY VOLUNTEERS??

A close-up photograph of a hand in a dark suit sleeve holding a lit candle. The candle's flame is bright and casts a warm glow on the hand and the surrounding area. The background is dark, making the light from the candle stand out. The overall mood is one of inspiration and guidance.

Leadership

Each of us can serve as a leader. And one leader creates another and another, ad infinitum, just as one candle's flame light another and another, until the once-impenetrable darkness has turned to brilliant light.



Questions?