

## Multi-disciplinary Team Building

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## Starting Place: Nature of Professionals

Professional Organizations as  
**Organized Anarchies**

- Highly competent individuals
- Guided by personal & professional norms
- Prefer to control their own work
- Distrust bureaucracy & administration

## Teams are Ubiquitous

- Multi-disciplinary teaching/courses
- NIH Roadmap Initiative: "The scale and complexity of today's biomedical research problems increasingly demands that scientists move beyond the confines of their own discipline and explore new organizational models for team science."
- Patient care is not delivered by an individual, it is delivered by a system

## Groups versus Teams

	GROUPS	TEAMS
Members	Independent	Interdependent
Goals	Individual/Group	Mutual
Cognizance of membership	Individual may not know	Individuals know
Leadership	Identified n=1	Shared
Products	Individual	Collective
Reward	Individual	Collective
Conflict	Reactive	Expected

## Anatomy of High Performing Teams

- Small Number (2 to 25 members)
- Complementary Skills
  - Technical or functional expertise
  - Problem-solving and decision-making skills
  - Interpersonal skills
- Committed to a common purpose and performance goals
- Committed to a common approach
- Hold each other accountable

## Stages of Team Development

### Pre-work

- Determining the work to be done
- Defining tasks
- Selecting team members
- Forming – getting started – why are we here
- Storming – ideas compete for consideration
- Norming – agree on purpose/rules - trust
- Performing – interdependent – function as a unit

## Forming

- Issues of purpose, inclusion, boundaries, challenges
- Members behave independently
- Members uncertain of the objectives of the team
- Dependence upon the supervisor to be directive

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## Forming Strategies

- First meeting of the group sets the tone for the first half of its existence
  - Orientation and commitment to project
  - Organizational and performance expectations
  - Attention to both task and process elements

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## Proactive Interventions Work Best

- Establish ground rules at beginning of the group
- Leader must manage the “Breakpoints” in the team’s process
  - Normal Breakpoints: topic shifts in normal flow of process
  - Delays: team stuck on solving a problem, recycling through same analysis
  - Disruptions: major disagreements or impasse

Freedman PG: “Upstream Facilitation: A Proactive Approach to Managing Problem Solving Groups”

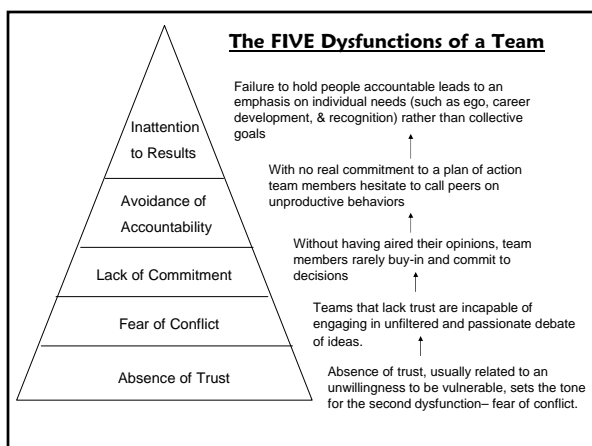
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## Storming

- Issues of control, trust
- Acting out to demonstrate how much they know
- Convincing others their ideas are correct
- Question purpose of the team
- Opposition to perceived leaders

**\* Some teams never leave this stage!**

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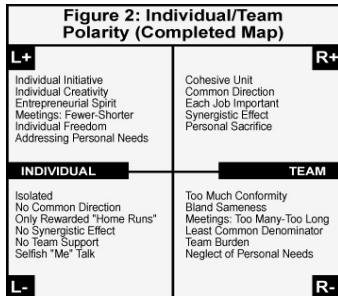


## Forming to Storming Strategies

- Personal histories matter
  - Beyond the CV
  - Acknowledge stories
- Style differences can be identified
  - Myers-Briggs Type Inventory
- Brainstorming Technique
  - Suspend judgment
- Polarity Management
  - Invite exploration

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## Polarity Management



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## Norming

- Behaviors adjust
- Team members gravitate to shared purpose, shared rules, shared vision
- Trust develops
- Supervisor behavior changes
  - Participative versus directive

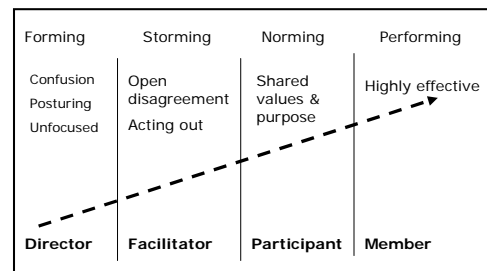
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## Performing

- Team members are interdependent
- Able to get the job done efficiently and effectively without inappropriate conflict
- Supervisors
  - Clearly participative
  - Acknowledge successes
  - Reinforce effective process

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## Team Supervisor Vector



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## Facilitation: the critical team skill

- Opening the Door
  - Drawing people in (go around the table)
  - Introverts do not feel compelled to share
- Closing the Door
  - Limit "air time"
  - Model active listening
- Summarization
  - What we have or have not talked about or accomplished

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## Summary

- Teamwork is necessary in the tripartite mission of academic medicine
- Teams go through predictable stages
- The role of the supervisor needs to change as the team evolves
- There are many useful techniques and skills that help in creating and maintaining successful teams

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Thanks for your participation!

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Any questions or comments?

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## References

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