The Cohesive Team:
Developing a Confident Team to
Manage Daily Challenges
Chicago Dental Society – April 24, 2013

PREPARE FOR OUR MEETING ...
TO GET THE MOST OUT OF THE DAY!

BEFORE THE MEETING:

➔ Print YOUR HANDOUTS!

Please duplicate the following handout so that each attending team member has a handout set. Team members will work with their handouts throughout the program. The handout is designed to encourage individual participation during our meeting and will aid in concept retention.

AT THE MEETING:

➔ Consider YOUR SEATING

This program is highly interactive. Please sit so you can easily interact with your team mates. Depending on the size of your team, this may mean sitting in a cluster, with some team members sitting in the row in front of your other team mates. You will be involved in team discussions and group work throughout the meeting!
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FACTORS THAT CAN CAUSE A TEAM TO BREAK DOWN

1. Divisiveness of ______________________
2. Individual feelings of ______________________
3. Holding ______________________________
4. __________________________ of others
5. Lack of ______________________________
6. Leadership lacks ______________________

COMMON TEAM DYSFUNCTIONS

Inattention to
Avoidance of
Lack of
Fear of
Absence of

ABOUT TODAY’S PROGRAM: Suzanne Boswell is a professional speaker, writer and consultant. Author of “Developing the Dream Team” and “The Mystery Patient’s Guide to Gaining & Retaining Patients” she speaks to organizations internationally on interpersonal transactions, communication, patient relations and customer service.

This program was co-developed by Suzanne with Jean Corcoran, PhD, Licensed Clinical Psychologist and assistant professor of Psychology at Virginia Commonwealth University, Richmond, VA.

Additional information may be accessed through the following reference materials:
• The Five Dysfunctions of a Team, Patrick Lencioni, Jossey-Bass, San Francisco, CA, 2002
• Thomas-Kilmann Conflict Management, Kenneth W. Thomas, CPP, Mountain View, CA, 2002
Dysfunction #1: Absence of __________
How can we manage this challenge within our team?

QUALITIES FOUND IN STRONG TEAMS
- Team members are confident that _________________ are good.
- There is no need to be ____________________________.
- Teammates are ___________________________ with each other.
- There is ___________________________ within the team for each other
- Team members all understand and focus on the primary mission of the practice.

MISSION
When there is a clear mission that has team support:
- there is lower incidence of team conflict
- there is increased productivity

MISSION CHALLENGES
There are on-going challenges in the implementation of a team mission. Effective implementation requires:

1. __________________________
2. __________________________
3. __________________________

 __________________________
 __________________________
 __________________________
FACTORS THAT HELP TO STRENGTHEN TEAMS

- Share ____________________________________________
- Be comfortable with some ____________________________________________
- Perform with consistent reliability
- Understand & value ____________________________________________
- Communicate honestly with each other … be ____________________________________________

COMMUNICATION TO STRENGTHEN TRUST WITHIN TEAMS
Honest, direct, professional communication among team members is vital. Development of effective communication skills is key to building strong teams and strong patient relationships.

ASSERTIVENESS IS A …

Manner of behaving that __________________________

AND

__________________________at the same time.

THE ASSERTIVENESS BILL OF RIGHTS

I have the right …

- to have and express ____________________________
- to have my ____________________________
- to ask ____________________________ knowing others have ____________________________
- to say ________
- to be ________

BEHAVIORAL SCALE
You are __________ when you ...

- Allow needs, opinions, judgments of others to become more important than your own
- Do not stand up for yourself

**Typical phrasing:**
- “I shouldn’t say this, but ...”
- “I’m not really sure ...”
- “I’m not an expert, but ...”
- Rambling (beating around the bush)
- Apologizing excessively

**Outcomes:**

You are __________ when you ...

- Blame, accuse, threaten, humiliate, or put down another person
- Act with little or no regard for the rights of others.

**Typical phrasing:**
- Sentences begin “You...”
- Absolute terms: “Never” “Always”
- Intent is blaming others, demanding, or accusing

**Outcomes:**

You are __________ when you ...

- Acknowledge your feelings and needs as legitimate
- Express yourself in a direct, honest and constructive way
- Demonstrate a regard for the legitimate rights of others
- Vocal tone is even and reasonable,

**Typical phrasing:**
- ___________________________
- ___________________________
- ___________________________

**Outcomes:**

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**EFFECTIVE COMMUNICATION**

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*Boswell Presentations*

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Website: www.BoswellPresentations.com
“I” LANGUAGE
FIRST ENVISION THE DESIRED OUTCOME

“I feel________________________” (honest, authentic feeling expressed)

“when you (or when this happens)____________________” (describe behavior of concern)

“because________________________” (describe the negative impact the behavior has on you.)

THEN ....

Ask for what you want (knowing others may refuse)
“ I want you to …______________” (be specific in asking for what you want)

Ask for confirmation or feedback (knowing others may refuse)
“Will you do that ...?”
“Tell me your thoughts on this ...”
“Is there any reason you couldn’t do this?”

ask for verbal confirmation ... make eye contact ...and wait for response!

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Dysfunction #2: ____________________________
How can we manage this challenge within our team?

Personal factors that affect how we individually handle conflict:
- Personality and Behavioral characteristics
- Regional factors (Ex: North compared to South, highly populated area compared to rural area)
- Business experience (Ex: How this was handled in other places you have worked)
- Cultural background (Ex: Ethnicity or country of origin)
- Family background (Ex: Family approach to challenge)

THE CONFLICT CONTINUUM

What is the ideal Conflict Point?

MANAGE THE CHALLENGING MOMENTS
The challenging moments may be with a team mate OR with a patient! In either case, the following can be helpful:

You CANNOT manage the anger of another person.
You can ONLY manage your own anger AND your response to THEIR anger.

1. Recognize that you’re experiencing a challenging moment!
2. Envision the desired outcome – act accordingly
3. Take a deep breath
4. Pause – take a 10/count
5. Don’t interrupt
   a. Allow an angry person to de-fuse
   b. Listen actively
   c. Provide feedback
KEYS TO UNDERSTANDING ISSUES OF TEAM CONFLICT

1. Constructive conflict ____________________________
2. Promoting healthy conflict is ____________________________
3. Leaders must _________________________________________
4. Conflict avoidance ______________________________________
5. Conflict philosophy ______________________________________

KEYS TO MANAGING TEAM CONFLICTS

1. Get the issue ____________________________
2. Avoid _______________________________________
3. Ensure that __________________________________________
4. Ensure that everyone ___________________________________________
5. Leader must _________________________________________
6. Recognize that individuals __________________________________________
7. Establish _____________________________Make list and post it!

Dysfunction #3: ____________________________

Key points:
- Requires_________________ and ____________________________.
- Requires that teams avoid ____________________________, and that they end discussions with a clear understanding about what they’ve decided on.
- Must we have ____________________________? Members of great teams learn to disagree with one another and still commit to a decision.
Dysfunction #4: ________________

Key points:
- On strong teams ______________________occurs Peer to Peer!
- Requires trust and a willingness to communicate honestly and directly (assertively)
- Peer pressure and the distaste of letting down a colleague will motivate a team player more than any fear of authoritative punishment or rebuke.
- The team leader must demonstrate willingness to confront difficult issues.

Dysfunction #5: ________________

Key points:
- To stay focused, teams must ______________________________________________________
- To avoid distractions, team members must ______________________________________________________
- Personal entitlement or department entitlement is a significant deterrent to reaching goals.
- The true measure of a great team is that it accomplishes what it sets out to achieve.
CONFLICT NORMING and
RULES OF ENGAGEMENT in OUR OFFICE

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<th>ISSUE OF TEAM ENGAGEMENT</th>
<th>ACCEPTABLE BEHAVIOR</th>
<th>UNACCEPTABLE BEHAVIOR</th>
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OUR PROMISE TO THE PRACTICE

What will you take away from this meeting? To get the most from the time you’ve invested, make a list of steps you can take to strengthen the team. The more specific you are the more likely you will be to implement concepts and reach goals. Take a general idea and break it down into actionable steps. Then brainstorm with the entire team to prioritize your plans.

Ground rules for brainstorming

1. Every contribution is worthwhile
2. Suspend Judgment: The process is not about competition – it is about collaboration!
   a. We will not evaluate each other’s ideas
   b. We will not censor our own ideas
   c. We will save these ideas for discussion later after we have finished listing them

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