



## Team Building & Conflict Resolution

Presented By:  
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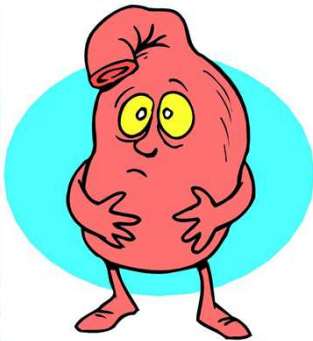
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### Why are teams important?



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### Why are teams important?

- Creates synergy-the sum is greater than the parts
- Supports a more empowered way of working
- Encourages multi-disciplinary work
- Increases flexibility and creates opportunities to respond quickly
- Promotes a greater sense of achievement, equity and camaraderie
- Increases learning opportunities
- Teamwork is a much better way to work

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### What do good teams look like?



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### Characteristics of a Good Team

- Everyone participates actively and positively in meetings and projects
- Team goals are understood by everyone.
- Individual members have thought hard about creative solutions to the problem.
- Members are carefully listened to and receive thoughtful feedback.
- Everyone takes initiative to get things done.
- Each teammate trusts the judgment of the others.

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### Characteristics of a Good Team

- The team is willing to take risks.
- Everyone is supportive of the project and of others.
- There is plenty of communication between team members.
- Team decisions are made using organized, logical methods.
- Full team acceptance is expected as decisions are made.
- Dissenting opinions are recorded, and may be revisited if future situations dictate.

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### Characteristics of a Good Team

- Team goals are given realistic time frames.
- Everyone is focused on the ultimate goal of the project, while also digging into the underlying details.
- Everyone is supportive of the project and of others.
- There is plenty of communication between team members.
- Team decisions are made using organized, logical methods.
- Full team acceptance is expected as decisions are made.

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### Characteristics of a Good Team

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### Characteristics of a Good Team Member

- Works for consensus on decisions.
- Shares openly and authentically with others regarding personal feelings, opinions, thoughts, and perceptions about problems and conditions.
- Involves others in the decision-making process.
- Trusts, supports, and has genuine concern for other team members.
- "Owns" problems rather than blaming them on others.
- When listening, attempts to hear and interpret communication from other's points of view

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### Characteristics of a Good Team Member

- Influences others by involving them in the issue(s).
- Encourages the development of other team members.
- Respects and is tolerant of individual differences.
- Acknowledges and works through conflict openly.
- Considers and uses new ideas and suggestions from others.
- Encourages feedback on own behavior.

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### Characteristics of a Good Team Member

- Understands and is committed to team objectives.
- Does not engage in win/lose activities with other team members.
- Has skills in understanding what's going on in the group.
- Has a servant's heart
- Responds selflessly, not selfishly

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### The Five Dysfunctions of a Team

1. **Absence of trust**—unwilling to be *vulnerable* within the group
2. **Fear of conflict**—seeking *artificial harmony* over constructive passionate debate
3. **Lack of commitment**—feigning buy-in for group decisions creates *ambiguity* throughout the organization
4. **Avoidance of accountability**—ducking the responsibility to call peers on counterproductive behavior which sets *low standards*
5. **Inattention to results**—focusing on personal success, *status and ego* before team success

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## Behavioral Factors of a Strong Team

**CONTROL**

**COMPOSURE**

**SOCIAL**

**ANALYTICAL**

**PATIENCE**

**RESULTS**

**PRECISION**

**EMOTIONS**

**AMBITION**

**TEAM PLAYER**

**POSITIVE**

**QUALITY**

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## *Control*

The tendency to take charge, to be assertive, and/or to take control of a situation.

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## *Social*

The tendency to be outgoing, people-oriented and extroverted.

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## *Patience*

**The tendency to be patient, tolerant and understanding of others.**

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## *Precision*

**The concern for accuracy, details and exactness.**

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## *Ambition*

**The tendency to be competitive, to have a desire to win, and to be aggressive.**

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## *Positive Expectancy*

The tendency to have a positive attitude regarding people and outcomes.

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## *Composure*

The tendency to be easygoing and casual, to take things as they come.

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## *Analytical*

Liking to identify and analyze problems.

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## *Results Orientation*

**The concern for timely results and the tendency to be quick to take action.**

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## *Emotions*

**The tendency to show emotions, to share feelings.**

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## *Team Player*

**A preference to be a part of the team and to work with others.**

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*Quality Orientation*

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A concern for standards and high quality of work.



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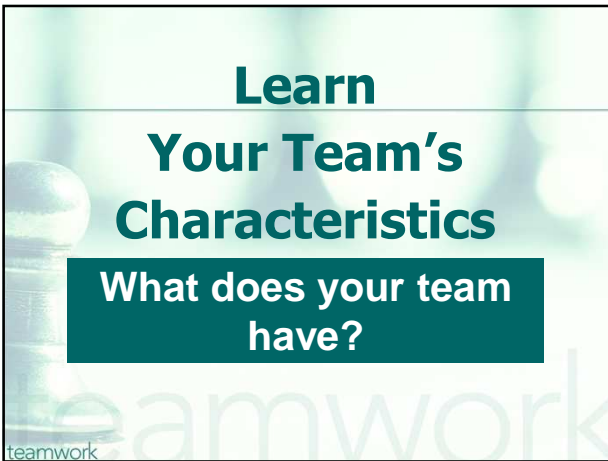
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**Learn  
Your Team's  
Characteristics**

**What does your team  
have?**



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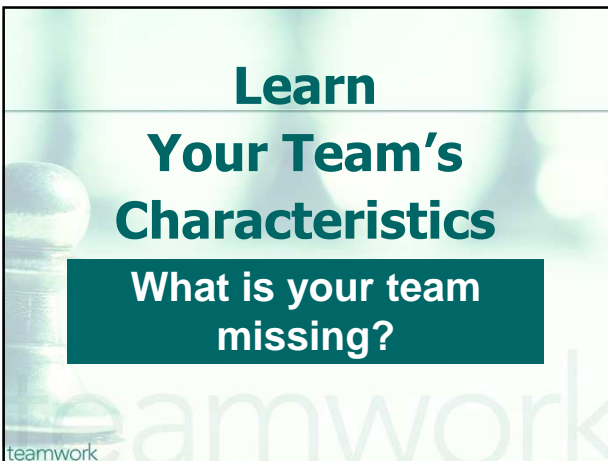
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**Learn  
Your Team's  
Characteristics**

**What is your team  
missing?**



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**Learn  
Your Team's  
Characteristics**

**How do you get what  
you need?**

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**Strategies for Developing an  
Effective Team**

Establish objectives together:

Define performance objectives with the team and make sure that all team members understand the objectives and what actions will need to be taken to achieve them.

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**Strategies for Developing an  
Effective Team**

Develop a participatory style:

Encourage staff to suggest ways to improve services. Listen to their ideas and acknowledge their points of view. Encourage team members to discuss issues and to find solutions together.

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## Strategies for Developing an Effective Team

### Focus on contributions:

Define objectives for having all team members actively contribute to the meeting. Introduce team members to the ways in which they can participate.

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## Strategies for Developing an Effective Team

### Organize meetings:

Hold meetings with the whole team during supervisory visits. Discuss supervisory and clinic objectives and encourage the team to discuss their concerns.

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## Strategies for Developing an Effective Team

### Organize the team:

Define roles and responsibilities together. If everyone has a clear role, individuals will be less likely to become frustrated and will be more willing to work together. Agree on who will assume leadership roles for different team activities.

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## Strategies for Developing an Effective Team

### Explain the rules:

Discuss all norms and standards that have been established for this clinic by the Ministry or the organization. Explain the rationale for these rules and discuss their implications in day-to-day practice.

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## Strategies for Developing an Effective Team

### Promote team responsibility:

Encourage members of the clinic team to take responsibility for completing specific tasks and to solve problems as a team. Introduce rewards only if the entire team meets objectives.

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## Strategies for Developing an Effective Team

### Establish time commitments:

Schedule when and how each team member will devote time to team work. Determine if team work will require other staff to take on extra work, and, if so, discuss this with all staff and obtain their commitment. Monitor actual vs. planned time carefully and clarify all adjustments in schedule.

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## What does your score mean?

|      |              |  |
|------|--------------|--|
| 1-4  | “Passive”    | You may be such a pushover that you allow difficult people to walk all over you. You will benefit from learning to stand up for your ideas and opinions in a diplomatic and tactful way.                   |
| 5-10 | “Assertive”  | You are professionally assertive when dealing with people, particularly difficult people. Continue to be open to listening to different points of view, and express your ideas and opinions appropriately. |
| 11+  | “Aggressive” | You may be so combative that people might avoid interacting with you. You will benefit from learning to listen and express your opinions more effectively.   |

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## Strategies for Reducing Conflict

### Process Conflicts:

- Ask yourself, “How much control do I have over this conflict?”
- Identify the root cause of the problem and analyze the improvement opportunity.
- Talk first to the owner of the process.
- Describe the current problem and get agreement.
- Suggest a workable solution and action plan.
- Follow-through on the plan and give recognition to the owner of the process.

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## Strategies for Reducing Conflict

### Role Conflicts:

- Ask yourself, “Exactly how do I perceive my role in relation to others involved in this issue?”
- Take responsibility for clarifying your role with others involved.
- Be prepared to change your perception of your role.
- Show your willingness to be flexible in achieving your organization’s goals.
- Stay positive. View any role change in terms of the opportunities it presents.

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## Strategies for Reducing Conflict

### Interpersonal Conflicts:

- Ask yourself, "How much do my personal biases and prejudices affect this relationship?"
- Write down three behaviors that you could change in order to reduce the conflict in this relationship. Commit to following through on these changes for at least three months.
- Ask the other person involved how you could defuse the existing conflict. Encourage feedback that might seem brutally honest.
- Put yourself in their position. How do you think they view your commitment to reducing conflict in your relationship? Why?
- Make a list of 5 strengths that you see in the other person. Then list five ways that improving this relationship would benefit you.

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## Strategies for Reducing Conflict

### Direction Conflicts:

- Ask yourself, "Am I clear on the direction or vision?"
- Clarify the discrepancy so that it can be easily described in neutral words and take action.
- Ask permission to address the discrepancy with the other person in a friendly, nonconfrontational way and gain agreement.
- Use "I" and "we" messages rather than "you" messages.
- If there is a difference in values, always go with the higher value.
- Make authentic commitments.

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## Strategies for Reducing Conflict

### External Conflicts:

- Ask yourself, "How much control do I have over this factor?"
- Choose to fight battles that are worth the price.
- Put your energy into things you "can do" rather than complain about what you "can't do."
- Do something good for others.
- Maintain perspective and a sense of purpose.
- Talk to someone you trust.

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