

*RESIDENTS AS
TEAM MANAGERS*

Goals: You should be able to...

1. Describe effective team norms.
2. Describe the 4 stages of team growth.
3. Determine your task- vs. maintenance orientation.
4. Apply the above concepts to Work, Attending, and Sign-out Rounds.

Effective Teams	Ineffective Teams
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Goals are clarified and changed to meet everyone's needs; structured cooperatively.

Team norms are explicitly stated and agreed upon.

Communication is two-way; open and accurate expression of both ideas and feelings.

Participation and leadership are distributed amongst all team members.

Decision-making procedures are matched with the situation.

Controversy and conflict are positive opportunities.

Interpersonally, there are high levels of inclusion, control, and affection.

The team evaluates itself and decides on improvements.

Members accept imposed goals; competitively structured.

Norms are assumed.

One-way communication. Either ideas or feelings suppressed.

Leadership delegated; unequal participation.

Decisions always made by highest authority; little group discussion.

Controversy and conflict ignored, suppressed, and avoided.

Functions are emphasized; cohesion ignored; rigid conformity promoted.

Highest authority evaluates team; internal maintenance and development ignored.

TEAM NORMS

Norms = the team's common beliefs regarding the appropriate behavior, attitudes, and perceptions for its members.

Guidelines:

1. Each team member must recognize they exist, see if others accept and follow them, and feel committed to them.
2. Norms should help the team's goals and tasks to which they are committed.
3. Everyone should help set up the Norms.
4. Consistent enforcement of Norms should occur after a violation.
5. Appropriate models and examples of Norms may be needed. Practice by team members may also be helpful.

6. Cultural Norms that help team accomplishment and growth can be used.

7. Be flexible and change Norms if necessary!

Work Rounds Checklist

Organization

- *Starts promptly
- *Time managed well
- *Functions as a Team
- *Role of each member clear
- *Interruptions handled well
- *Norms reinforced

Patient Care

Intern:

- *Quality of prepared presentation
- *Knowledge of pt's status
- *Organization of data
- *Participation in Rounds

Senior Resident:

- *Establishes team goals
- *Prioritizes tasks
- *Sees and examines pts
- *Models professional attitudes
- *Reviews and organizes data
- *Frames clinical problem
- *Comes to closure on each pt

Teaching

- *Everyone involved
- *Good learning climate
- *Teaching to learners' needs
- *Teaching questions used
- *Thinking aloud
- *Hypothetical case situations
- *Allow learners to formulate
- *Teachable moments captured
- *Role modeling done
- *Identify gaps (and solutions)
- *Use of feedback

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TEAM ROLES

Task Roles

1. Initiating
2. Seeking information or opinions
3. Giving information or opinions

4. Clarifying and elaborating
5. Summarizing

Maintenance Roles

1. Harmonizing
2. Encouraging
3. Compromising
4. Tension reduction
5. Gate keeping

Individual Roles

1. Blocking
2. Social loafing
3. Dominating

Stages of Team Growth

Stage 1: Forming

("Who are we?")

Stage 2: Storming

("How do we get along?")

Stage 3: Norming

("We know who we are...")

Stage 4: Performing

("Let's now work well together...")

GROUP NORMS

Norms = the group's common beliefs regarding the appropriate behavior, attitudes, and perceptions for its members.

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Residents-As-Teachers Conferences

Title: Can Learning Occur on Work Rounds? (Work Rounds Management)

Goals: Residents should be able to:

1. Formulate effective team norms.
2. Distinguish useful work rounds techniques.
3. Identify team stages and members' roles.

Format:

Icebreaker: audience poll - Can learning occur on work rds? 10 mins.
 What kinds of learning can occur? (brainstorming)

Visualization exercise: the Ideal Team on Rounds 5 mins.

Videotape review of Seattle tape 5 mins.

Mini-lecture: Effective vs. Ineffective Teams 15 mins.
 Team Norms
 Stages of Team Growth

Team Roles (if time allows)	
Videotape review of rounds (Stanford tape)	10 mins.
?Role playing- team on 1st service day	10 mins.
Index card review	5 mins.
Questions-and-answers	5 mins.

Materials:

- overheads (goals, *Effective vs. Ineffective Teams, *Team Norms, *Stages of Team Growth, *Team Roles)
- handouts (*above)
- articles (Wilkerson)
- flipchart, markers
- 3 x 5 cards (Work Rounds Checklist)
- video (Stanford Resident Teaching-Control of Session II; The Role of the Senior Resident tape[Seattle group]- First Day of Rounds)

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