# Leading Teams

TeamSTEPPS® **2.0**

Objectives

- ■ Describe how leadership affects team processes and outcomes

- ■ Identify different types of team leaders

- ■ Describe the activities involved in successfully leading teams

- ■ Describe the tools for leading teams, including briefs, huddles, and debriefs

- ■ Apply the tools for leading teams to specific clinical scenarios

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Leadership

- Holds a teamwork system together

- Ensures a plan is conveyed, reviewed, and updated

- Facilitated through communication, continuous monitoring of the situation, and fostering of an environment of mutual support

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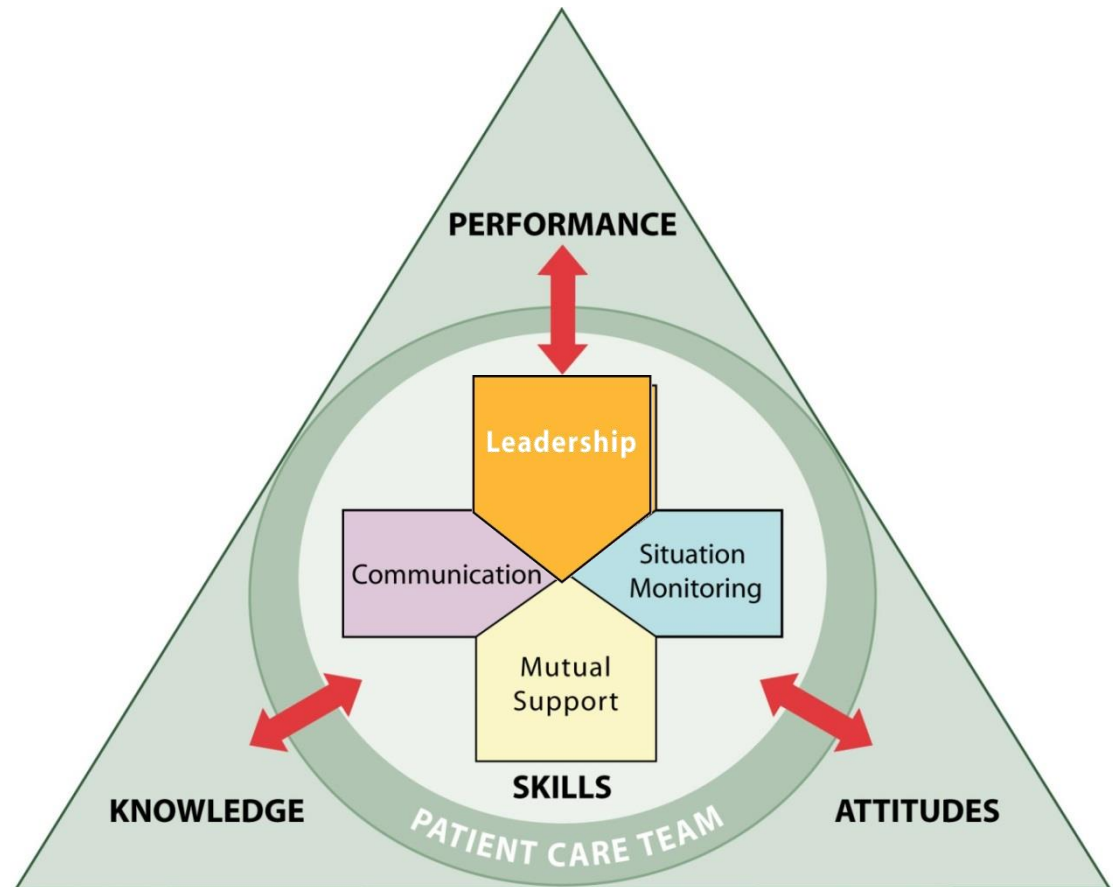
Types of Team Leaders

- **Designated** – The person assigned to lead and organize a team, establish clear goals, and facilitate open communication and teamwork among team members

- **Situational** – Any team member who has the skills to manage the situation at hand

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Effective Team Leaders

- Define, assign, share, monitor, and modify a plan
- Review the team's performance
- Establish "rules of engagement"
- Manage and allocate resources effectively
- Provide feedback regarding assigned responsibilities and progress toward the goal
- Facilitate information sharing
- Encourage team members to assist one another
- Facilitate conflict resolution
- Model effective teamwork

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TeamSTEPPS® **2.0**

What is an effective decision?

- **QUALITY**

- **ACCEPTANCE**

Effective Decision = Quality x Acceptance

If Q=10 but nobody accepts (A=0), Effectiveness=0

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Synergistic Decision Making

- When a group is supportive of one another

- When a group follows a rational sequence of activities in problem solving

Group performs better than the sum of their individual resources

(Two heads better than one)

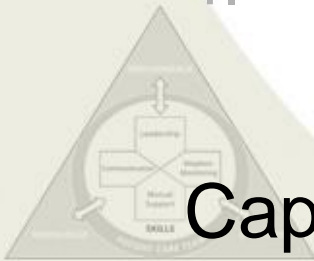Team Strategies & Tools to Enhance Performance & Patient Safety

Synergistic Decision Making

How does this work?

The Interpersonal Process

1. Listen.

2. Support

3. Differ

4. Participate

Capitalizes on creative thinking and facilitates flow of ideas.

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Synergistic Decision Making

■ **Listening** (to others)

Often, there is failure to listen when working in groups.

Vital info gets lost and ideas not properly explored (reduces Q).

Time consuming– people tend to repeat themselves until they are heard.

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Synergistic Decision Making

- **Active listening *(is hard)***

-Anticipate where the conversation is going.

-Objectively weigh what has been said.

-Try to understand contributions from the speakers frame of reference.

-Periodically review and summarize.

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Synergistic Decision Making

■ **Supporting**

-Tendency is to focus on what's *wrong* with idea instead of considering what may be *right* with it.

Produces a number of adverse effects:

Synergistic Decision Making

-Good ideas go unrecognized (reduce Q).

-Frustration develops ("what's the use").

-Criticism/cynicism begin to appear.

-Defensive climate: individuals become preoccupied with their own security (reduced A) rather than with the success of the group.

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Synergistic Decision Making

■ *BE SUPPORTIVE !!*

-Assume others have useful ideas/viewpoints.

-Point out useful aspects of ideas as they are presented.

-Build on the useful aspects.

-*Avoid unnecessary criticism!*

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Synergistic Decision Making

- **Differing**

-Some dislike having to differ.

  Do not want to offend/cause conflict or generate a defensive climate.

-At the extreme, a reluctance to differ can result in *GROUPTHINK.*

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Synergistic Decision Making

GROUPTHINK

-Occurs when a group inadvertently creates so much pressure for consensus that members are overly hesitant to disagree with one another.

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Groupthink

Bay of Pigs

Groupthink

-First suggested by John F. Kennedy's main political opponent,
 Richard M. Nixon.
-As Vice President during the Eisenhower administration,
 Nixon had proposed that the United States government
 secretly send a trained group of Cuban exiles to
 Cuba to fight against Castro.
-In March 1960, acting on Nixon's suggestion, President
 Dwight D. Eisenhower directed the Central Intelligence
 Agency to organize Cuban exiles in the United States into a
 unified political movement against the Castro regime and to
 give military training to those who were willing to return to
 their homeland to engage in guerrilla warfare.
        We all know what happened…

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Groupthink

Symptoms:

Overestimation of the Group

    -The CIA felt that the Cuban exiles would carry out the invasion without any ground support from the United States.

    -They also felt that Casto's army was so weak that the Cuban exiles could hold his army at the beachhead.

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Groupthink

Closed-Mindedness:

CIA-

-Assumed that if the brigade did not succeed they
could just retreat to the Escambray Mountains and
reinforce guerrilla units that were there.

- Assumed that the invasion would spark
uprisings behind the lines, and that those uprisings
would support the exiles and prompt the fall
of the Castro regime.

-Assumed that the Cuban exiles would carry out the
invasion no matter what.

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Groupthink

Pressures Toward Uniformity:

- -The invasion was actually an idea from the Presidency of Dwight D. Eisenhower, which had not been implemented.
- -Once John F. Kennedy became President he took over the invasion and was given a brief overview of what they had planned.
- -The briefing was given by two members of the original group that had devised the plan.
- -The new administration most likely felt as though they needed to implement the plan from the prior Presidency, ,and as a result went forward with the invasion without thinking through the entire situation.

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Groupthink

Effects of groupthink that are apparent in the Bay of Pigs example:

*The group did not reexamine the course of action initially preferred by the majority.

*The group also limited discussion to a few alternative courses of action

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Groupthink

Sports
Major League Umpire Association:
In 1999, the Major League Baseball Umpires Association staged a mass resignation in a failed attempt to gain a stronger negotiating stance.

Symptoms:
*The umpires overestimated the power that they had over the baseball league and the strength of their group's resolve.
*There was the presence of self-censorship; some umpires who disagreed with the decision to resign failed to voice their dissent.

Consequences: Failed strategy, Major League Baseball accepted their resignations, 22 umpires were out of jobs and eventually replaced.

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Avoiding Groupthink

Most Important:

Group members must always ask,
 "Are we allowing ourselves to become victims
 of groupthink?"

Fundamental prevention measures:
*Avoid the use of groups to rubber-stamp decisions.
***Urge each group member to be a critical evaluator**.
*Bring in outside experts for fresh perspectives.
***Assign someone the role of challenging assumptions**.
***Take time to consider possible consequences of action**.

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Synergistic Decision Making

■ **Differing**

Use "Constructive Differing".

-State differences as your own concern(without implying with whom you are differing is wrong).

-Clearly specify your differences.

-Focus on reasons for differences.

-Use differences as source of ideas, not interpersonal conflict.

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Synergistic Decision Making

- **Participating**

-Some groups dominated by one or two members…may not relate to amount of useful information and insight these individuals actually have about a specific problem.

-*ALL* members need to feel comfortable enough to express their ideas.

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Synergistic Decision Making

■ Equal participation requires that members:

-Recognize they face the problem as a group.

-Use statements such as "The group thinks that…"

(Please do not use "feel"; "feel" is for emotions)

-Determine whether everyone agrees with statements regarding the groups position.

-Ask less talkative members for ideas/opinions.

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Synergistic Decision Making

- **The Rational Process**

1. Analyze the situation.

2. Identify objectives

3. Consider alternative strategies

4. Discuss adverse consequences

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Synergistic Decision Making

- **Analyze the situation**

-Sort out facts of the situation vs. assumptions.

-*Unchallenged and unrealized assumptions are the primary cause of errors.*

-Analysis allows the team to slow down, to not jump to conclusions and leap into action.

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Synergistic Decision Making

■ **Setting Objectives**

Typical problem in setting objectives is confusion between *objectives* and *actions.*

ACTIVITY TRAP– people get so caught up in activities that they lose sight of what the activities are supposed to accomplish.

Example: *objective*: survive

action: stay at crash site /attract attention

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Synergistic Decision Making

■ **Setting Objectives**

-Group members should:

*Clearly identify objective(s) at or near beginning of discussion.

*Discuss constraints/forces working against reaching the objective(s).

*View actions (i.e. staying at crash site) not as objectives but as strategies to reach objective(s). (i.e. How will staying at crash site help achieve rescue)?

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Synergistic Decision Making

- ■ **Consider Alternative Strategies**

- - Advocacy method: Someone says "Why don't we…?" and others respond by choosing sides and debating the merits of the idea.

- - DO NOT DO THIS.

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Synergistic Decision Making

■ **Consider Alternative Strategies**

-Generate as many different strategies as possible for addressing the problem *without* judging their merits.

-This increases creativity and originality allowing generation of both unique and effective strategies.

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Synergistic Decision Making

■ **Consider alternative strategies**

-List out, specify and understand alternative strategies *without* judging merits.

    *Identify/clearly define each strategy.

    *Discuss relative merits of each.

    *Do not dismiss alternatives without discussing them.

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Synergistic Decision Making

■ **Discuss Adverse Consequences**

-In highly uncertain situations, consider the possible outcomes. (Consider mini-FMEA)

-Review/discuss consequences of each proposed strategy.

-Rate the likelihood (L) of consequence occurring and severity (S) if it did occur. (L x S)

(1/L x S=desirability)

-Compare Strategies

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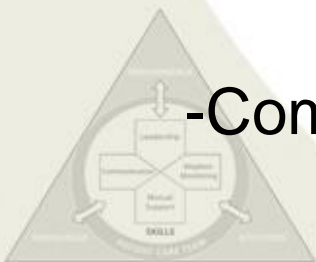
Synergistic Decision Making

■ **Reaching A Consensus Decision**

-Members less likely to implement a decision if they don't accept it.

Effective Decision = Quality x Acceptance

-Recognize that most problems do not have a single "right" answer; rather, good decisions approximate being "right".

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Synergistic decision Making

■ Reaching a Consensus Decision

-Most likely when:

*Voting and majority rule are NOT used to
defeat dissenting members.

*Priority placed on decisions that all
members can live with.

*Alternatives/decisions modified to satisfy
members with serious reservations.

* Members build upon that which they agree
rather than focus on areas of disagreement.

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Assigning Tasks and Responsibilities

- Determine the tasks and roles to be assigned

- Determine which roles must be filled and allocate tasks appropriately

- Communicate clear expectations of what team members need to do

- Request feedback

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Sharing the Plan: Briefs

- **A team briefing is an effective strategy for sharing the plan**

- **Briefs should help:**

  - Form the team

  - Designate team roles and responsibilities

  - Establish climate and goals

  - Engage team in short- and long-term planning

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Briefing Checklist Tool

TOPIC	
Who is on core team?	☑
All members understand and agree upon goals?	☑
Roles and responsibilities understood?	☑
Plan of care?	☑
Staff availability?	☑
Workload?	☑
Available resources?	☑

Monitoring & Modifying the Plan: Huddle

Problem Solving

- Hold ad hoc, "touch base" meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns

Roll Em!
PLAY
VIDEO

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Pre-Round Huddle

- Five to ten minutes before rounds (at 08:00 and 20:00), Charge Nurse meets with:

    Attending

    Resident

    Fellow (if applicable)

  For discussion of:

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Pre-Round Huddle

1) Sickest patients

Who are sickest patients that need to be addressed/rounded on first?

2) Procedures

What extubations, central lines, sedations, etc. need to be done this shift and at what approximate time?

Also, what resources and personnel are needed?

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Pre-Round Huddle

3) Transfers/Discharges

Which patients can be transferred/discharged from the unit? Can these patients be rounded on early to get them out?

4) Pending Admissions

What surgeries are anticipated to be admitted postop? Are there patients in ED waiting for beds? Are there pending transports waiting/en route from other hospitals? Are there patients waiting for ICU bed?

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Pre-Round Huddle

5) Charge Nurse creates rounding plan for team based on information from huddle.

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Reviewing the Team's Performance: Debrief

Process Improvement

- Brief, informal information exchange and feedback sessions

- Occur after an event or shift

- Designed to improve teamwork skills

- Designed to improve outcomes

  - An accurate recounting of key events

  - Analysis of why the event occurred

  - Discussion of lessons learned and reinforcement of successes
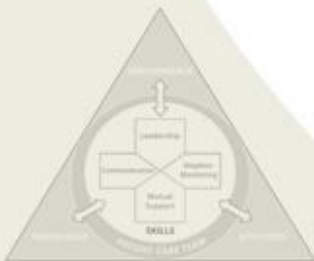
  - Revised plan to incorporate lessons learned

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Debrief Checklist

TOPIC	
Communication clear?	☑
Roles and responsibilities understood?	☑
Situation awareness maintained?	☑
Workload distribution?	☑
Did we ask for or offer assistance?	☑
Were errors made or avoided?	☑
What went well, what should change, what can improve?	☑

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Debrief Video

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Facilitating Conflict Resolution

- Effective leaders:

  - Facilitate conflict resolution to avoid compromising patient safety and quality of care

  - Do not allow interpersonal or irrelevant issues to negatively affect the team

  - Help team members master conflict resolution techniques

  - ***Master Synergistic Decision Making***

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