



AMERICAN DENTAL ASSOCIATION
ANNUAL SESSION - OCTOBER, 2009 – HONOLULU, HAWAII

The Cohesive Team:

*Understand and Manage the 5 Dysfunctions of a Team**

TRAITS & TRUTHS of COHESIVE TEAMS:

1. Confidence that teammates' ... _____
2. There is no need to be ... _____
3. Teammates are comfortable being ... _____
4. Respect ... _____

QUALITIES & SKILLS DEVELOPED IN COHESIVE TEAMS:

1. There is a foundation of _____
2. They have developed the ability to manage _____
3. They feel a commitment to _____ and _____
4. They recognize they are accountable to _____
5. They evaluate and pay attention to _____

DEVELOPMENT OF THIS PRESENTATION: This seminar was developed specifically for the dental profession by Suzanne Boswell and Jean Corcoran, Ph.D. Suzanne Boswell is a professional speaker, author and patient researcher from Raleigh, NC. Co-author of this program, Dr. Corcoran, is licensed as a Clinical Psychologist and is an Assistant Professor in the Psychology Department at Virginia Commonwealth University, Richmond, VA.

* Presentation is based on dental team research by Boswell & Corcoran, research of Thomas-Kilman (conflict issues), Patrick Lencioni ("Five Dysfunctions of a Team")

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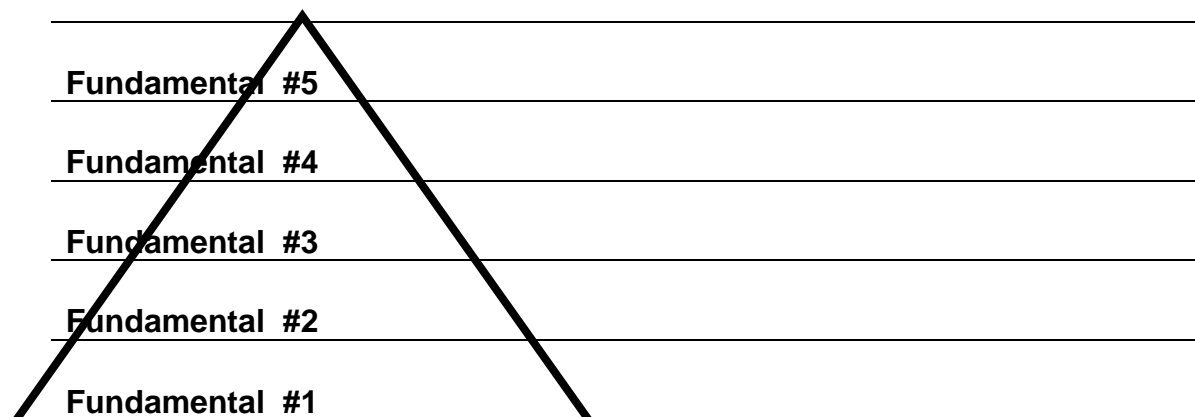


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ROADBLOCKS THAT CAN LEAD TO TEAM DYSFUNCTION:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

BUILD A STRONGER TEAM BASED ON THIS MODEL*

***The Five Dysfunctions of a Team, Patrick Lencioni, Jossey-Bass,
San Francisco, CA 94103**

FUNDAMENTAL #1 - STRENGTHEN TRUST

1. Share ... _____
2. Offer ... _____
3. Reliable ... _____
4. Understand ... _____
5. Recognize ... _____
6. Communicate ... _____

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“If team members are never pushing one another outside of their emotional comfort zones during discussions, then it is extremely likely that they’re not making the best decisions for the organization.” - Patrick Lencioni

CONFLICT

Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the group’s success. They don’t hesitate to disagree with, and question one another, in the spirit of finding the best answers, discovering the truth, and making great decisions.

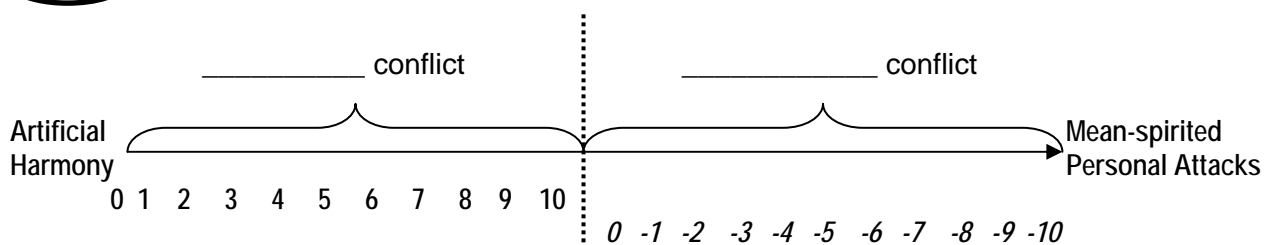
Conflict develops from differences of opinion. In its most positive form, healthy discussion of the differences results in better decisions. When conflict is denied or swept under the rug with no efforts toward solution, team communication can break down.

FUNDAMENTAL #2 - MASTER CONFLICT

1. Conflict can be _____
2. Promoting healthy conflict is _____
3. Leaders must model appropriate _____
4. Conflict avoidance _____
5. Conflict philosophy must _____

The ideal conflict point is ...

CONFLICT CONTINUUM



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KEYS TO MANAGING CONFLICT

1. Get the issue _____
2. Avoid _____
3. Safety is important _____
4. Everyone airs views and _____
5. Leader must allow _____
6. Recognize that individuals _____

FACTORS THAT INFLUENCE CONFLICT STYLE

- Personality
- Behavioral characteristics
- Regional factors (Ex: North compared to South, highly populated versus rural areas)
- Cultural background (Ex: Ethnicity or country of origin)
- Family background (Ex: Family approach to conflict, family model of conflict)
- Business experience (Ex: How conflict was handled in other places you have worked)



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FUNDAMENTAL #3 - ACHIEVE COMMITMENT

Key points in achieving commitment:

- Commitment requires** _____
 - Clarity requires that teams avoid assumptions and ambiguity, and that they end discussions with a clear understanding about what they've decided on.
 - Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision.

FUNDAMENTAL #4 - EMBRACE ACCOUNTABILITY

Key points in embracing accountability:

- Accountability on a strong team occurs** _____
 - Peer pressure and the distaste of letting down a colleague will motivate a team player more than any fear of authoritative punishment or rebuke.
 - For a culture of accountability to thrive, the team leader must demonstrate willingness to confront difficult issues.

FUNDAMENTAL #5 - FOCUS ON RESULTS

Key points in focusing on results:

- Results are best when team members** _____
 - The true measure of a great team is it accomplishes the results it sets out to achieve.
 - To stay focused, teams must publicly clarify their desired results and keep them visible.

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PRIORITIZING our TEAM ISSUES

To become more cohesive, the team must evaluate their strengths and weaknesses. Use the following evaluation grid to determine how your team sees itself

INSTRUCTIONS: Provide each team member with a copy of this page. Encourage them to review notes from this meeting to help them determine the response they feel is appropriate for each issue. Ask each team member to independently and anonymously check off his/her honest responses (without discussion!). A numerical value is shown next to each check box. Collect the response sheets and determine what the average rating is for each of the 5 issues.



STRENGTHENING YOUR TEAM: Once you have the group average then you can create, as a team, a list of steps to take toward strengthening the weak areas. Emphasis should be placed on strengthening the lower items of the model (#1, Trust, for example) before working on any higher items. Effectiveness of the Cohesive Team is based on having a solid foundation that can support the levels above it.

Team issues	How do you see your own team?
1. TRUST <i>I believe the level of deep trust within the collective team is:</i>	<input type="checkbox"/> 5 Great – couldn't be better <input type="checkbox"/> 4 Good – but could be better <input type="checkbox"/> 3 Neutral <input type="checkbox"/> 2 Not great <input type="checkbox"/> 1 Really bad – no trust in the team
2. CONFLICT <i>I believe that we handle conflict:</i>	<input type="checkbox"/> 5 Very well – rarely do conflict issues escalate <input type="checkbox"/> 4 Good – but could be better <input type="checkbox"/> 3 Neutral <input type="checkbox"/> 2 Not great – people don't really open up <input type="checkbox"/> 1 Really bad – people shut down and refuse to talk
3. COMMITMENT <i>I believe that our entire team is committed to the team's overall goals:</i>	<input type="checkbox"/> 5 True – we're all on board and all know the goals <input type="checkbox"/> 4 Good – but could be better <input type="checkbox"/> 3 Neutral <input type="checkbox"/> 2 Not great – some personal agendas interfere <input type="checkbox"/> 1 Really bad – everyone marches to own drummers!
4. ACCOUNTABILITY <i>As a group we are all held to the same levels and standards</i>	<input type="checkbox"/> 5 Great – we all feel equally accountable for team success <input type="checkbox"/> 4 Good – but could be better <input type="checkbox"/> 3 Neutral <input type="checkbox"/> 2 Not great – there is frequent finger-pointing and lack of accepting responsibility <input type="checkbox"/> 1 Really bad – no one takes accountability for anything
5. RESULTS <i>As a group we focus on well we achieve results in relation to our goals:</i>	<input type="checkbox"/> 5 Great – we look realistically at results of our efforts and determine where we must get stronger <input type="checkbox"/> 4 Good – but could be better <input type="checkbox"/> 3 Neutral <input type="checkbox"/> 2 Not great – some avoidance of the reality of our results <input type="checkbox"/> 1 Really bad – we avoid looking at our results especially when there is failure

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