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## Team Building Techniques for the Entire Staff

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### Take a Step Back

- In order to build teams, there has to be an environment in which teams can be built.
- A healthy environment is one in which several things are operating in the culture.
- First things first-we will examine what these things are and then move to practical strategies
- These insights and suggestions come from the collective wisdom I have developed as I have helped organizations grow and develop, as well as my research on professional flourishing.

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### Presentation Outline

- Five foundations of a healthy functioning organization (build sequentially on top of one another)
- Goal attainment
- Leadership
  - The folks that take us where we are going
- Team building strategies
  - What each of us can do

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### Five Foundations of a Healthy Functioning Organization

- Safety
- Connection
- Valuing uniqueness/difference
- Participation
- Validation

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### Safety

- Freedom from
  - Bullying
  - Harassment (sexual)
  - Intimidation
  - Coercion
  - Fear
- Protection from harm
- Appropriate Boundaries

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### Connection

- Deep Relationships
- Known and Understood
- Communication
  - Honest and Caring
  - Dissenting voices allowed and valued
- Sense of Belonging

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### Valuing Uniqueness/Difference

- Professional discipline
- Role
- Ethnic or racial
- What about support staff?

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### Participation

- Positive influence
- Ability to contribute
  - Ideas
  - Gifts
  - Skills

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### Validation

- Value to the organization is confirmed
- Uniqueness is affirmed
- Appropriate fit of skills to demands of the job
- Resources to support demands of the job

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These factors in operation lead to:

- Goal Attainment
  - Positive Patient Outcomes
  - Patient Satisfaction
  - Quality services
    - Efficiency
    - Effectiveness
    - Productive
  - Positive Employee Outcomes
    - Satisfaction
    - Joy
    - Sense of making a difference

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Leadership

- Authentic Leadership-*is a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater **self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency** on the part of leaders working with followers, fostering positive self-development (Walumbwa et al., 2008).*

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Self-awareness

- Is about demonstrating an understanding of how one derives and makes meaning of the world and how that meaning making process impacts the way one views himself or herself over time.
- It also refers to showing an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and being cognizant of one's impact on other people (Kernis,2003).

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### Relational Transparency

- Presenting one's authentic self (as opposed to a fake or distorted self) to others.
- Such behavior promotes trust through disclosures that involve openly sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions (Kernis, 2003).

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### Balanced Processing

- Refers to leaders who show that they objectively analyze all relevant data before coming to a decision.
- Such leaders also solicit views that challenge their deeply held positions (Gardner, Avolio, Luthans, et al., 2005).

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### Internalized Moral Perspective

- An internalized and integrated form of self-regulation (Ryan & Deci, 2003).
- This sort of self-regulation is guided by internal moral standards and values versus group, organizational, and societal pressures, and it results in expressed decision making and behavior that is consistent with these internalized values (Avolio & Gardner, 2005; Gardner et al., 2005).

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### Summary

- Authentic leaders show to others that they genuinely desire to understand their own leadership to serve others more effectively (George, 2003).
- They act in accordance with deep personal values and convictions to build credibility and win the respect and trust of followers.
- By encouraging diverse viewpoints and building networks of collaborative relationships with followers, they lead in a manner that followers perceive and describe as *authentic* (Avolio et al., 2004)

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### Vulnerability

- Humanizes us
- Makes us more accessible
- Activates and enlivens the soul
- Involves risk
- Much reward
  - Joy
  - Flow
  - Universalizes our experiences

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*A group is a bunch of people in an elevator. A team is also a bunch of people in an elevator, but the elevator is broken!*  
-Bonnie Edelstein

*The basic building block of good teambuilding is for a leader to promote the feeling that every human being is unique and adds value.*  
- Unknown

*None of us, including me, ever do great things. But we can all do small things, with great love, and together we can do something wonderful.*  
-Mother Teresa

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**Team Building Techniques  
Leaders**

- Clarify mission and vision:
  - Employees who embrace the mission are more satisfied
- Engage everyone
  - Encourage participation from everyone
- Point out the obvious and normalize it
  - Conflict
  - Stalls
  - Resistance

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**Cont'd**

- Call out inappropriate behavior and do not tolerate it
- Use silence in meetings
- Solicit and value all ideas
- Manage well
  - Highlight strengths, point out the good
  - Distribute workloads evenly
  - Ensure workers do their part
  - Managing is about supporting and ensuring that people have what they need to flourish

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**Team Building  
Member**

- Listen
- Contribute
- Share feelings
- Ask clarifying questions
- Choose solution focus
- Refuse cynicism
- Moderate expectations/realistic perspective

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### Organizational Realities

- Change is never ending
- Change is hard
- Adaptation, responsiveness, and ability to change are keys to organizational survival
  - This pace is quickening in many places
- Organizations continue to do more with less

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### Final Thoughts

- Remind yourself why you do what you do
  - Existential Purpose
  - See yourself as a “part of”
- What can you do to contribute to a healthy workplace and better client outcomes?
- Remind yourself you can flourish at work!
- Balance the stressors of work with
  - Fun
  - Exercise
  - Hobbies
  - Healthy Relationships
  - Laughter

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