

**Dynamic Teams:
Creating the
Team
Of Your
Dreams**

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Dynamic Teams: Creating the Team of Your Dreams Achieve Teamwork that Delivers

Teamwork that involves all levels of employees

Teamwork doesn't happen "out there" if a facility has effective teamwork; it starts with leadership.

Assess your systems: Do they promote teamwork?

Accountability:

- Do we blame others when something is not quite right?
- Do managers see themselves as "coach" and manage from a corrective action approach?
- Are policies enforced consistently?
- Do our established work systems hold individuals accountable?

Communication:

- Is there a system for communication between shifts? Does it work? How do you know?
- Is there a system of communication between departments?
- Do we listen/is there a system for hearing suggestions and follow up?
- Do we use word of mouth to communicate changes?
- Do employee's have input into who is hired on their team?
- Does your staff have the vision of where you're going? Is it consistent?
- Do we provide feedback to let them know how we're doing?

Support:

- Are there enough supplies to get the job done? Are they available?
- Is there a system in place for reassigning tasks when someone doesn't show up?
- Are call lights everyone's priority?
- Does management pitch in when needed?
- Is there a system for cross training?
- Have department directors been certified to help with assisted dining?

Recognition:

- Do recognition programs promote teamwork?
- Do we focus on what's right and recognize individuals immediately and specifically?

Five Keys to Really Motivating Team Members:

1. **Establish the big picture.** Ensure people know what is expected and how their job is important.
2. **Consistently hold people accountable.** Don't wait until it's a big problem, use a corrective action approach.
3. **Be Accessible.** Listen actively and empathetically.
4. **Support your people.** Support team members in their efforts to perform superbly.
5. **Praise immediately and specifically.** Give credit and praise for a job well done be sure an recognize the quiet achievers.

Establish the Big Picture

For a group of people to become a team everyone needs to clearly understand the big picture and how their job makes a difference from admission to discharge. From the housekeeper to the dietary assistant how does each job compliment or hinder the performance of the team in delivering quality. Sharing the vision doesn't have to be complicated. Use the tools you have:

- **CQI/QA**
- **Implement an on purpose Communication system**
If communication is going to be effective it must be on purpose, on going and provide an avenue for listening and follow up.

Suggestions for communication systems:

- **Monthly meetings: conducted by the department directors with their employees.**
 - **Quarterly meetings: conducted by the Administrator for communication.**
 - **Weekly meetings: conducted by the Administrator with the leadership team.**
 - **Special changes: use the 3-peat approach.**
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Consistently Hold People Accountable

If policies are enforced inconsistently then there is an atmosphere of distrust and usually low morale. Trust is essential if teamwork is going to flourish, consistent accountability is one element of establishing trust. Being consistent with policies and using a corrective action (not disciplinary) approach results in the following:

- **Improved facility reputation.**

- Improved retention of good people.
- Improved morale.
- Improved employee performance.

Be Accessible.

Employees need to know they can be heard when there is a problem or concern. Developing on purpose methods for feedback to and from employees and using empathic listening techniques are actions that convey accessibility.

Systems for soliciting feedback:

- **An active suggestion box.**
- **Time during every meeting to ask employees specific questions for feedback and then listening.**
- **Learning techniques for effective listening.**
- **Be honest and forthright. A specific ‘No’ is more acceptable than a watered down insincere ‘maybe’.**

Effective listening techniques:

- **The purposeful “pause”.** Don’t interrupt or assume.
- **Empathic listening responses.** The basic skill of empathic listening is helping the speaker feel understood. Empathic listening responses:
 - * **Repeat verbatim.**
 - * **Rephrase content.**
 - * **Reflect feelings.**
 - * **Rephrase content and reflect feelings.**

Support Your People

The actions of the leadership team set the pace for the entire facility. How the key team members interact and support one another is reflected throughout. Many of the elements in the other key areas impact support. Listening and follow up are essential actions that convey support. Two simple actions can help:

- **Develop a facility wide attitude...**"it may not be my fault but it's my problem".
 - **Ensure the actions of the leadership team convey when the going gets tough they'll be there to pitch in.**
 - **Be respectful, to your peers and subordinates.** Even when you disagree. Your staff knows all/sees all. Be respectful at all times: to everyone, towards everyone. No exceptions.
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RECOGNITION

Scientific studies have proved, what you focus on expands. Spend at least as much time noticing and analyzing what's right as you do on what's wrong.

Suggestions for incorporating a positive focus (recognition) into your daily routine:

- **Rework CQI/QA benchmarks to reflect what you want more of.**
 - **Incorporate a balance approach to making rounds noticing what's right as well as what's wrong.**
 - **Implement a few recognition programs that promote teamwork.**
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Creating the "Team of Your Dreams" takes consistent focus.

- **Create systems to support you.**
- **Set short term and long term goals.**
- **Review your actions and gently readjust when you missed an opportunity.**
- **Stay the course and watch your team flourish.**

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