Transforming Dysfunctional Teams Learning Objectives

*Identify* the different root causes of dysfunctional team dynamics and forms of toxic teams  
*Reflect* on the benefits of high performing, cohesive teams  
*Recall and implement* strategies for improving team dynamics

Related Resident Evaluation Items

- Clearly communicated roles and expectations.  
- Provided prompt constructive feedback.  
- Treated me with fairness and respect.  
- Was a positive role-model for professional practice and behaviors.

Root Causes of Dysfunctional Teams

Tips for Transforming Dysfunctional Teams

1. Start with a Positive Assumption  
2. Add Your Full Value  
3. Amplify Other Voices  
4. Know When to Say “No”  
5. Embrace Productive Conflict

Leadership tips for resolving team conflict

1. Define acceptable behavior  
2. Hit conflict head-on  
3. Understand the ‘WIIFM’ factor  
4. The importance factor  
5. View conflict as opportunity

References


The ‘Undermining Colleague’ Scenario

Written with Noelle Rolle, MD, Chief Medical Resident at the Orlando VA

Find a partner and role-play the scenario below

- It is the first of the month on a new rotation
- You’re assigned to a team with one other resident that you’ve just met
- A week into the rotation, you notice that the other resident is doing things to impress the attending, while undermining you
- You are not sure if their actions are intentional or not
- You begin to feel frustrated and unsure if you’re being paranoid, but it continues to happen
- No one else seems to notice, especially the attending...
- How do you approach the other resident?

The ‘Late Team Member’ Scenario

Written with Noelle Rolle, MD, Chief Medical Resident at the Orlando VA

Find a partner and role-play the scenario below

- You are the team senior resident on wards
- You notice an intern progressively showing up later and later for their shifts
- It begins to affect team productivity
- The co-intern feels this is not fair and tensions are building
- The attending notices there is team dysfunction
- How do you approach the intern?