

### 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

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Lencioni, P. (2002). The five dysfunctions of a team: A leadership fable. San Francisco: Jossey-Bass.

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## Role-Play Scenarios

### 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?