It's all about TEAMS!!!

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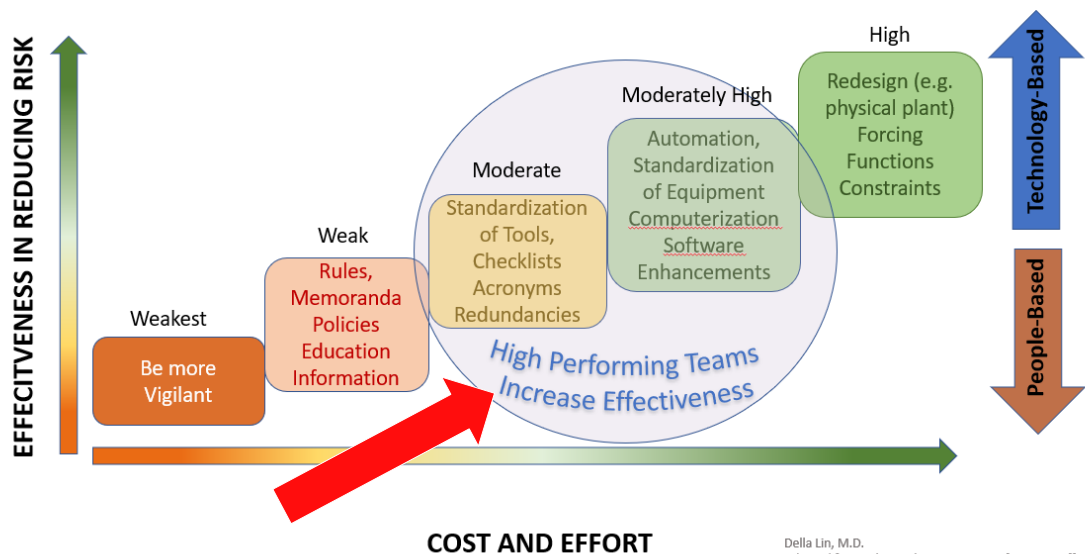
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Increasing Trust in Teams

Six factors to promote

- Openly sharing all information
- Supporting other team members
- Congruence among feeling, thoughts, words and actions
- Being inclusive and accessible
- Being predictable, dependable and accountable
- Sharing credits

Six factors to avoid

- Hidden agenda
- Internal Competition
- Tabooed discussion topics
- Selfishness
- Defensiveness
- Paying lip service

Samuel van den Bergh, Center for Intercultural Competence and Professor for Intercultural Communication, Intercultural Competence and Diversity Management at the Departments of Applied Linguistics and Economics of the Zurich University of Applied Sciences Winterthur

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Formula for Perfect Teams?

Google Project Aristotle

- Psychological Safety
- Structure/Clarity
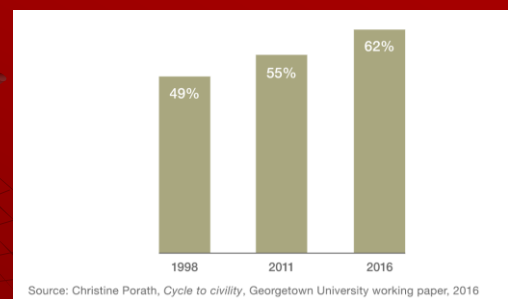- Dependability
- Meaning of Work
- Impact of Work
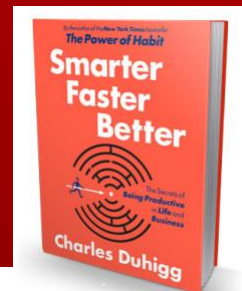
TEAMING

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What else can undermine the performance of teams?

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Incivility and Rudeness Rising…

◆ Impact on performance
- 47% spent less time at work
- 38% deliberately decreased quality
- 63% lost time trying to avoid offender
- 66% lower performance
- 78% lower commitment to the organization
- 25% admit taking frustration out on those they serve

Source: Christine Porath, *Cycle to civility*, Georgetown University working paper, 2016

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… and contagious

Incivility Spiral

…Rosen, C, Appl Psychology 2016

Overlooked but not untouched

…Porath, C. Org Behav Hum Dec Proc 2009

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Rudeness impacts diagnostic and procedural performance

The Impact of Rudeness on Medical Team Performance: A Randomized Trial

Rudeness and Medical Team Performance

Riskin, A Pediatrics Sept 2015
Riskin, A Pediatrics Feb 2017

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Impact on performance may not be *self*-evident…
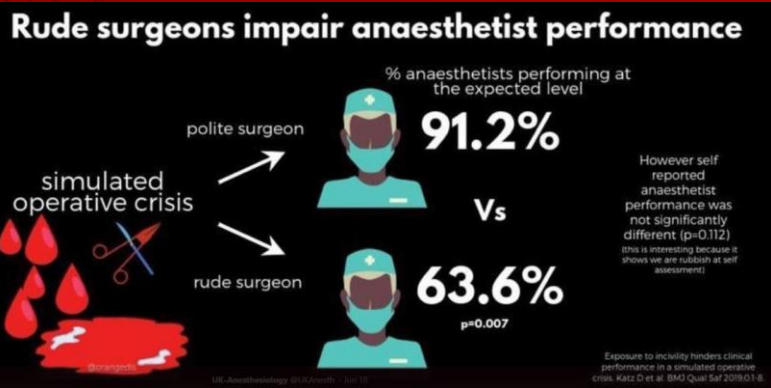
Katz, D. et. Al. BMJ Quality and Saety epub ahead of print May 31 2019

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Prevalence of experiencing physical and non-physical violence

69% of anesthesiologists report experiencing non-physical violence in the workplace

Udoji, M. et. al. International Anesthesiology Clinics July 2019

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Impact on Surgical Complications

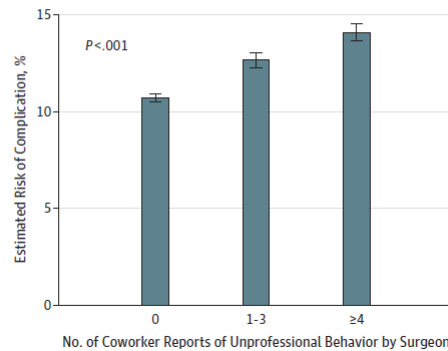Figure 2. Estimated Complication Rate According to the Operating Surgeon's Reports by Coworkers About Unprofessional Behaviors in the 36 Months Preceding the Operation
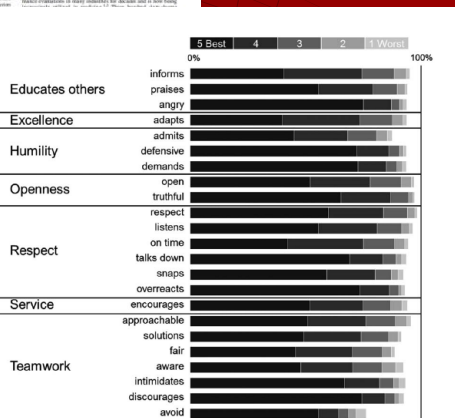
Compared with patients whose surgeons had zero reports:

- Patients whose surgeon had 1 to 3 reports were at **18.1%** higher estimated risk of complication
- Those whose surgeon had 4 or more reports were at **31.7%** higher estimated mean risk of complication

Cooper, WO et. al JAMA Surgery Published Online June 16, 2019

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Behaviors Associated with Malpractice Claims

- **Highest odds ratios**
  (if in bottom 10%)
  - Snaps at others — OR 5.92
  - Talks down — OR 4.28
  - Considers suggestions — OR 5.99
  - Pays attention — OR 4.97
  - Informs others — OR 4.86

Lagoo, J et. al. Ann Surg July 2019;270:84–90

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Teaming is not about conforming….

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If we are all in agreement on the decision...

… then I propose we postpone further discussion of this matter until our next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about.

◆ Alfred P. Sloan

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