

Saturday 29 April

TIME
CLASS
FACULTY

MORNING SESSION 2
LEADING HIGH PERFORMANCE TEAMS
JON CHILINGERIAN

DESCRIPTION OF SESSION



The program ends with an activity about the "new" basic work unit in health care organizations--clinical and non-clinical teams. According to Katzenbach and Smith (2003), a team is a "small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."

The first part involves a survival situation in which you will work to work individually and then in groups. In the subarctic simulation, you have survived a plane crash with your group. Your group must decide on a strategy. You have 15 items from the crash that you must rank in order of importance to the group's survival. Your challenge is to rank the items based on their importance. Your group will receive an overall measure of their collective intelligence. Information is incomplete and ambiguous. You have time pressure and uncertainty. Can you make an effective group decision?

This last session differentiates the leader's responsibility from the group's responsibility. Groups can have talent, effort, and strategy problems. Leaders are responsible for designing and coaching groups that support team performance. The members of the group are responsible for the rational and relational processes. The team needs to be sure that the decision processes result in high quality decisions that are accepted by the group.

There are three learning goals. First, I want you to understand what leaders can do to improve the enabling conditions so groups can be more productive. Second, to learn how to make a team more effective by differentiating the rational from the relational process. Third, understanding how the rational process and relational process together creates a fair process. Today and throughout this week, you will be working with a diverse team. Try to achieve extraordinary results with your group.

❖ **Simulation: Subarctic Survival (in class)**