Objectives

- Describe different types of team leaders
- Describe roles and responsibilities of an effective team leader
- Describe the leader's role in resource management
- Describe the delegation process
- Describe strategies for team leaders to include briefs, huddles, and debriefs
- Describe how effective team leaders facilitate conflict resolution
- Identify the barriers, tools, strategies, and outcomes of leadership
Team Leader

Two types of leaders:

- **Designated** – The person assigned to lead and organize a designated core team, establish clear goals, and facilitate open communication and teamwork among team members.

- **Situational** – Any team member who has the skills to manage the situation at hand.

Effective Team Leaders

- Organize the team.
- Articulate clear goals.
- Make decisions through collective input of members.
- Empower members to speak up and challenge, when appropriate.
- Actively promote and facilitate good teamwork.
- Are skillful at conflict resolution.

Resource Management is…

A strategy for achieving workload balance within and across teams in a unit.

- Refers to people, knowledge or information, materials, and time that can be drawn upon to accomplish a task.
- Goal is to prevent work overload situations that compromise situation awareness and increase the risk of error.
**Resource Management**

- **Core Team Leader**
  - Information
  - Resident and family
  - Plan of care
  - Facilities
  - Time
  - Equipment

- **Coordinating Team Leader**
  - Information
  - Administrative
  - Facilities
  - Time
  - Equipment
  - Resident flow
  - Other departments

**FOCUS**
- Team & Your Unit
- Work Flow

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**Delegation**

- Method of redistributing tasks or assignments
- Process includes four steps:
  - Decide what to delegate
  - Decide to whom to delegate
  - Communicate clear expectations
  - Request feedback

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**Promoting and Modeling Teamwork**

- Effective leaders cultivate desired team behaviors and skills through:
  - Open sharing of information
  - Role modeling and effective cuing of team members to use prescribed teamwork behaviors and skills
  - Constructive and timely feedback
  - Facilitation of briefs, huddles, debriefs, and conflict resolution
TeamSTEPPS®

Exercise: Leadership

INSTRUCTIONS:
1. Begin by selecting a leader and scribe for your group.
2. The group will have 10 minutes to address the questions, record your answers, and report back to the group at large.

TeamSTEPPS®

Team Events

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

Leaders are responsible to assemble the team and facilitate team events
But remember…
Anyone can request a brief, huddle, or debrief

TeamSTEPPS®

Briefs

Planning
- Form the team
- Designate team roles and responsibilities
- Establish climate and goals
- Engage team in short- and long-term planning
Planning Essentials for Teams

- Leader usually initiates the planning process
- Team members are included in the planning process
- Team members have a common understanding of the problem and their roles

Briefing Checklist

<table>
<thead>
<tr>
<th>TOPIC</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is on core team?</td>
<td>✔</td>
</tr>
<tr>
<td>All members understand and agree upon goals?</td>
<td>✔</td>
</tr>
<tr>
<td>Roles and responsibilities understood?</td>
<td>✔</td>
</tr>
<tr>
<td>Plan of care?</td>
<td>✔</td>
</tr>
<tr>
<td>Staff availability?</td>
<td>✔</td>
</tr>
<tr>
<td>Workload?</td>
<td>✔</td>
</tr>
<tr>
<td>Available resources?</td>
<td>✔</td>
</tr>
</tbody>
</table>

Huddle

Problem Solving

- Hold ad hoc, “touch-base” meetings to regain situation awareness
- Discuss critical issues and emerging events
- Anticipate outcomes and likely contingencies
- Assign resources
- Express concerns
Debrief

Process Improvement
- Brief, informal information exchange and feedback sessions
- Occur after an event or shift
- Designed to improve teamwork skills
- Designed to improve outcomes
  - An accurate reconstruction of key events
  - Analysis of why the event occurred
  - What should be done differently next time

Debrief Checklist

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication clear?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roles and responsibilities understood?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situation awareness maintained?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workload distribution?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did we ask for or offer assistance?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were errors made or avoided?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What went well, what should change, what can improve?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Debrief
Facilitating Conflict Resolution

- Effective leaders facilitate conflict resolution techniques through invoking:
  - Two-Challenge rule
  - DESC script
- Effective leaders also assist by:
  - Helping team members master conflict resolution techniques
  - Serving as a mediator

Team Formation Video

Team Formation Video

Team Formation Success: Long-Term Care
Team Formation Success: Sub-Acute Care

Leadership OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust

BARRIERS

- Hierarchical Culture
- Lack of Resources or Information
- Ineffective Communication
- Conflict

TOOLS and STRATEGIES

- Brief
- Huddle
- Debrief

Leadership
Teamwork Actions

- Empower team members to speak freely and ask questions
- Use resources efficiently to maximize team performance
- Balance workload within the team
- Delegate tasks or assignments, as appropriate
- Conduct briefs, huddles, and debriefs
- Use conflict resolution techniques (i.e., Two-Challenge rule and DESC script)