



# Leadership

*TeamSTEPPS*





## *TeamSTEPPS*

### Leadership

## Objectives

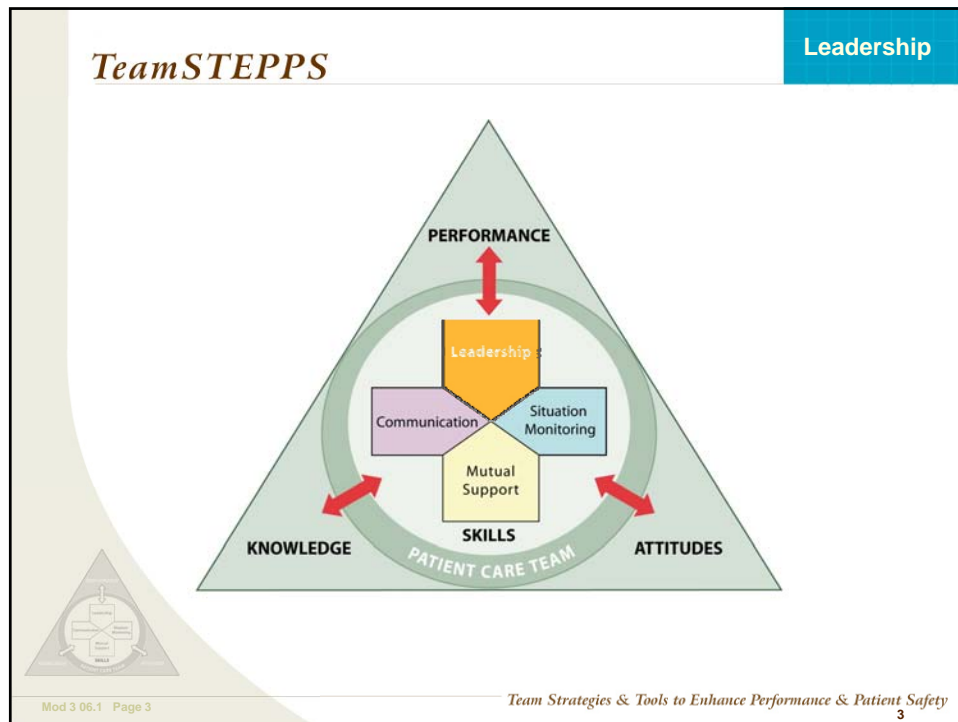
- Describe different types of team leaders
- Describe roles and responsibilities of an effective team leader
- Describe the leader's role in resource management
- Describe the delegation process
- Describe strategies for team leaders to include briefs, huddles, and debriefs
- Describe how effective team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



Mod 3 06.1 Page 2

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2



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## 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

Mod 3 06.1 Page 4 *Team Strategies & Tools to Enhance Performance & Patient Safety* 4

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## 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
- Skillful at conflict resolution



Mod 3 06.1 Page 5 *Team Strategies & Tools to Enhance Performance & Patient Safety* 5

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## Delegation

- Method of re-distributing tasks or assignments
- Process includes 4 steps:
  - Decide what to delegate
  - Decide to whom to delegate
  - Communicate clear expectations
  - Request feedback




Mod 3 06.1 Page 6 *Team Strategies & Tools to Enhance Performance & Patient Safety* 6

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**Promoting & Modeling Teamwork**

**Effective leaders cultivate desired team behaviors and skills through:**

- Open sharing of information
- Role modeling and effectively cueing team members to employ prescribed teamwork behaviors and skills
- Constructive and timely feedback
- Facilitation of briefs, huddles, debriefs, and conflict resolution



Mod 3 06.1 Page 7

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7

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**Exercise: Leadership**

**INSTRUCTIONS:**

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



Mod 3 06.1 Page 8

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8

**EXERCISE**

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## 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*



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## Briefs

### Planning

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



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## 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



Mod 3 06.1 Page 11

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11

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## Briefing Checklist



TOPIC	
Who is on core team?	<input checked="" type="checkbox"/>
All members understand and agree upon goals?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Plan of care?	<input checked="" type="checkbox"/>
Staff availability?	<input checked="" type="checkbox"/>
Workload?	<input checked="" type="checkbox"/>
Available resources?	<input checked="" type="checkbox"/>



Mod 3 06.1 Page 12

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12

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**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



Mod 3 06.1 Page 13

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13

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**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




Mod 3 06.1 Page 14

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14

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## Debrief Checklist



TOPIC	
Communication clear?	<input checked="" type="checkbox"/>
Roles and responsibilities understood?	<input checked="" type="checkbox"/>
Situation awareness maintained?	<input checked="" type="checkbox"/>
Workload distribution?	<input checked="" type="checkbox"/>
Did we ask for or offer assistance?	<input checked="" type="checkbox"/>
Were errors made or avoided?	<input checked="" type="checkbox"/>
What went well, what should change, what can improve?	<input checked="" type="checkbox"/>




Mod 3 06.1 Page 15

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15

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## Debrief







Mod 3 06.1 Page 16

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16

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## 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



Mod 3 06.1 Page 17 Team Strategies & Tools to Enhance Performance & Patient Safety 17

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## Leadership

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
<ul style="list-style-type: none"> <li>■ Hierarchical Culture</li> <li>■ Lack of Resources or Information</li> <li>■ Ineffective Communication</li> <li>■ Conflict</li> </ul>	<p>Brief</p> <p>Huddle</p> <p>Debrief</p>	<ul style="list-style-type: none"> <li>■ Shared Mental Model</li> <li>■ Adaptability</li> <li>■ Team Orientation</li> <li>■ Mutual Trust</li> </ul>

## Teamwork Actions

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

