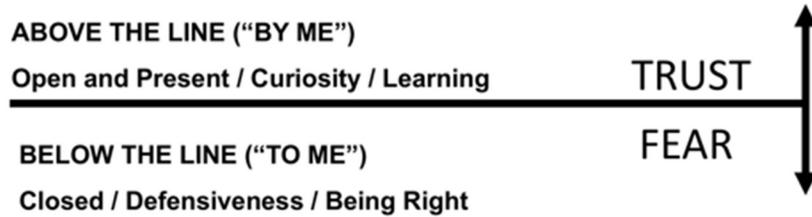Authentic Teams: Challenges to team functioning and models for team development and communication.

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- Introductions and Background

- Goals
    - Overview of the leadership and staff program development challenges of neuro rehabilitation ("Teaming" by Edmundson)
    - Introduction to mindfulness applications for individuals and teams: The Conscious Therapist Authentic Community
    - Introduction to the Deliberately Developmental Organization Model (Kegan and Lahey)
    - At the end of this session, participants will be able to:

        - Identify three facets of interdisciplinary rehab that constitute Complex Operations (Edmundson's Teaming model)
        - Identify three gateways for transition from pseudo-team to Authentic Team
        - State the three components of a Deliberately Developmental Organization

- Setting the stage
    - "Head injury rehabilitation is an extremely stressful and demanding endeavor; it is not for everyone." McMahon, Shaw, and Mahaffey 1988
    - "Each neuropsychological rehabilitation program is a dynamic entity. It is either in a state of development or decline. Ongoing scientific investigation helps the rehabilitation team learn from their successes and failures and is needed to maintain a dynamic, creative rehabilitation effort" George Prigatano, *Principles of Neuropsychological Rehabilitation* 1999

- Teaming by Amy Edmundson

	Routine Operations	Complex Operations	Innovation Operations
Work Design	Well-established processes	Mix of established, tentative and novel processes	Consistent process guidelines, unique process details
Uncertainty	Low: results predictable	Medium: inputs and results are both somewhat unpredictable	High: results are unpredictable
Managerial Focus	Control and measurement	Building a culture of openness and vigilance	Inspiring and supporting focused exploration
Planning	Interdependencies are managed in advance	Many interdependencies must be managed real time through back-and-forth communication	Understanding of interdependencies has to be developed along the way
Failure Frequency (Dominant Type)	Avoidable and infrequent (Process Deviation)	Expected- vigilance essential (System Breakdown)	Frequent and even desirable (Unsuccessful trial)
Organizational Learning Goal	Continuous improvement	Problem Solving	Innovation
Critical Learning Tools	TQM, Statistical Process Control, Andon Cord	Psychologically safe culture, Vigilant interpersonal communication	Structured innovative processes, cross disciplinary teams
Measure of Success	Efficiency/Reliability	Safety/Quality	Innovation/Discovery
Exemplar	Auto assembly Plant	Tertiary Care Hospital	Product Design Consultancy

- Five Dysfunctions of a Team by Lencioni
  - Inattention to results
    - Avoidance of accountability
      - Lack of commitment
        - Fear of conflict
          - Absence of Trust

- Psychological Safety and Communication (email for copy of article, used by permission)
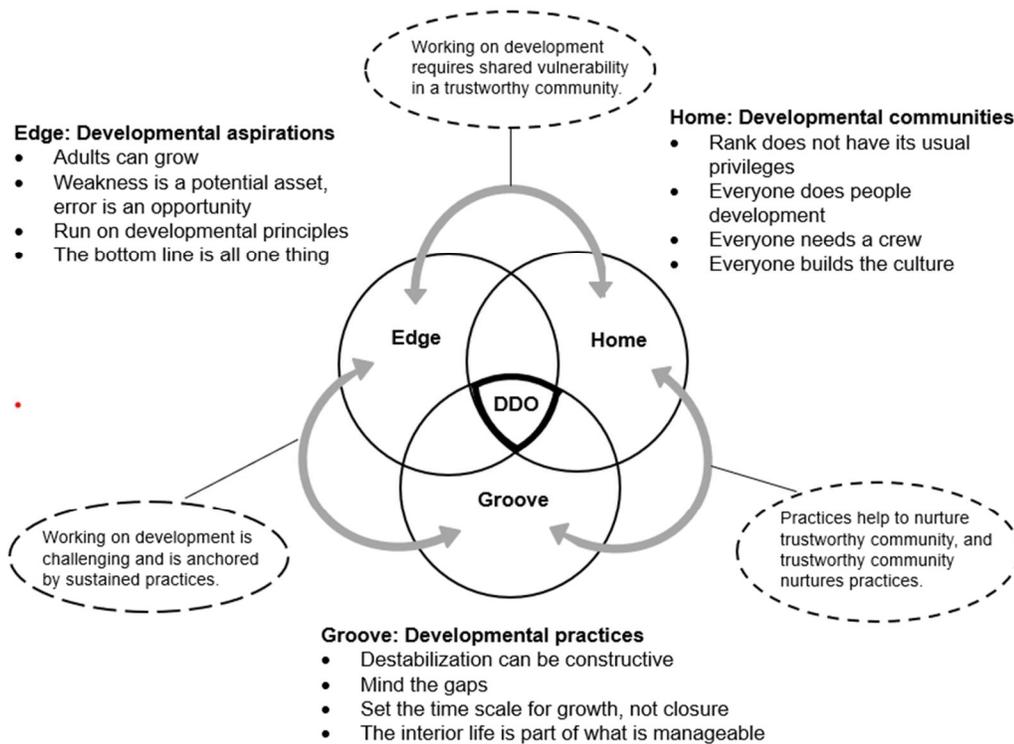
- The Conscious Therapist and the Conscious Therapist**s**

ABOVE THE LINE ("BY ME")
Open and Present / Curiosity / Learning — TRUST ↑

BELOW THE LINE ("TO ME")
Closed / Defensiveness / Being Right — FEAR ↓

- Authentic Community (The Conscious Leadership Group, used by permission)

Pseudo Team	*Gateways*	*Authentic Team*
From	*Through*	*To*
Complaining		Healthy Responsibility
Concealing	Truth and Openness	Revealing
Façade	Commitment	Authentic Feelings
Entitlement	Accountability	Appreciation
Conflict	Vulnerability	Creativity
Defensiveness	Discomfort	Curiosity
Control	Fear	Participation
Knowledge	Risk of Betrayal	Wisdom
	Risk of	
Rules	Embarrassment	Compassion
Being Right		Being Present

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- Deliberately Developmental Organization (Kegan and Lahey)
  - "Imagine so valuing the importance of developing people's capabilities that you design a culture that itself immersively sweeps every member of the organization into an ongoing developmental journey in the course of working every day.
  - "Imagine making the organization itself—and not separate, extra benefits—the incubator of capability. Imagine hardwiring development into your bottom line so that, along with asking whether your culture is fostering the other elements of business success you ask—demand—that your culture as a whole, visibly and in the regular, daily operations of the company, be a continuous force on behalf of people overcoming their limitations and blind spots and improving their mastery of increasingly challenging work."
  - "Imagine finding yourself in a trustworthy environment, one that tolerates—even prefers—making your weaknesses public so that your colleagues can support you in the process of overcoming them. Imagine recapturing the full-time energies of your employees now joined to the mission of the enterprise."

Working on development requires shared vulnerability in a trustworthy community.

Edge: Developmental aspirations
- Adults can grow
- Weakness is a potential asset, error is an opportunity
- Run on developmental principles
- The bottom line is all one thing

Home: Developmental communities
- Rank does not have its usual privileges
- Everyone does people development
- Everyone needs a crew
- Everyone builds the culture

Edge   Home

DDO

Groove

Working on development is challenging and is anchored by sustained practices.

Practices help to nurture trustworthy community, and trustworthy community nurtures practices.

Groove: Developmental practices
- Destabilization can be constructive
- Mind the gaps
- Set the time scale for growth, not closure
- The interior life is part of what is manageable

- Examples of grooves
  - Introduction to Conscious Therapist
    - Included in interviews
    - Program specific orientation
    - The Conscious Therapist workshop 2 day training

- o Applications
  - ▪ Centering at meetings
  - ▪ Integration into ongoing discussion
  - ▪ Individual team meetings addressing how we are "showing up" for the patient and one another
  - ▪ Use of Enneagram as awareness tool
  - ▪ Identifying, in a "public manner" our individual growth edge
- o DDO Committees
  - ▪ Conscious Therapist
    - • Improving Communication
    - • 18-24 month series on communication
    - • Culminating in "Essential Team Conversations"
  - ▪ Evidence Based Medicine
    - • Quarterly Journal Reviews
    - • Improving Traction of EBM
      - o Realist Review by Ataman et al.
      - o Many of the limiting factors are team and communication related and not just "technical"
  - ▪ Mentoring
    - • Care Partners
    - • Care partner pair, cross disciplines and professional levels
    - • 30 minutes 2x/month for first quarter and then monthly (frequency/time of day)
    - • Weekly optional 30 minute slots
    - • Initial discussion: "what is your enneagram or strengths/weaknesses about your personality; discuss growth edge goals with each other and develop plan to help the other person meet it, reflect back what you learned about their style"
    - • Additional guiding questions

References and Resources

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- Kegan, R., Lahey, L., Fleming, A., Miller, M., and Markus, I. **Extended White Paper: The Deliberately Developmental Organization,** 2014, Way to Grow Inc.

- The **Conscious Leadership Group** (www.conscious.is)

- **Brain Injury Leadership Academy** (www.braininjuryleadership.com)

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