

## LEADERSHIP



Three strategies that team leaders can use to effectively promote teamwork are:

### Briefs – Planning

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

### Huddle – Problem-solving

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

### Debriefs – Process Improvement

- Conduct brief, informal information exchanges after an event or shift.
- Reconstruct key events and analyze why the events occurred.
- Determine what should be done differently next time.

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For more information on TeamSTEPS, visit the Agency for Healthcare Research and Quality (<http://teamstepps.ahrq.gov>) or U.S. Department of Defense TRICARE Management Activity, Patient Safety Program (<http://dodpatientsafety.usuhs.mil>) Web sites.

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- **Elements of Teamwork**
- **Types of Leaders**
- **Promoting & Modeling Teamwork**
- **Strategies to Promote Teamwork**

## Leadership

Leadership is the linchpin that holds a teamwork system together. Effective leaders create a climate that allows teamwork to flourish.

## Essential Elements of Teamwork

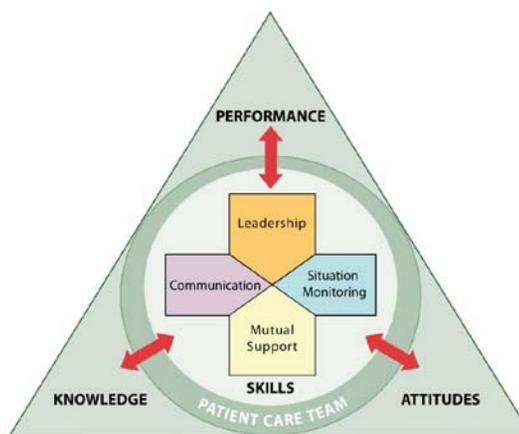
The actions of leaders are intimately linked to 3 essential elements of teamwork. In order to effectively lead a team, leaders must:

1. Constantly monitor the situation to better anticipate team members' needs and effectively manage the resources to meet those needs.
2. Communicate effectively with their team members to model appropriate behavior and reinforce and reward behavior when it is exhibited by team members.
3. Foster an environment of mutual support by role-modeling and reinforcing the use of those types of behaviors.

## Promoting & Modeling Teamwork

Effective leaders cultivate desired team behaviors and skills through:

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



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

## Effective 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 strong teamwork.
- Are skillful at conflict resolution.
- Manage resources efficiently.
- Delegate responsibility, as appropriate.