

# BUILDING TEAM COHESIVENESS

PART 1



**MeriaEDU**  
TEAM MEETINGS  
POWERED BY *FIRSTLINE*

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# Reality Check



"Anything perceived as real is real in its consequences."

- *Anonymous*

# A Look at Communication



- Effective communication
- The process of interaction
- “I” and “you” messages
- Constructive confrontation
- Feedback

# Characteristics of Effective Communicators



- Focus on behavior
- Maintain self-confidence and self-esteem
- Maintain constructive relationships
- Take initiative
- Lead by example

# Focus on Behavior



- Do you tend to focus on personalities in your practice?
- How are personalities getting in the way of good business and adult communication?

# Maintain Self-Confidence



- Self-esteem is the worst place to offend.
- It's the difference between the professional and the average.
- Could you cite examples of how you do this in your hospital?

# Maintain Constructive Relationships



- Do you resist honest communication because it always “ends badly”?
- Do you view feedback or critiques as personal attacks?
- How do hidden agendas and “office politics” affect truthful communication in your practice?

# Do It Now



- It's passive aggressive to wait.
- You're paid to make your place of employment the best it can be.
- Are you part of the problem or the solution?

# Lead by Example



**Be part of  
the Solution**

# Basic Human Needs: Esteem



- “I appreciate that you...because...”
- “Thanks for taking the time to...  
Because of your support I was able to...”
- “You did an exceptional job on...  
I thought...was particularly effective because...”

# Basic Human Needs: Empathy



- "I understand how (feeling) it can be to experience that...(fact)."
- "From what you've said, it sounds like you're (feeling) about (fact)."
- "All of you have the right to feel (feeling) because of the way this was handled (fact)."

# Basic Human Needs: Involvement



- “What do you think should be your next steps?”
- “I’m facing a situation and could use your help.”
- “Who else do you think needs to be involved?”

## Basic Human Needs: Share



- “Let me tell you about a recent experience and what I learned from it. Maybe it can help you think of other ways to approach this project.”
- “I have to be honest and admit that I’m feeling...about this.”
- “I’m less concerned about...My bigger concern is...because...”

# Basic Human Needs: Support



- “What kind of support would each of you need to achieve your goal?”
- “You’ve agreed to take action on...and I have time to coach you if you’d like.”
- “I appreciate that you’re looking to me for ideas. Why don’t we explore the options you’ve all thought of before I offer suggestions?”

# Feelings



“If you don’t do your feelings, your feelings will do you.”

- Shawn McVey

# “I” and “You” Messages



- Use “I” messages when you need to express a problem to someone else.
- “You” messages often place blame and attack others.

# Simmer Down and Communicate



- If you're late for work again, you're going to be real sorry!"
- "I get very angry when you're late for work because I thought you committed to being on time in our last review."

# The Interaction Process: Open



- In this step we clarify the purpose of the communication and its importance.
- “The purpose of our discussion is to come up with ways to distribute work among us so that it gets done, yet no one is over loaded.”

# The Interaction Process: Clarify



- In this step we're looking for facts, figures, issues and concerns. This will help provide insight into potential barriers for good communication.
- "Before we talk about how to divide up the work, can each of you tell us the the major assignments you're working on and the percentage of time they're taking?"

# The Interaction Process: Develop



- In the development process, as in clarifying, it's important to ask team members for input. Seeking alternative approaches sparks creative energy and results in more and better ideas than what can be generated alone.
- "As we suspected, each of us has a pretty full schedule already. Given that, what ideas do you have for distributing the work?"

# The Interaction Process: Agree



- Here you specify what will be done, who will do it, and by when. Great ideas are only great when they're acted upon.
- "Can we agree which of the two plans for distributing work we will go with? Then we can talk about how to present it to the rest of the team and who's going to do what to see that it happens."

# The Interaction Process: Close



- The close is the final chance to check and see that everyone is clear about the communication.
- “Just to summarize: Bob, you’ll pick up Mike’s assignment when it comes through. Barbara, you’ll take over the things Bob was handling. Nancy, you’ll.....Does everyone still feel this is the best approach?”

# Happiness



“Happiness is not the absence of conflict, but the ability to cope with it.” - *Anonymous*

# Behavior



“People treat us the way we teach them to treat us.”

- *Wayne Dyer*

# What About Confrontation?



- Understand that there is a process.
- Effective actions allow you to express views without blaming.
- Overcome problems before they turn into full-scale conflicts.
- Define and work out conflicting goals.

# Constructive Confrontation: When?



- Upset or angry
- Avoidance of co-workers
- Emotions are interfering with performance
- Strained relationships

# Effective Actions



- **Explain the problem as you see it.**

This helps focus the discussion from the start. Be sure you're stating your perception of the problem.

# Effective Actions



- **Describe impact.**

Talk in the first person about how you see things. If you don't effectively communicate how the problem is impacting you then you're really just griping!

# Effective Actions



- **Ask for the other person's views.**

The information you have may not be complete, so ask for all of their perspectives. This step also conveys the message that you respect their opinions.

# Effective Actions



- **Explore and discuss solutions.**

List as many solutions as you can think of. Don't evaluate or criticize any of the ideas until the list is complete. Together, you can "jury select" a solution.

# Effective Actions



- **Agree on a plan.**

This step is simple but important. It's here that you re-check for misunderstandings. If you do this correctly you can be sure you're on the right path toward resolution.

# Effective Actions



- **Agree on resolution and set a follow-up date.**

It's easiest to ensure a positive outcome if you agree specifically on what each of you will do while the problem is still fresh in your minds. Sharing responsibility enables everyone to feel committed to the solution.

# Questions



“There are two silent screams in every organization:

- (1) Where are we headed? and
- (2) How am I doing?”

- *Robert Hughes, Ph.D.*

# Giving Feedback to Others



- Understand the process of giving feedback.
- Use effective actions to give feedback.
- Know how and when to approach others.
- Know when NOT to give feedback.

# You Give Feedback When...



- Asked for your opinion on performance
- Errors continue to occur
- You find others' work habits disturbing
- An employee's performance doesn't meet expectations

# Effective Actions



- **State the constructive purpose of your feedback.**

Clarifying from the start provides focus for the conversation and allows the person receiving the feedback to be clear on where the conversation is heading.

- "I have a concern about..."
- "I feel I need to let you know..."

# Effective Actions



- **Describe what you observed.**

It's so important to be specific and focus only on what you've observed rather than opinions or rumors. When giving feedback you should have a specific event or action in mind.

# Effective Actions



- **Describe your reactions.**

Most people learn better when they have some idea about how their behavior is impacting others around them. Give examples about how their behavior affected you and co-workers.

# Effective Actions



- **Give the other person a chance to respond.**

Allowing the other person to respond to your feedback is a basic courtesy and a good opportunity to recheck for miscommunication.

# Effective Actions



- **Offer specific suggestions.**
- Your purpose in giving feedback is to make things better. When possible, offer suggestions for change. When not, admit that you don't have a solution but that you're bringing the problem into the light so that something can change.

# Effective Actions



- **Summarize and express support.**

By summarizing, you can avoid misunderstandings. It's also an opportunity to show your support for the other person. End on a positive note by communicating confidence in the person's ability to improve the situation.

# Put It All Together



Practice feedback on the exit survey that follows the presentation.



Thank  
You