How to Create and Motivate a Team

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Disclosures

* Mostly opinion with a little science
* Based on my experience or that of others
* I am a huge Miami Dolphin fan
“Alone we can do so little; together we can do so much” — Helen Keller
Art or Science?

1972 Miami Dolphins
Crew
Small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.*

Goals

* Understand the “Team” concept in Radiology
* Evaluate what it takes to create a great team
* Assess the requirements for keeping the team motivated for success
Katzenbach JR, Smith DK. The Wisdom of Teams

Team Performance Curve

- No joint work product
- Group of individuals
- No common purpose

- Group calls itself a team
- Not focused on collective performance

- No joint work product
- Group of individuals
- No common purpose

- Common purpose
- Mutual accountability
- Group risk-taking

- Need for performance impact
- Still unclear about goals & common working approach

- Deeply committed to one another’s personal growth
- Commitment transcends the team

Team Effectiveness (Team Maturity)

Performance Impact
Does Radiology involve Teamwork?

* Radiology Department – working group
* Pediatric Radiology - team
“Great vision without great people is irrelevant.”
1) Get the right people on the bus
2) Get the wrong people off the bus
3) Set the direction
Creating the Team

* Get the right people on the bus – be cautious in hiring
  * Don’t hire someone unless they raise the average
  * Hire A players and get rid of C players
  * Hire for skill and skill potential… not personality….but… look for “charismatic connectors”
  * Find out what makes each person tick
Creating the Team

- Articulate vision and goals frequently
- Create an environment that sustains motivation
  - Should be able to feel the energy and enthusiasm
- Invest in socialization
Creating the Team

* People you hire need to believe what you believe (or else they will only work for the money)

* Simon Sinek – The Golden Circle
  
  * “People don’t buy what you do, they buy why you do it.”
The Golden Circle

Start with Why

What

How

Why
Motivation
Motivation

* Two ways to influence human behavior
  * Manipulate it
  * Inspire it
If you want to be successful...

* Lead by example
* Follow the “Platinum Rule”
* Treat everyone with respect
* Listen more than you talk (ask, don’t tell)
If you want to be successful...

* Don’t make people feel “wrong”
* Keep processes simple
* Make people feel important (recognition)
* Focus on building relationships, not task accomplishment
Motivating

* Require that your team members bring solutions to problems....not just problems themselves
* Reward results, not time expended or cost (P4P)
* Walk rounds – “Visibility is credibility”
* Don’t pass up an opportunity to promote your team’s work
Motivating

* Encourage team members to assume leadership positions in your organization and others
* Don’t micromanage
* Don’t censor ideas
* Stop punishing mistakes (unless they are a result of carelessness, sloppiness or laziness)
* Don’t use the upper hand to play games
Motivating

* Be consistent with rules – all held to same standard
* Be approachable – open-door policy
* Don’t conceal adversity...but be selective
* Match passions to talents
* Resist making negative comments about coworkers
* Deal with critical issues quickly.....
...otherwise, no hasty moves
* Could I benefit by holding back?
* Have I heard all sides of the argument?
* Can they straighten this out without my intervention?
* Will I get caught in the middle?
What will work against you?

* Large size of teams
* More virtual participation
* Diversity of the group
* High education levels
Conclusions

* Creating an effective team is not a “given”
* Getting the right people on the bus is critical
* Focusing on “why” is critical
* Keeping people motivated and passionate about their work is key to sustainability