

# Team Building and Work Styles

Preceptor Module Four

This program funded by grants from the

**SAN DIEGO WORKFORCE FUNDERS COLLABORATIVE**

David Narevsky, JD, MPA

Program Coordinator

**San Diego Workforce Partnership**

In conjunction with

Neil Silverston

President, WorkSource Partners

Basic & Advanced Medical Assistant Curriculum Module Authors

Ellen Beck, MD

Clinical Professor, Family and Preventive Medicine, **UC San Diego School of Medicine**

Danielle Lauria, B.S., PA-C

Associate Professor, Medical Assisting, **San Diego Mesa College**

Preceptor Curriculum Module Author

Ellen Beck, MD

Clinical Professor, Family and Preventive Medicine, **UC San Diego School of Medicine**

Educational Partners

**University of California, San Diego Extension**

Leslie K. Bruce, JD

Director, Healthcare Leadership & Community Outreach

**CA Community Colleges, Health Workforce Initiative, San Diego/Imperial Region**

Ann Durham, RN, MSN, FNP, Esq.

Deputy Sector Navigator - Health

# PRECEPTOR TRAINING

## SESSION FOUR OUTLINE

- Identify our work styles, our styles under stress, how to recognize our gifts, 'flex' to each other, and how to adapt
- Work through and problem-solve team-building and work situation scenarios
- Apply tools and concepts learned during the training to address work place situations
- Writing activity and next steps

# Parts of a Team

## Discussion

- Real Team vs. False Team
- What behavior is expected of a team member?
- What behavior is expected of a team leader?
- How do teams work well?
- What leads to problems with teams?

# Work Styles


For this activity, we will use this book as a resource:

## *People Styles at Work*

by Robert Bolton and Dorothy Grover Bolton. Ridge Associates, 1996. Published by AMACOM, a division of American Management Association

Recommended Pages/Handout:

Pages 13-15, Pages 24-61

- 
- This activity is simply informational; generally, we should not label people, or make assumptions
  - This is an opportunity to learn more about ourselves, our preferred work style, how we change under stress, how we can learn to flex to each other's style, how we can understand ourselves better, and learn to modify our behavior

# People Styles at Wrok

Complete questionnaire from pp. 14-15. For each question, choose the behavior that more closely characterizes you in your work life:

For example, for the question:

Do you talk with your hands?

Check one of the boxes below, based on your behavior at work.

- ☐ More use of hands when talking
- ☐ Less use of hands when talking

# People Styles at Work

- For each question, choose the behavior that more closely characterizes you in your work life:
- Other characteristics assessed include:
  - Less inflection in voice/more inflection in voice
  - More tentative when expressing opinions/less tentative when expressing opinions
  - More likely to use anecdotes/Less likely to use anecdotes



# People Styles at Work

There are eighteen questions in all, each with two boxes which represent two choices.

For each question, check one of the two boxes based on your own behavior at work.

Add up each column of checked boxes, you will end up with four numbers.

The first two numbers will total nine, the second two numbers will total nine as well.

For example:

	7	2	4	5
OR	3	6	6	3
OR	8	1	1	8

# Scoring

- Look at each of the two sets of numbers
- Let's say your numbers are 6 3    7 2
- The first step is to look at each pair of numbers
- If in the first two numbers, the first number is higher, write the word "Left" (in this case 6 is higher than 3, so you would write "Left")
- If the second number is higher, write the word "Right"

# Scoring

- In the second pair of numbers, if the first number is higher, write the word “Above” (in this case 7 is higher than 2, so you would write “Above”)
- If the second number is higher, write the word “Below”
  - If you have written Left and Above, your predominant work style is called ANALYTICAL
  - If you have written Right and Above, your predominant work style is DIRECTOR (Driver-the book uses the word Driver, we prefer in our workshops to use the word DIRECTOR as it evokes a more positive image)
  - If you have written Left and Below, your work styles is considered AMIABLE
  - If you have written, Right and Below your work style is considered EXPRESSIVE

# Scores

Your scores will indicate one of four work styles that have been named:

- Analytical
- Amiable
- Expressive
- Driver (we recommend using the word Director instead of Driver)

# People Styles at Work

- During the session, read the part of Chapter Four entitled, “Styles to Success” (pp. 28-46). This describes the work styles. Pay particular attention to your personal Work Style.
- Do you agree with the characteristics presented for your work style? Not all characteristics will fit each person.

# Small Groups: Work Styles

- Join together in a small groups with those who share the same work style. Discuss whether you agree or disagree with the style characteristics.
- Prepare a presentation for the other groups. Discuss what people in the group with similar work styles are like, what their gifts are, where they would like to grow, and how to work best with or adapt to people with their type of work style.

# People Styles Under Stress

- One of the most useful aspects of this tool is to help us understand how we react when we are under stress, how our colleagues react when they are under stress, and how to help each other.

<u>Core Style</u>	<u>Style Under Stress</u>	<u>Under Great Stress</u>
Expressive	Attacking	Acquiescing
Amiable	Acquiescing	Attacking
Director /Driver	Autocratic	Avoiding
Analytical	Avoiding	Autocratic

Adapted from *People Styles at Work*, Bolton and Bolton, Ridge Associates, AMACOM publishers

# People Styles Under Stress-Examples

## **Scenario 1:**

Dr. X was generally a very kind, helpful and well-loved doctor. One day the staff said that Dr. X was yelling in the middle of the clinic, that they had never seen him do this before, and that they didn't know what to do. Dr. X was categorized as "Amiable." With increased workload, he became "Acquiescent," but became more frustrated with the situation. Eventually he became angry. Soon after, he decided to quit his job and to change to a less stressful job, in part because he did not like how he responded when he was under so much stress.



# People Styles Under Stress-Examples

## **Scenario 2:**

Dr. Y was promoted to head of a division. One day the staff was concerned because Dr. Y was making decisions in a very autocratic way without consulting others, as he usually did. People were uncomfortable with his new, very directive and commanding style. They did not feel included in decisions and were not happy with the situation. Dr. Y had previously completed the Work Styles activity and had recognized that he was an “Analytical.” When he looked at the “Styles Under Stress Grid,” he realized that he had moved from “Analytical” to “Autocratic” because he was under stress. He consequently modified his behavior.

# Work Styles Under Stress

- Look at the Work Styles Under Stress grid and see if you agree. Is that what happens to you? Sometimes we have only known each other when we are under stress. Other times we don't like ourselves under stress, and we don't recognize ourselves.
- Pair up and talk about yourselves under stress. Then have a group discussion of things that you could do to decrease your stress, and/or to become aware of your behavior under stress and to perhaps choose to act differently.

Another useful set of communication skills comes from the book *The Four Assumptions* by Miguel Ruiz

- Make no assumptions
- Don't take anything personally
- Be impeccable with your word
- Do your best

Consider each of the above statements and discuss or describe situations where it would have benefited you to follow one of the above suggestions.

# WORK SCENARIOS DISCUSSION

- Describe scenarios where you are facing challenges in your work relationships or where a team could work together better.
- You may have been bringing up these scenarios throughout the first two sessions of preceptor training. Keep a list of these scenarios as they come up.
- Choose one scenario, and use role-play to work it out.

# Skills Review

**Use the skills you have developed during this MA and preceptor training to help find solutions. These skills include:**

- Humanistic Person-Centered Communication: Empathy, Positive Regard, and Congruence (Self-Awareness)
  - Positive regard means that you treat the other courteously even if you don't agree with their behavior
- Teach-Back Technique and Listening

# Skills Review

- **Use the skills you have developed to identify solutions. These skills include:**
- Giving and Receiving Feedback
- Looking for the Kernel of Truth
- Social Tai Chi
- Empowerment
- Community as Teacher
- Transdisciplinary Approaches

# Workplace Scenarios

Discuss these scenarios

Role-play, and problem solve as a team

- Whenever a provider talks to you, she gives numerous commands at once. At the same time, other staff members come up and ask you questions. If you get distracted and pay attention to the other staff, the provider gets frustrated. If you stay focused on the provider, the other staff gets frustrated.



# Workplace Scenarios

Discuss these scenarios

Role-play, and problem solve as a team

- You are a member of a team of 3 MAs. The other 2 tend to leave right on time, even if work remains to be done. They often do just the bare minimum of work. You think they resent you because the providers tend to compliment you more. The supervisors seem okay with the situation.



# Workplace Scenarios

Discuss these scenarios

Role-play, and problem solve as a team

- You hear a rumor about one of the other staff. Someone comes over to you and says, “I heard that Mary is going through a divorce. No wonder she’s been so short-tempered lately. I’m glad I’m not on her team.”
- Someone comes to you and says, “I heard that John got some really negative feedback from the supervisor. I think he really deserved it, don’t you? He is always sitting in the corner of the cafeteria and never talks to anybody. It’s about time somebody kicked him in the rear end.”

# Workplace Scenarios

Discuss these scenarios

Role-play, and problem solve as a team

- Your provider is always very critical. You feel that no matter what you do, you are never good enough.
- You have talked several times about a problem in your setting with the supervisor. You worry that the lack of skill of one of the new MAs could put people at risk, but no one seems to be listening.

# Workplace Scenarios

Discuss these scenarios

Role-play, and problem solve as a team

- A staff person on your shift seems to constantly have a negative attitude. She is always complaining about her situation and about everyone else, including the supervisor, the provider, the other MA, and the patients. You feel that she is creating a negative environment and it makes you feel unhappy at work. She gets the job done, but her constant negative attitude is hard for you to take.

# Reflective Writing

- Write something about your work style and identify one behavior that you will work on in terms of creating a healthy workplace.
- Write about one scenario or situation in which your understanding has increased based on this activity.
- Discuss how you will use this information the next time you encounter a challenging situation.

# PRECEPTOR TRAINING

## SESSION FOUR SUMMARY

Reflect on, identify, and write down some of the key things you have learned.

- Identify your work styles, your styles under stress, and how to 'flex' to each other
- Work through and problem-solve the team-building and work situation scenarios
- Apply tools and concepts learned during the training to address these situations.
- Identify and discuss next steps

# Summary for Preceptor

- Team-Building
- Work Styles
- Scenarios
- Reflection
- Next Steps