At the helm of any successful team is a good leader. Teamwork and leadership both play important roles in all health care careers. A health care team consists of members with a variety of health-related backgrounds, education, and experiences.

The structure of a team, and how well the team members understand that structure, often determine whether a team is successful. The elements of team structure include the team’s purpose, specific goals, the roles of team members, and the functions of the team. Effective teamwork requires open and honest communication, organizational resources, and mutual support among team members.

Conflicts arise in nearly all teams; therefore, conflict management is an essential skill for health care professionals and involves finding the right solution...
for the situation. Another essential skill is leadership, the ability to influence others while working toward a vision or goal.

Health care professionals must make effective team members, drawing on all the skills necessary in that role, in order to provide the best patient care.

**BUILD YOUR UNDERSTANDING**

**Objective 1: Explain the characteristics of effective teams.**

**Crossword**

Complete this crossword puzzle using clues across and down to familiarize yourself with the terminology of an effective team.
Across
2. A one-profession team consists of professionals working within the same what?
5. Ability to influence others while working toward a vision or goal
7. Involves cooperating with other team members to accomplish the task at hand
8. Leadership style in which the leader assumes complete control over the decisions and activities of the group
9. Group that consists of health care professionals who often have a variety of health-related backgrounds, education, and experiences (3 words)
10. How individual group members relate to one another (2 words)

Down
1. Cooperative group that includes professionals with different qualifications, skills, and areas of expertise (2 words)
3. Disagreement between team members, often occurring when a variety of personalities are brought together on a team
4. Also known as laissez-faire, a leadership style in which the leader hands power over to the group members
6. Leadership style that promotes a sense of equality between the leader and other participants by sharing decisions and activities among all members of the team

Objective 2: Give an example of how a health care team may be composed.

Complete the Table
Using your textbook if necessary, fill in the missing team members in this table of an example health care team.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| 1.          | - Evaluate and treat patients with heart problems  
|             | - Coordinate patient care services with other team members |
| 1.          | - Specialize in rehabilitative care  
|             | - Assist patients in achieving maximum independence  
|             | - Provide patient and family education |
| 1.          | - Professional counselor  
|             | - Act as liaison for the patient, family, and rehabilitation treatment team  
|             | - Coordinate and provide support for discharge planning and referrals  
|             | - Help coordinate care with insurance companies |
| 1.          | - Work to restore functions for patients with problems related to movement, muscle strength, exercise, and joint function |
| 1.          | - Work to restore functions for patients with problems related to activities of daily living (ADLs) including work, school, family, and community and leisure activities |
| 1.          | - Evaluate and provide for the dietary needs of each patient based on the patient’s particular medical and nutritional needs, eating abilities, and food preferences |
Objective 3: Characterize the elements of team structure.

Jumble

After answering the questions below about team structure, use the circled letters to form the answer to this jumble (punctuation [e.g., hyphens, apostrophes] counts as a character).

Clue: When someone on a team takes reviewing ideas for potential problems to toxic levels, what role does he or she play?

1. The _ _ _ _ _ _ of a team, and how well the team members understand that structure, often determines whether or not a team is successful.
2. A team’s _ _ _ _ points all members in the right direction and determines how the team should develop and move forward.
3. A properly functioning team requires all members to interact and coordinate their actions in order to achieve common _ _ _ _.
4. Members have _ _ _ _ _ _ within the team based on their strengths, and each member is expected to perform all relevant tasks to the best of his or her ability.
5. The _ _ _ _ _ _ defines issues, sets the agenda, and coordinates work of team members.
6. Recording the ideas of all team members the _ _ _ _ _ _ may act as a timekeeper during meetings.
7. The _ _ _ _ _ _ on a team maintains contact with others on behalf of the group.
8. The _ _ _ _ _ _ provides unique knowledge or expertise on a particular issue.
9. _ _ _ _ _ _ _ carry out the specific activities, such as patient care, determined by the team.
10. Team _ _ _ _ _ _ _ are the activities that the team members must carry out to meet the team’s goals.

Objectives 4 and 5: List tips for effective teamwork, and explain how to manage conflict.

True or False?

After reviewing the section, “Tips for Effective Teamwork,” read the statements below and circle T if they are true or F if they are false.

1. T F Being on a team does not necessarily mean that you are working as a team.
2. T F By identifying each member’s likes and dislikes, the health care team is able to deliver more efficient and thorough health care.
3. T F To work as a team, all team members need access to the same information. The best way to ensure this is through opening a Twitter account for the team.
4. T F Agendas are important parts of any meeting and list the topics to be covered in the order they will be discussed. They also stimulate ideas and thoughts and help keep the team focused.
5. T F To promote good communication within a group, every team member should listen with full attention to other members, express ideas as clearly as possible, encourage feedback on all ideas, and avoid letting negative emotions cloud communications.
6. T F A group’s success ultimately depends on effective leadership and less on contributions by all of its members.
7. T F Disputes within a team are always a bad thing.
8. T F Conflict may result from either substance—such as disagreements over what caused a patient’s problem or how to address the problem—or personality differences.
9. T F Unresolved conflict can lower morale and threaten quality care.
10. T F Problem-solving skills can help manage conflict.
11. T F Diagnosing or analyzing the details about a conflict and the attitudes of the members involved to determine its cause is the first step in managing conflict.
12. T F Assessing or gathering information about the conflict is the first step in managing conflict.
13. T F Creating a plan involves determining the best method for resolving the conflict, followed by implementing that method.
14. T F Reviewing the effects of the attempted solution, or evaluating the plan, means assigning a grade of A through E to the plan.
15. T F Modifying the plan (if necessary), is important so that you can make any modifications or develop a new plan after evaluating its effectiveness.

Objective 6: Define leadership skills, styles, and responsibilities.

Short Answer

After reading the section, “Leadership” in Chapter 8, answer the following questions and be as specific as you can.

1. Name three ways health care providers can become successful leaders. 

2. Define the four basic leadership skills listed below that health care leaders need.
   a. Communication skills
   b. Problem-solving skills
   c. Management skills
   d. Self-evaluation skills

3. Describe the following leadership styles.
   a. Autocratic (or directive) leadership

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b. Democratic leadership

c. Laissez-faire (or nondirective) leadership

4. Name and briefly describe the four leadership/managerial functions

EXPAND YOUR KNOWLEDGE

Essay Question

Based on the self-evaluation you performed with your textbook chapter activities (at http://www.adv-leadership-grp.com/Self-Evaluations.html), write a brief essay detailing what skills you need to work on to become a more effective leader and how you will do so. Including the results of your self-evaluation is optional.