



**Experts embracing your mission
and delivering results**





THE VALUE OF TEAMS

Session Objectives:

- ☐ The Organizational Chart as a picture of your health center
- ☐ Identify and Understand The CEO's role in creating the Value of the Team
- ☐ The 5 Dysfunctions of a Team - - What can the CEO do?
- ☐ Reflect on the Margaret Heffernan podcast "Forget the Pecking Order at Work (aka Super Chickens)"
- ☐ Psychological Safety - - an introduction to the topic



Your Organizational Chart

- ✓ *As a representation of the team*
- ✓ *Chapter 9 of the HRSA Compliance Manual - - “key staff”*
 - ✓ The health center maintains a fully staffed health center management team as appropriate for the size and needs of the center.
 - ✓ Prior approval by HRSA of a change in Project Director/Executive Director/CEO position is required
 - ✓ Organizational chart must be approved by the Board

Group Review

Does your CEO/ED job description contain the 4 Essential Roles?

- a) if yes, how many? and
- b) which one(s)?

The 4 Roles:

- 1) Create the culture of the organization
- 2) Communicate a compelling vision
- 3) Get the right people in the right seats
- 4) Hold people accountable for performance

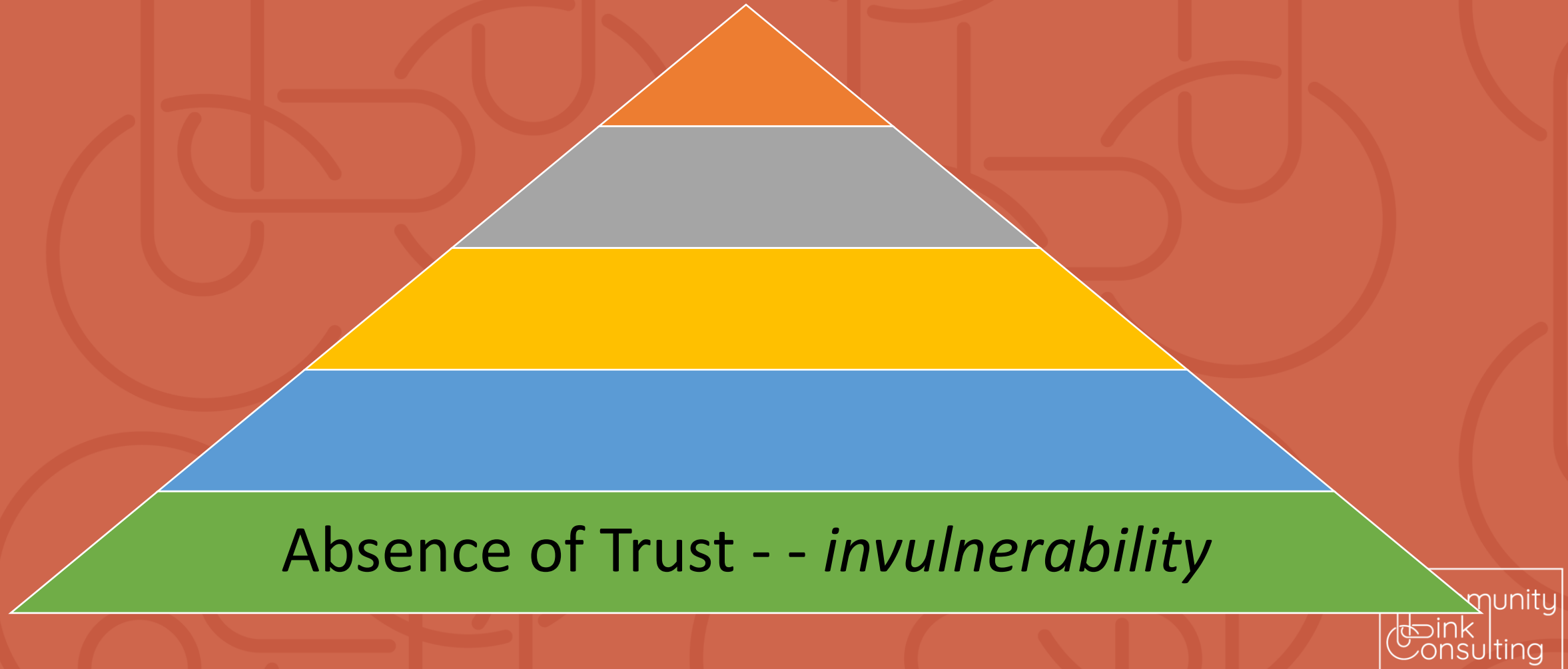
Organizational Chart variations

- It needs to reflect your health center
 - From hierarchical to flat
 - Just titles or titles with names
 - Assess span of control - - too little, too much
 - “Corporate” titles such as COO, CMO, CNO, CIO ??
 - Include a dotted line from Compliance to the Board for any concerns regarding the CEO
 - A living document, not cast in stone
 - Reduce complexity, increase clarity and accountability

The 5 Dysfunctions of a Team

- ✓ Reference: Patrick Lencioni, Founder & CEO of The Table Group, www.tablegroup.com
- ✓ Building a pyramid of dysfunctions - -
 - ✓ start at the base
 - ✓ each layer builds upon the layer below

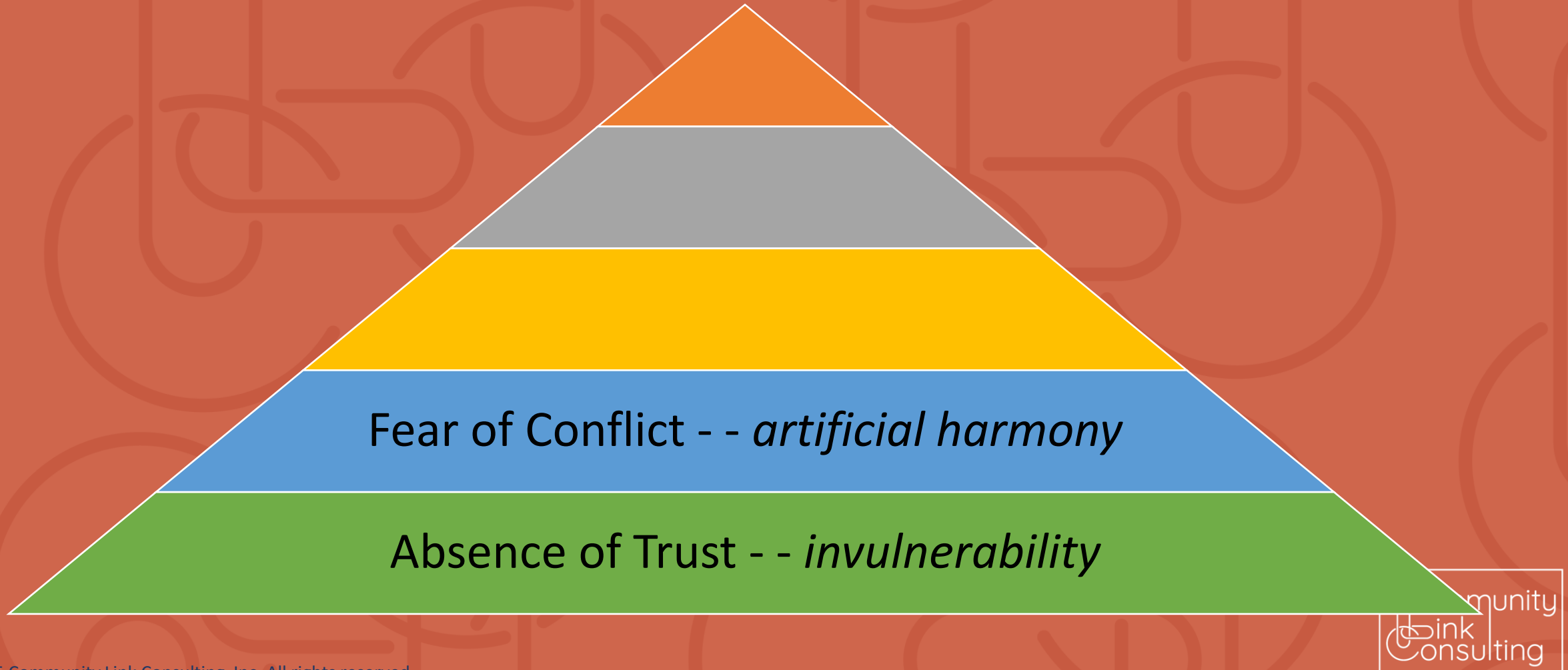
Dysfunction #1 - - Absence of Trust



Absence of Trust

- ✓ Results from a need for our invulnerability
- ✓ How is “trust” defined in the context of a team?
- ✓ Characteristics: *low morale, high turnover, concealment of weaknesses and mistakes, hesitation to ask for and offer help, jump to conclusions about others’ motives, hold grudges*
- ✓ Role of the leader in building trust:
 - ✓ Shared experiences over time
 - ✓ Instances of follow-through and credibility
 - ✓ Go first! Demonstrates genuine vulnerability
 - ✓ Creates an environment where vulnerability isn’t punished; a culture of psychological security
- ✓ Tools: *personal history exercise, team effectiveness exercise, personality profiles, 360-degree feedback not tied to compensation or formal evaluation*

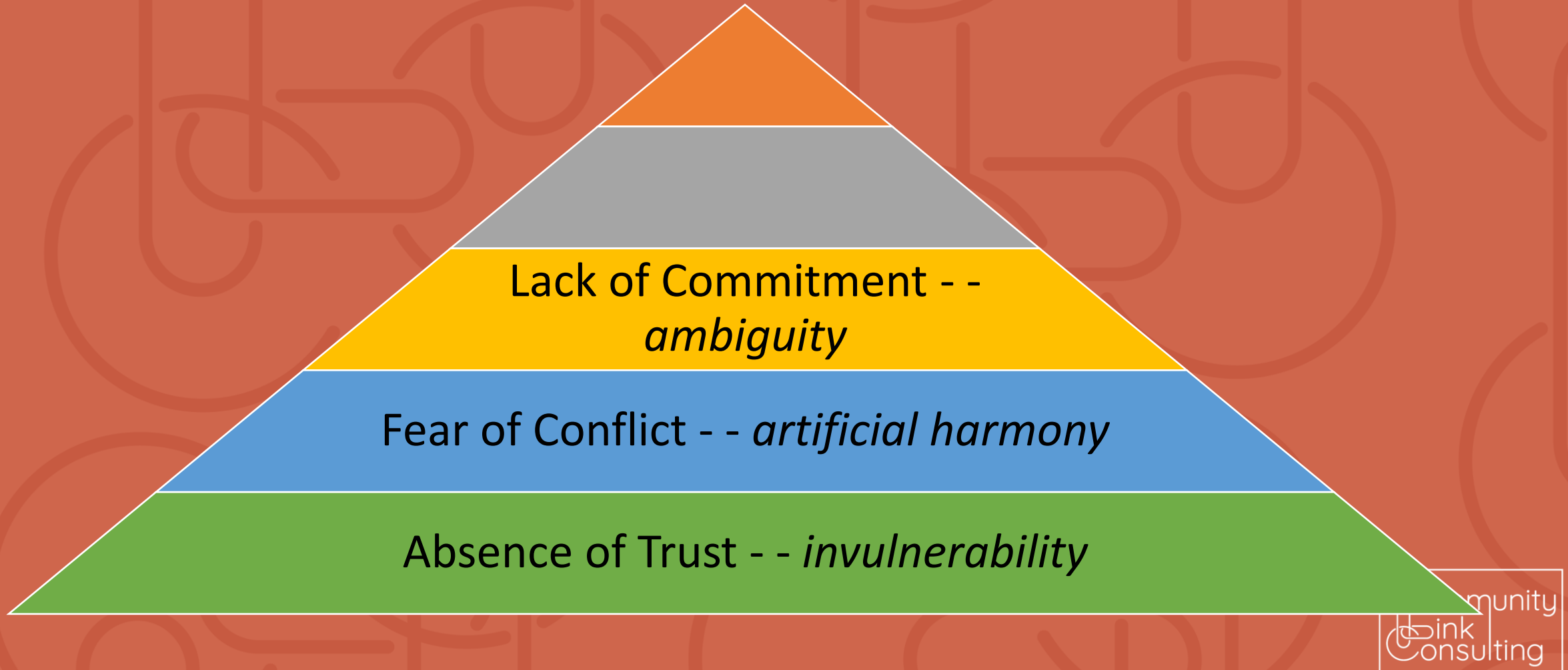
Dysfunction #2 - - Fear of Conflict



Fear of Conflict

- ✓ Results in artificial harmony
- ✓ How is “healthy conflict” defined in the context of a team?
- ✓ Characteristics: *personality-focused, mean-spirited attacks, boring meetings, toxic environment, ignore controversial topics essential to team success*
- ✓ Role of the leader in promoting healthy conflict:
 - ✓ Conflict is productive
 - ✓ Demonstrate restraint and allow resolution to naturally occur
 - ✓ Personally model appropriate conflict behavior
- ✓ Tools: *“mine for conflict” – extract buried disagreements within the team; “real-time permission” – to recognize when discord becomes uncomfortable, but it’s necessary*

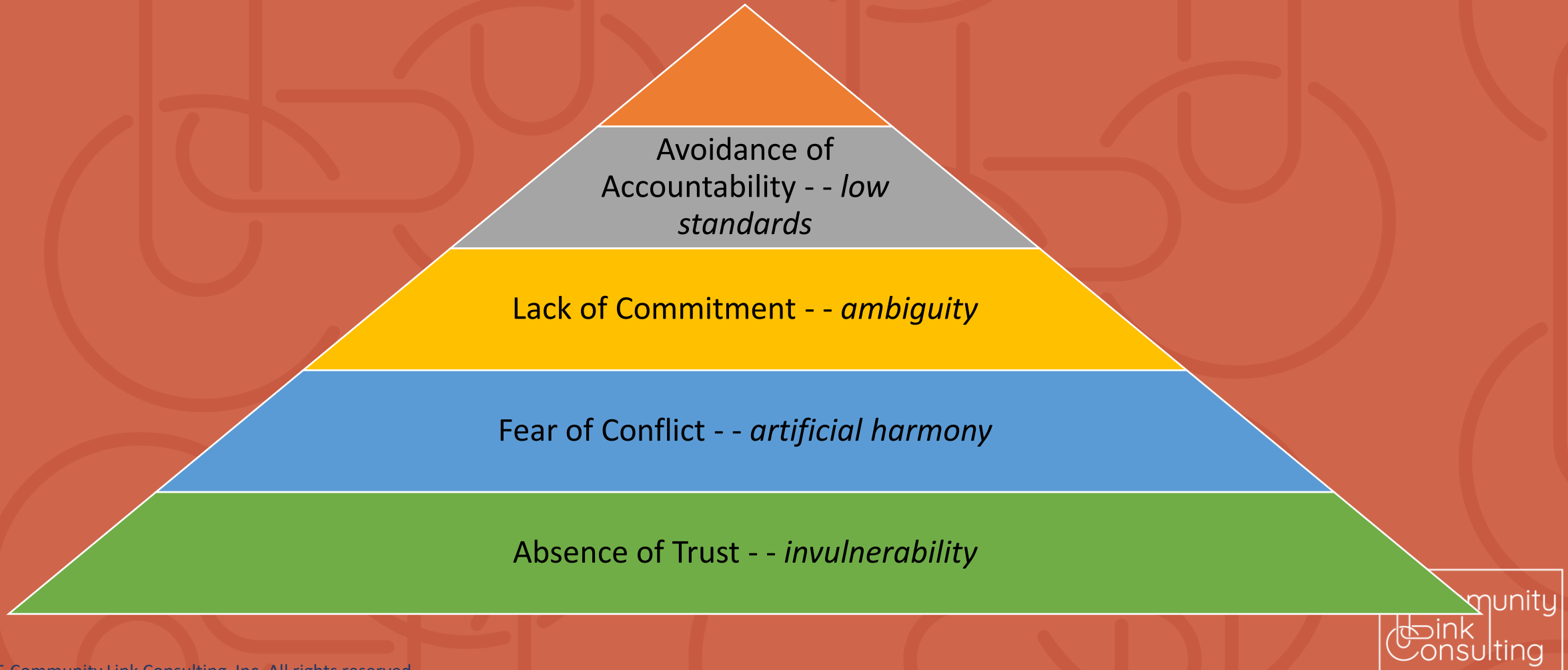
Dysfunction #3 - - Lack of Commitment



Lack of Commitment

- ✓ Results in ambiguity
- ✓ How is “lack of commitment” defined in the context of a team?
- ✓ Characteristics: *creates ambiguity, watch windows of opportunity close, breeds lack of confidence and fear of failure, revisits discussions and decisions repeatedly*
- ✓ Role of the leader in building commitment:
 - ✓ Must be comfortable with the chance of making a decision that turns out to be wrong
 - ✓ Force clarity and closure
- ✓ Tools: *cascading messaging, deadlines, contingency and worst-case scenario analysis, low-risk exposure therapy*

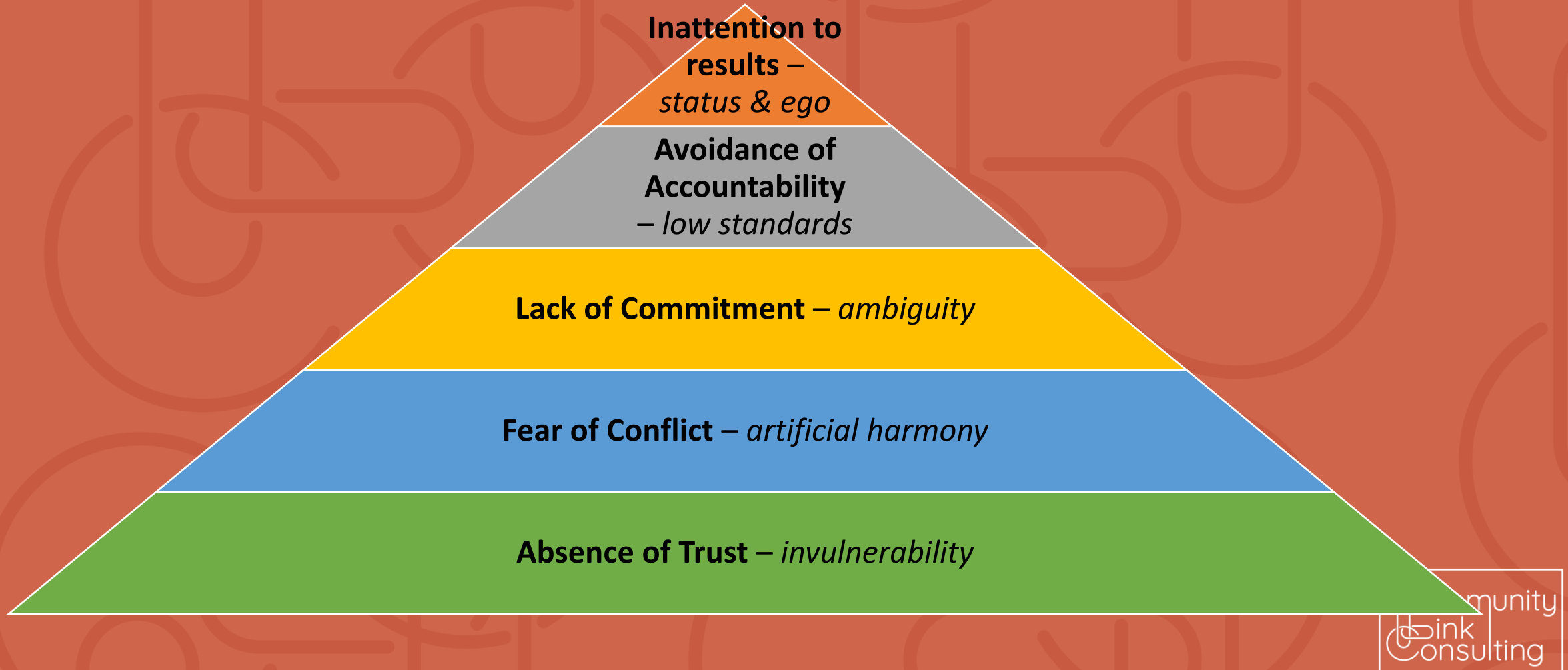
Dysfunction #4 - - Avoidance of Accountability



Avoidance of Accountability

- ✓ Results in low standards
- ✓ How is “avoidance of accountability” defined in the context of a team?
- ✓ Characteristics: *avoidance of interpersonal discomfort that results from calling out a peer, avoidance of difficult conversations, resentment over different standards of performance, encourages mediocrity, misses deadlines and deliverables*
- ✓ Role of the leader to instill accountability:
 - ✓ Peer pressure works to maintain high standards, no one wants to let peers down
 - ✓ Confront difficult issues, leader is the ultimate arbiter if team doesn't exercise its role
- ✓ Tools: *publication of goals and standards, simple and regular process reviews, team rewards*

Dysfunction #5 - - Inattention to Results



Inattention to Results

- ✓ Results in emphasis on status and ego
- ✓ How is “inattention to results” defined in the context of a team?
- ✓ Characteristics: *team stagnation, failure to grow, fails against competitors, loses achievement-oriented members, team members focus on own careers and goals, easily distracted; some teams don't live to achieve meaningful results, but simply to exist or survive,*
- ✓ Role of the leader in focusing on results:
 - ✓ Goes far beyond financial measures to encompass outcome-based performance, sets the tone for a focus on results, focus on collective results
- ✓ Tools: *public declaration of results, results-based rewards for the team*

Forget the Pecking Order at Work

- ✓ Margaret Heffernan - - TEDTalk
https://www.ted.com/talks/margaret_heffernan_forget_the_pecking_order_at_work
- ✓ Texas-born, UK educated entrepreneur, CEO, writer and speaker
- ✓ Professor of Practice at the University of Bath School of Management
- ✓ What is the impact of “stars” on teams? Are they necessary?
- ✓ Recurring themes: social connectedness, social capital
- ✓ High performing teams have:
 - ✓ High degrees of social empathy
 - ✓ Members afford roughly equal time to each other
 - ✓ Have more members who are women



What did you hear as takeaways?

- How do Margaret Heffernan's thoughts challenge the conventional thinking we have seen in current or former organizations?
- What does her research and points made in the TEDTalk say about how we recruit and retain members of our Executive/Senior Leadership teams?

Psychological Safety

- An essential element to drive / improve organizational performance
- Google's Project Aristotle (2013) identified five elements:
 - Dependability, Structure & Clarity, Meaning, Impact
 - Overarching element was Psychological Safety
- Psychological Safety isn't an "on" or "off" factor. Consider it to be more of a multi-faceted sliding scale
- Resource - - TEDTalks by Amy E. Gallo: "What is Psychological Safety" and "The Gift of Conflict"
- Thoughts on article "To create psychological safety, don't bring your whole self to work" Chamorro-Premuzic and Edmondson, 10/6/25

Summary: Today's Objectives:

- ☐ The Organizational Chart as a picture of your health center
- ☐ Identify and Understand The CEO's role in creating the Value of the Team
- ☐ The 5 Dysfunctions of a Team - - What can the CEO do?
- ☐ Pecking Orders at Work - - Lose them!
- ☐ Psychological Safety and the Leader's Role



QUESTIONS ??