



The 8 Characteristics of Highly Functional Teams

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Your text here

Your Best Team – Your Worst Team

Why?



How?

1 - A Clear, Elevating Goal

- If you asked each of your team members?
- If you asked your boss?
- Examples:
 - We will consult, simulate and treat every SRS patient within a week. (Stanford CK team).
 - I would not hesitate to have my mother treated in my department (personal)



2 – Results-Driven Structure

1. Problem-Resolution Team

- Resolve problems on ongoing basis (2nd check)
- **TRUST**

2. Creative Team

- To create something (build a prone breast board)
- **AUTONOMY**

3. Tactical Team

- Execute a well-defined plan (LDR implant)
- **CLARITY**

3 – Competent Team Members

- We hire for specific job competency
- What if your team needs to change directions?
- Hiring for competency & fit within the team
- Optimize: combination of specialists and generalists



4 – Unified Commitment (“Team Spirit”)

- Most often missing, elusive to define
- Sense of loyalty & dedication
- **CANNOT** have conflict between individual and team goals
- Commit mental & physical energy to TEAM
 - Participate actively
 - Consequences of NOT achieving goal
- Putting your personal self behind team goal
 - Michael Collins on 1st moon landing
 - “What can I do for you?”



5 – Collaborative Climate

- What is your formal incentive structure?
 - Individual achievement?
 - How are good team players awarded?
- What is your informal incentive structure?
 - Who gets credit: team leader or the team?

6 – Standards of Excellence

1. Clearly define acceptable standard & consequences if failing to adhere
2. Individuals hold each other accountable
3. Teams need to hold themselves accountable
4. (External pressure)

Maintaining standards is hard & at times **uncomfortable** work!



WELCOME

Attending the meeting? Items you may need:

- | | |
|---|--|
| <ul style="list-style-type: none"> CEC Evaluation Buyers Guide Last Minute Reminders View Entire SAM Program View SAM Quiz Questions Meeting Program Abstract Dispositions | <ul style="list-style-type: none"> Committees & Activities Schedule Meeting Planner Session Tracker Pocket Program Meeting Program-At-A-Glance Meeting App |
|---|--|
- AAPM Policy Against Harassment and Disruptive Behavior at Meetings**
 Professional Policy 31
 TO REPORT AN INCIDENT:
aapm.ethicspoint.com OR (888) 516-3915

7 – External Support and Recognition

- Absence of external support is noticed more than its presence
- Is the Department Chair supporting the physics team?
- Is the support tangible vs. just philosophical?
 - Incentives tied to team success
 - Reward the team for behaving as a team

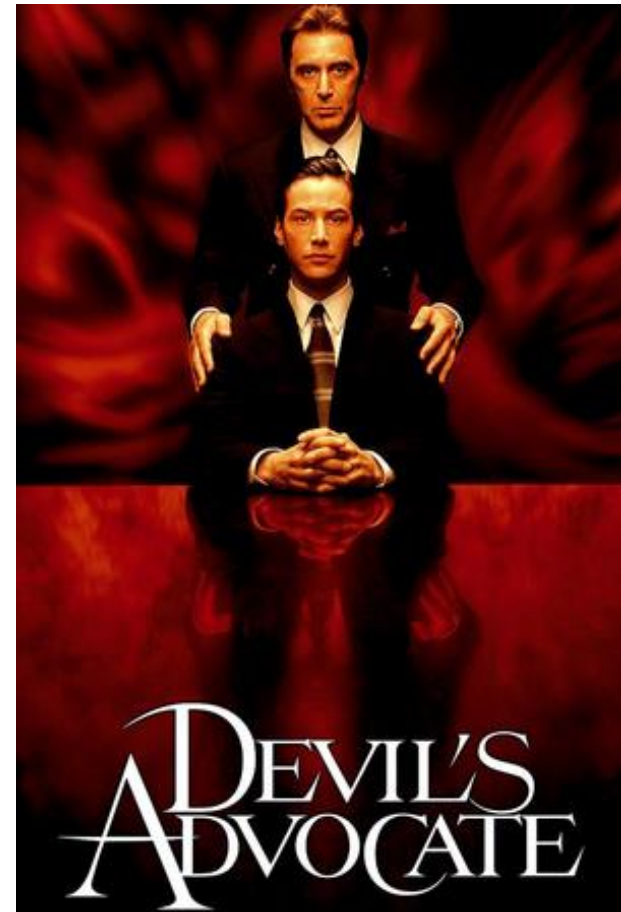
8 – Principled Leadership

1. Avoid compromising team's objective with political issues
2. Personal commitment to team's goals
3. Not dilute efforts with too many priorities
4. Fair & impartial to ALL members
5. Willing to confront & resolve issues with inadequate performance/conflicts
6. Be open to new ideas from team members



My Personal Favorite

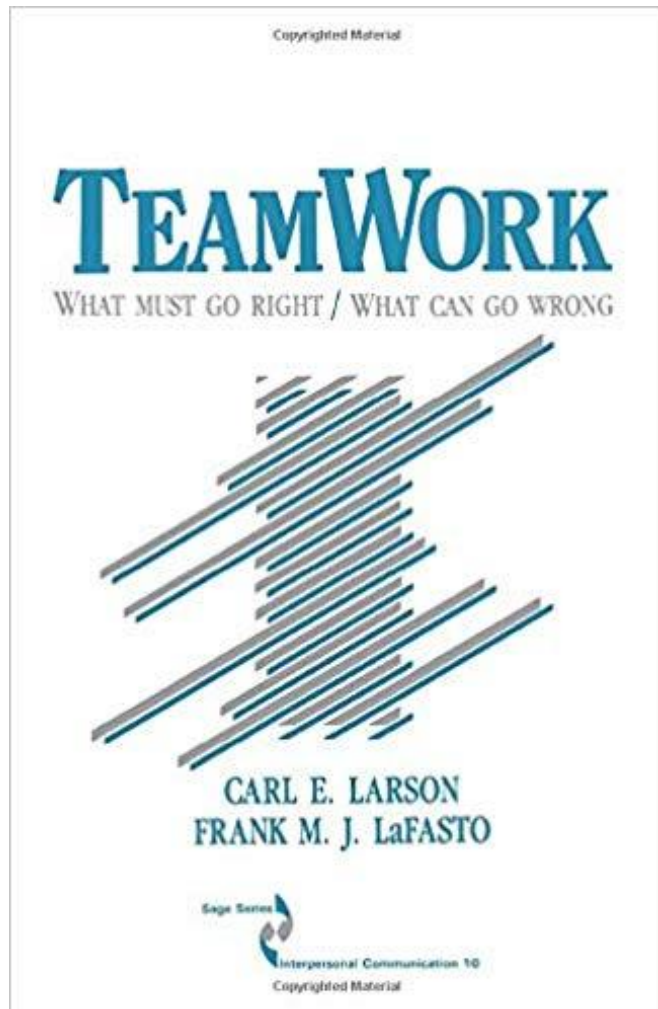
- Groupthink is **dangerous**
- Devil's Advocate is most effective team member to prevent groupthink
- BUT it stigmatizes
- **Rotate the role at each team meeting!**



Thoughts for your flight home:

- What was the best & the worst team you worked in
- 8 Criteria:
 - For your best team?
 - Your Worst Team?
- Which ones of the 8 criteria did you have control over?

Recommended Reading



Larson, Carl E., Carl Larson, and Frank MJ LaFasto. *Teamwork: What must go right/what can go wrong*. Vol. 10. Sage, 1989.