

Building Your Dream Team

...

Without starting from scratch

Presented by Jill Valdez, LINK Consulting

Every senior care organization is made up of teams ... people with different roles, responsibilities, strengths, and priorities who are all supposed to be working toward the same mission

You may not need different people.
You may need to change the way
the people you already have work
together.

Symptoms of when team members don't work well together include:

1. Undefined roles in the team
2. Bad attitude among one or more team members
3. Undefined business goals
4. Lack of clarity in communication
5. Personality clashes

“A team simply can’t thrive in an environment of contention, frustration, selfishness, and uncertainty.”

- Kimberlee Leonard

“When people come together and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper.”

- Patrick Lencioni

The goal isn't for everyone to do the same

The goal is for everyone to work toward t

1. Absence of trust: team members are uncomfortable being vulnerable

2. Absence of healthy conflict: team members are afraid to disagree with, challenge, or question each other in the spirit of finding the best answers and making great decisions

3. Absence of commitment: because of conflict and lack of trust

4. Absence of accountability: team members do not hold one another

Fundamental #1

TRUST

People don't like to admit
their faults or their fears

Key ingredient to build trust: Courage

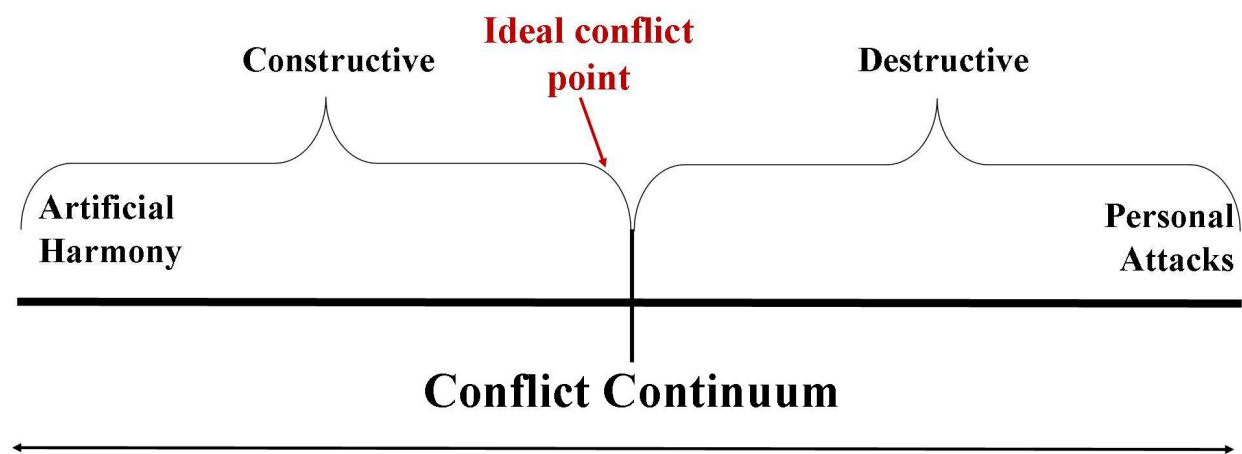
the willingness to be honest and take a risk, even when you don't know exactly how the other person will respond.

Fundamental #2

HEALTHY CONFLICT

Healthy conflict is passionate,
unfiltered debate around issues of
importance to the team ...

It means being willing to talk about the hard
things openly so the team can make better
decisions and solve problems together.



Healthy conflict doesn't
mean that everyone gets
their way!

When conflict happens, you don't have to solve everything in one conversation.

Start by defining the issue, let people share their perspective, look for what you agree on, talk through possible solutions, and then make a decision.

Fundamental #3

COMMITMENT

Commitment is not
consensus

Two components of commitment:

1. **Buy-in**: doesn't mean everyone agrees with the decision. It means people have had a chance to speak up, ask questions, raise concerns, and share a different perspective.
2. **Clarity**: understanding fully the decision that was agreed upon.

When closing your next leadership meeting

Ask, “What exactly have we decided here?”

Then make sure everyone is clear about:

- ✓ **What are we doing?**
- ✓ **Who is responsible?**
- ✓ **When does it need to happen?**
- ✓ **What needs to be communicated to the rest of the team?**
- ✓ **Is there anything we haven't talked about that would prevent you from supporting this decision?**

Fundamental #4

ACCOUNTABILITY

Accountability is not micromanagement

Accountability means people take
responsibility for what they said they
would do

Accountability is not about pointing fingers or making someone feel bad.

It's about addressing the gap between what we agreed to do and what actually happened.

Simple accountability conversation ...

What did we agree to?

+

What happened?

+

What needs to happen now?

Accountability means people take
responsibility for what they said they
would do

Key ingredient to master accountability:
accountability on a strong team occurs
directly among peers, with the best time
to hold one another accountable
during meetings.

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