

Healthcare Scheduling Project

Team Dynamics Exercise Solution

To gauge your team members' growth as a team, you observe how they interact in the team status meeting.

Here are several observations:

- You need to jump in occasionally to keep the energetic (sometimes heated) discussions on track.
- The hospital IT team members tend to challenge the vendor's implementation lead and the business analyst.
- The business analyst is an active participant in the discussions. She has an IT background and identifies potential issues with solutions. The others grudgingly accept her feedback when she says they are prioritizing technology over business needs.
- A few of the IT team members look to you, instead of the IT team lead, for affirmation when they participate in the discussion.
- The team has only one question for you in this meeting: they question the reasoning behind a change request that the COO initiated because it doesn't seem to support the project objectives.
- With some guidance from you, the IT team members and implementation lead come up with feasible solutions that everyone is happy with.

Where do you think the team is at in their growth? What next steps would you take to support their continued growth?

Solution

The challenges and heated discussions indicate some storming in the team.

The team still needs some guidance from you to stay on track, to affirm their opinions, and to come to a consensus on decisions, however, they ask fewer questions. The questions they do ask shows that they understand the project goal and objectives.

The IT team lead hasn't completely earned the trust of the IT team members, however, the working relationship with the business analyst is very good. The relationship with the implementation lead is also good.

Based on this analysis, the team is moving from storming into norming. You will continue to help them focus and make decisions, however, you will ask them more questions to help them come to their own conclusions. Another step you might take is to schedule a team building session to strengthen the relationships that have been built so far.