ThoughtSpot

Good NEIGHBOR PHARMACY

From Conflict to Cohesion: Navigating the 5 Stages of Team Development

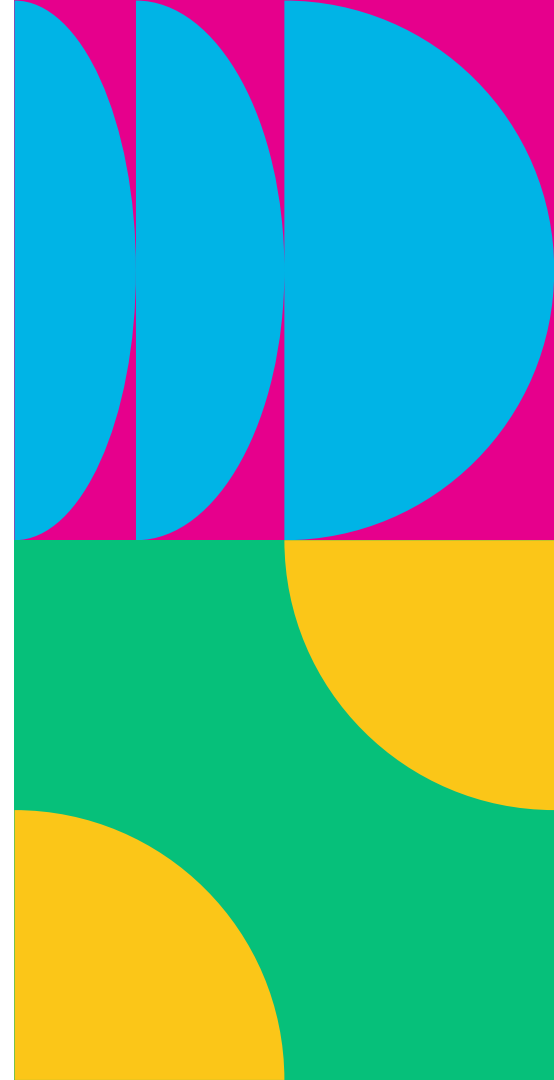**Jaclyn Boyle, PharmD, MS, MBA, BCACP, FASHP**

Disclosure Statement

Jaclyn has a financial interest with Boyle and Co. LLC, She Heals the World, and Wellyfe, LLC. The relationship has been mitigated through peer review of this presentation. There are no relevant financial relationships with ACPE defined commercial interests for anyone else in control of the content of the activity.
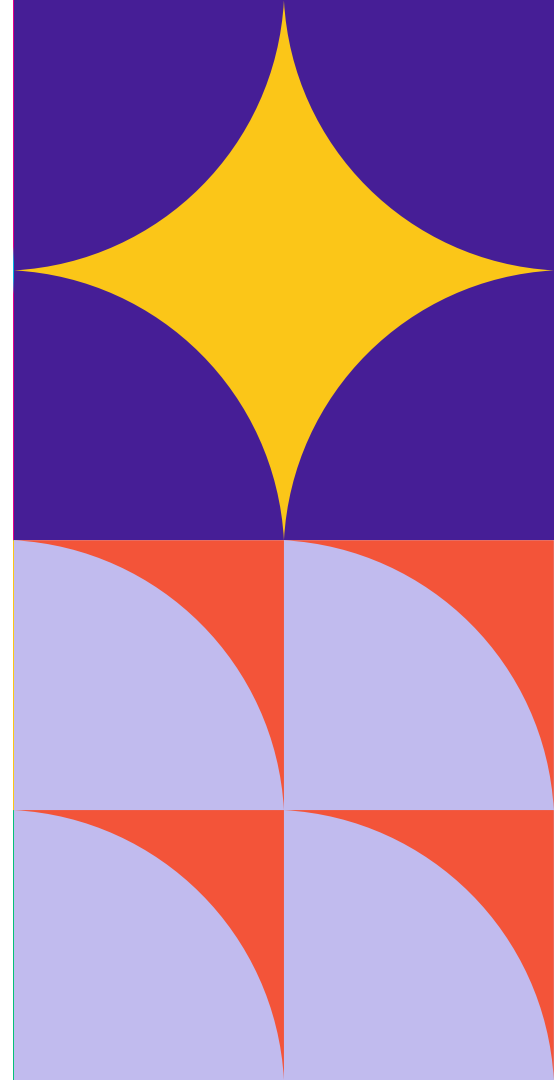
Learning Objectives

1. Explain the stages of team development.

2. Discuss key components of developing psychological safety.

3. Apply concepts of team development stages to simulated cases.

Speaker

Jaclyn Boyle PharmD, MS, MBA, BCACP, FASHP

Associate Dean of Student Success and Practice Transformation Associate Professor of Pharmacy practice
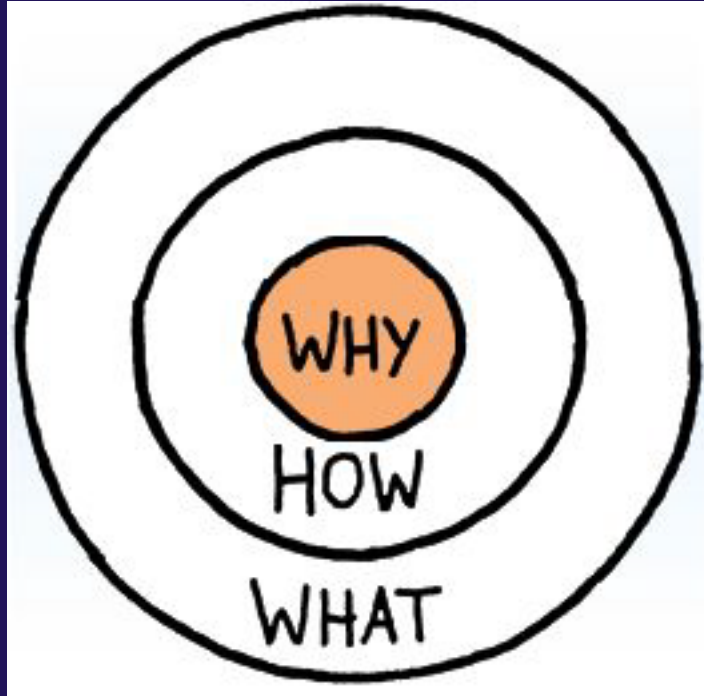
Northeast Ohio Medical University

Agenda

Why Navigate Team Dynamics?

Stages of Team Development & Psychological Safety

Integrated Case Activities

Team Dynamics
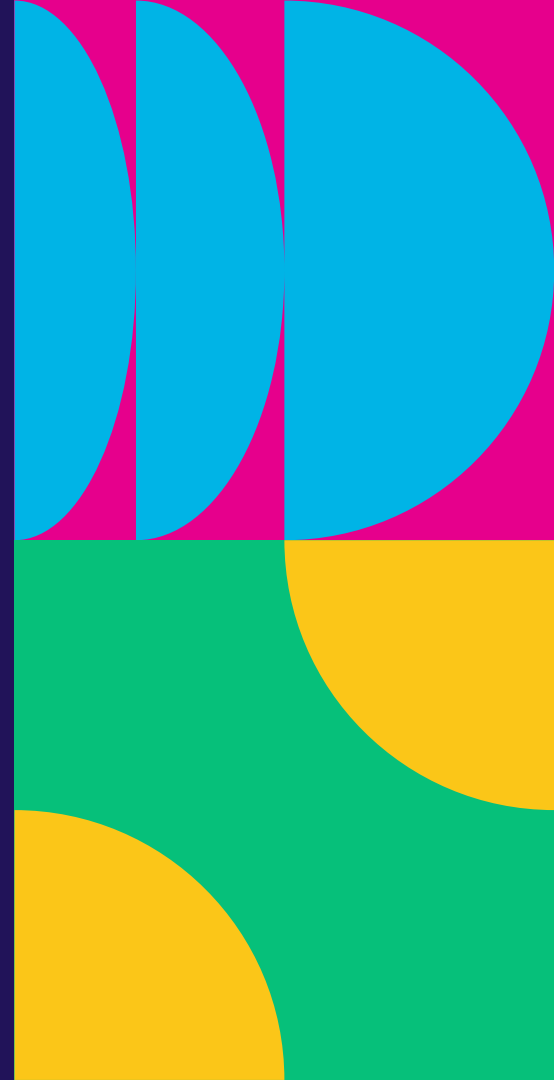
What makes a team function?

Inattention to Results

Avoidance of Accountability

Lack of Commitment

Fear of Conflict

Absence of Trust

ThoughtSpot

Lencioni P. The 5 Dysfunctions of a Team.

Stages of Team Development
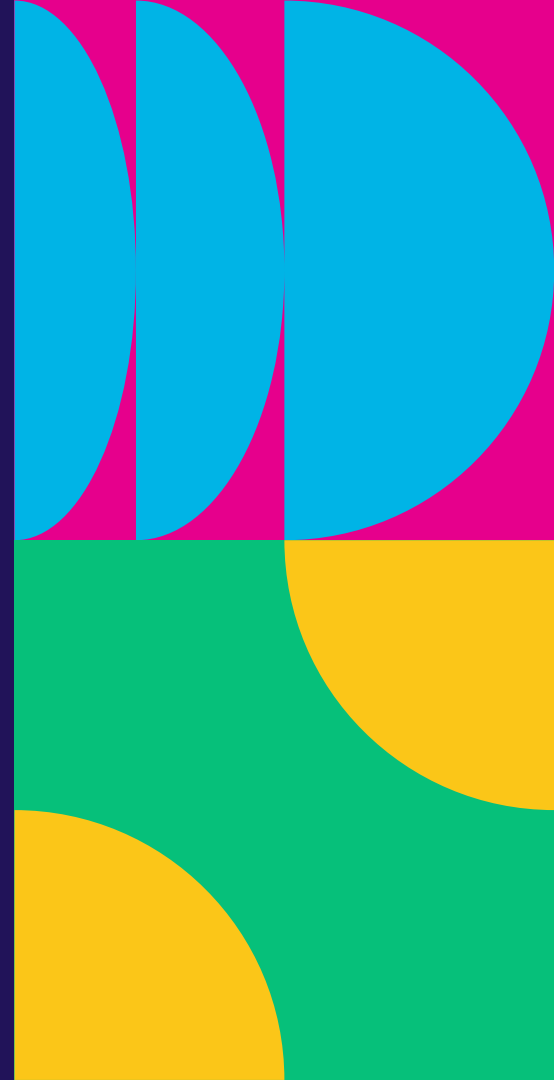
Tuckman's Stages of Team Development

Forming   Storming   Norming   Performing   Adjourning

— Performance
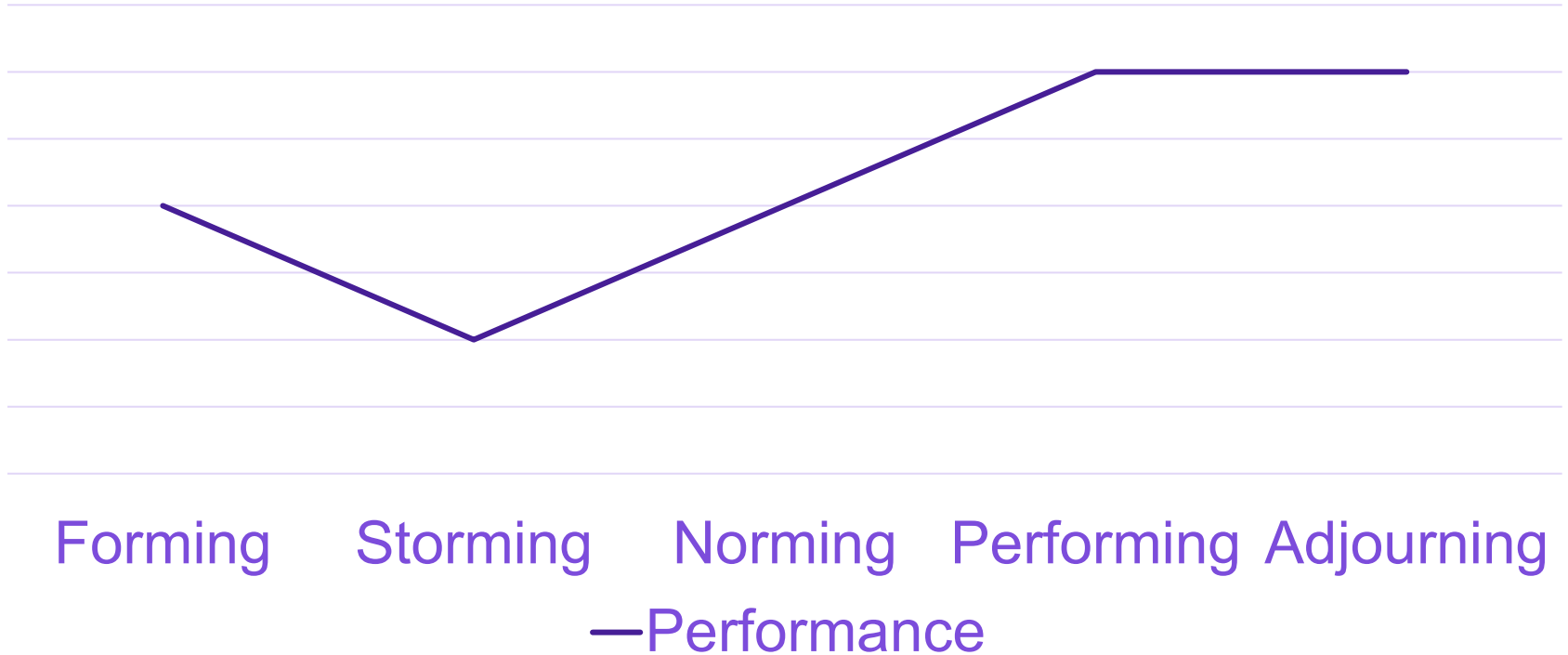
Forming Stage

Determining interpersonal boundaries: uncertainty, hesitancy, general optimism

Determining tasks, roles, responsibilities

Establishing dependency relationships with leaders, team members, or standards

Characteristics: Orienting behaviors, "why am I here?"

Tuckman, BW. 1965.
West Chester Learning. Tuckman's Stages of Group Development. Available from:
https://www.wcupa.edu/coral/tuckmanStagesGroupDelvelopment.aspx. Accessed on May 8, 2025.

What is needed during the Forming Stage?

Needs

OVERALL: EXCELLENT and EXPLICIT COMMUNICATION

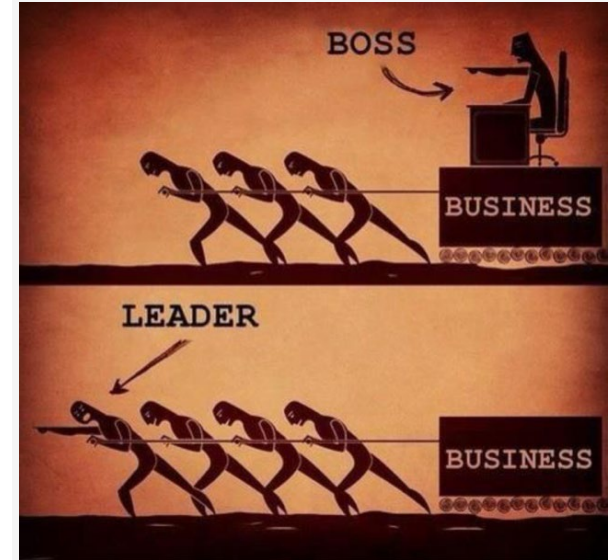- Mission/Vision
- Objective/Task
- Roles/Responsibilities
- Ground Rules/Expectations
- Communication: when, where, how, frequency?

West Chester Learning. Tuckman's Stages of Group Development. Available from: https://www.wcupa.edu/coral/tuckmanStagesGroupDelvelopment.aspx. Accessed on May 8, 2025.

What is needed during the Forming Stage?

How to Lead During this Time

- Project Lead/Facilitator
- One-way communication from leader to provide direction
- Structure
- Connection with each other
- Encouragement, optimism

BOSS

BUSINESS

LEADER

BUSINESS

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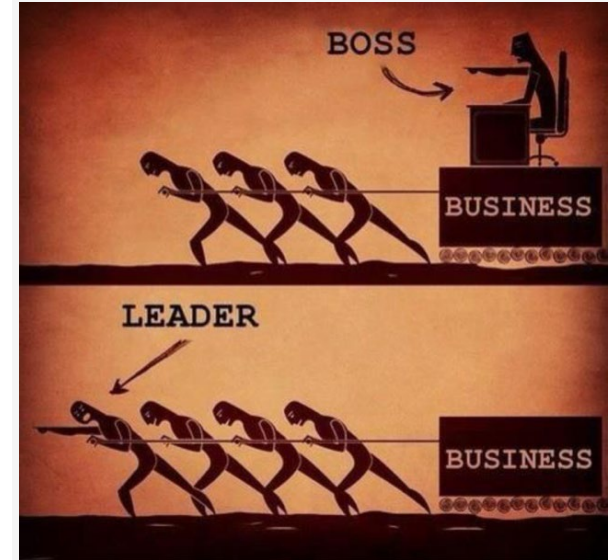
Case: Part 1 - Forming

You are a new pharmacist at a community pharmacy – you started 3 months ago and just finished your onboarding. Your pharmacy is engaged in a local clinically integrated network and is affiliated with a community-based pharmacy residency program.

The pharmacy owner has asked you to lead a team who will be responsible for implemented a value-based care program for patients who have a specific health insurance plan. You gather the team (yourself, your resident, the lead pharmacy technician, and a new hire (a community health worker who works part-time) for the first meeting. Everyone is polite but reserved. There's unclear understanding of roles or expectations.

Discussion questions:

- What exercises could help clarify roles and responsibilities early in the project?

- What strategies would you use to build trust within the team?

Storming Stage

Conflict/polarization arise related to interpersonal issues

Resistance to buy-in emerges

Emotional responses to tasks emerge

Tuckman, BW. 1965.

Creating Psychological Safety

Newness has 'worn off'

Threats emerge - need for creating psychological safety

1) Framing the Work

2) Model Fallibility

3) Embrace Messengers

Rebellion

Tuckman, BW. 1965.
Institute for Healthcare Improvement. 2021.

What is needed during the Storming Stage?

Needs

OVERALL: TEAM STRENGTHS, COMMUNICATION and CONFLICT RESOLUTION

- Identify work and communication styles
- Clarify and review team's purpose
- Receive feedback from Project Leader

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What is needed during the Storming Stage?

How to Lead During this Time

- Revisit psychological safety principles
- Acknowledge challenges and conflicts
- Bring team to consensus
- Foster conflict resolution
- Continue to offer support
- Recognize each team member's contributions
- Shared Leadership emerges

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Case: Part 2 - Storming

As your team has been working to redesign workflow for this specific patient/payor group, disagreements arise. The technician feels their input isn't valued. The resident is dominating the discussions (this is part of their research project). You feel tensions rising in your weekly meetings to discuss the project's implementation.

The project timeline is delayed, and you need to communicate this to the pharmacy owner at your monthly large team meeting.

Discussion questions:

- What strategies would you use to manage this conflict constructively while making progress?

- What would you communicate at your next team meeting to be assertive without escalating tension?

Norming Stage

Group cohesiveness develops

Team norms established

New roles emerge

Team members openly share ideas/perspectives

Tuckman, BW. 1965.

What is needed during the Norming Stage?

Needs

STRUCTURE TO SUPPORT TEAM GROWTH & FUNCTION

- Develop clear decision trees
- Shared problem solving
- Responsibility and ownership is shared
- Receptive to feedback from Project Leader

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What is needed during the Norming Stage?

How to Lead During this Time

- Shared Leadership becomes established

- Feedback & support from Leader

- Less rigidity needed

- Ensure all team members are contributing and recognized

- Encourage others to make decisions

West Chester Learning. Tuckman's Stages of Group Development. Available from:
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Case: Part 3 - Norming

You decide (in consultation with the pharmacy owner) to hold a team-building meeting where each person shares their preferred work and communication style. Each team member also shares their understanding of their role in the workflow and asks questions to clarify how documentation flow will work for completing and submitting patient care encounters. Roles and workflows seem to be stabilizing.

Discussion questions:

- What strategies would you use to create frameworks for the team to operate in?

- What feedback would take the team to the next level?

Performing Stage

Interpersonal structures inform task activities

Roles are flexible and functional

Structures support task achievement

Characteristics:
- Interpersonal conflicts are in the past
- Solution-focused team environment

Tuckman, BW. 1965.

What is needed during the Performing Stage?

Needs

OVERALL: KEEP TEAM IN STATE OF FLOW

- Collaboration with guidance from Lead
- Flexibility
- Evaluation of project deliverables
- Dialogue with Project Leads

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What is needed during the Performing Stage?

How to Lead During this Time

- Shared Leadership practiced
- Asking what the team needs
- Moving to Laissez Faire
- Share new information where relevant

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Case: Part 4 - Performing

The team runs the value-based care program interventions smoothly on a daily basis. They adjust to last-minute changes and communicate fluidly to address problems as they arise. You start to consider how the program could be expanded to include other team members.

Discussion Questions:

- How would you approach the team about this idea?
- What does the team need from the pharmacy owner?

Adjourning/Reforming/Mourning Stage

Celebrate team achievements

Express gratitude

Implement 360-degree evaluations

Tuckman, BW. 1965.

What is needed during the Adjourning Stage?

Needs

How to Lead During this Time

OVERALL: EVALUATE AND CELEBRATE

- Evaluation of the deliverables

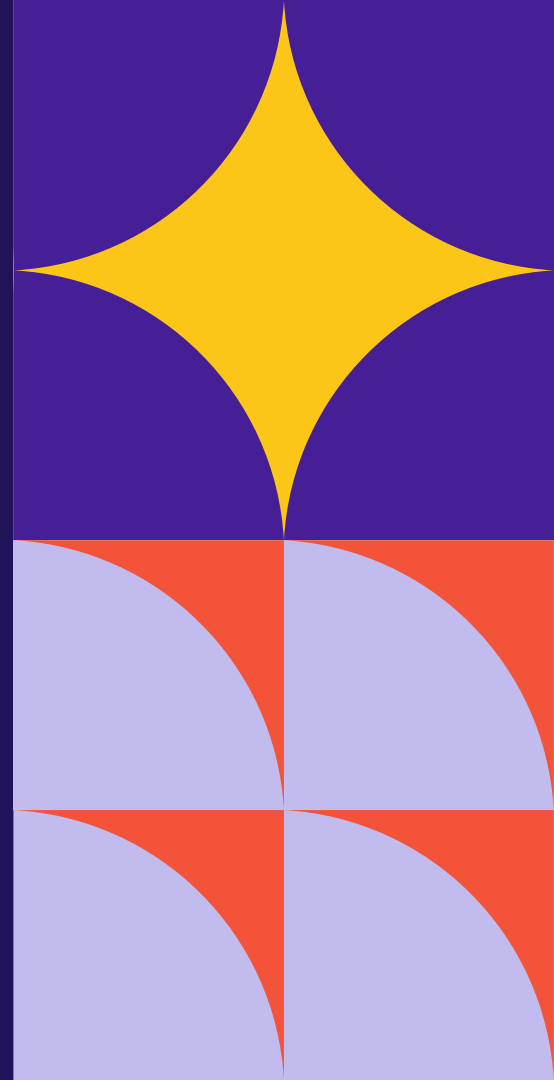- Determine unfinished components/handoffs needed

- Recognition time!

- Help team develop options to end/handoff

- Reflect and share learnings towards new projects

Concluding Thoughts

- Evaluating where your team falls in the team development cycle can help determine: "What's needed now?"
- Building a foundation of psychological safety is essential
- Concepts of team development can be applied from the individual contributor and leadership perspectives