

# How to Create and Run an Effective Team

Lori Deitte, MD

Radiology Vice Chair of Education

Vice President for CPD

Vanderbilt University Medical Center

[Lori.deitte@vumc.org](mailto:Lori.deitte@vumc.org)

 @LoriDeitte





Start with the “anti-end” in mind



Think of a time when you were  
on a dysfunctional team...

**What were the issues?**

**PATRICK LENCIONI**

NEW YORK TIMES BEST-SELLING AUTHOR

The **FIVE**  
DYSFUNCTIONS  
*of a* **TEAM**

A LEADERSHIP FABLE



**20<sup>TH</sup> ANNIVERSARY EDITION**

NEW FOREWORD FROM THE AUTHOR

# Lack of Trust

- conceal mistakes
- false assumptions
- lack of vulnerability



# Fear of Conflict



- seek artificial harmony  
over constructive  
passionate debate

- “elephant in room”

A blurred background image of a group of people in a meeting. Several individuals have their hands raised, suggesting a vote or a discussion. The image is overlaid with text.

# Lack of Commitment

-feigning buy-in for  
group decisions  
creates ambiguity

# Lack of Accountability

- ducking the responsibility to call peers, superiors or counterproductive behavior
- sets low standards



# Inattention to Team Results

-focusing on personal success, status, ego, agenda before team successes







**Results**

⇒ Focus on team outcomes

**Accountability**

⇒ Confront difficult issues

**Commitment**

⇒ Focus on clarity & closure

**Conflict**

⇒ Demand debate

**Trust**

⇒ Have integrity



# Dysfunctional Example

- established ground rules
- agreed on common purpose
- heard all voices
- shared results with team



# Getting started

- start with “why” (mission)
- get right people at the table
- safe space, trust, debate positively
- clear expectations, accountability

# Tuckman's Stages



**Forming**  
(Individuals)



**Storming**  
(Individuals)



**Norming**  
(Team)

# Tuckman's Stages: Performing



# Important Leadership Competencies

(themes from 195 global leaders rating 74 qualities)

- ✓ High ethical and moral standards
- ✓ Provides goals with loose guidelines/direction
- ✓ Communication – clear, safe, open, often
- ✓ Flexibility to change opinions, openness
- ✓ Invested in growing members of team



# Managing vs Leading

- Power, control
  - Authoritarian
  - Has subordinates
  - Gives directions
  - Counting value
- Vision, strategy
  - Influence, inspiration
  - People focused
  - Sets direction, ask “?”s
  - Creating value

# Advice to my younger self



- know your team's "why"
- include diverse voices, encourage debate
- build trust, be open, ask questions, listen
- no need to be smartest person in the room or win every battle
- celebrate team wins (perils of shoutouts)

# Thank you!

## You are invited to choose one idea to try next week...

Lori Deitte, MD FACR FAUR  
Vice Chair of Education, Vanderbilt

[Lori.deitte@vumc.org](mailto:Lori.deitte@vumc.org)

 @LoriDeitte