



## Case Study: Healthcare

### CLIENT PROFILE:

Private Dentistry Practice

### INDUSTRY:

Healthcare

### LOCATION:

Canada

### TEAM TYPE:

Intact

### TEAM SIZE:

9

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### SITUATION:

- > Toxic communication styles: gossiping, criticizing, and bullying
- > Morale issues due to conflict on the team
- > Lack of trust
- > Environment did not feel "safe" for team members to express themselves, so providing feedback to each other was avoided
- > Inability to engage in constructive conflict
- > Customer service issues when toxic communication was publicly displayed
- > Lack of clarity and accountability around goals and roles/responsibilities

### Business Improvements

▲ **+90% Productivity**

▲ **+107% Positivity**

### SYNOPSIS:

This team was inspired by a mission to serve their patients. They recognized that their diverse experiences and skills were assets to the team, and they enjoyed their camaraderie, when it was present.

Their biggest barriers were ineffective communication behaviors like criticism and gossip, and the conflict avoidance that was created by those behaviors. They wanted more appreciation and respect on the team, and consistent leadership to ensure clarity around shared goals and responsibilities. And they wanted to handle conflict more directly and effectively.

Using the **Team Diagnostic™**, the team's strengths and challenges were revealed. And through the process of team coaching, the team shifted from being fearful about conflict to being more open, aligned, and able to address conflict constructively for the sake of serving their patients.

### SPECIFIC BEHAVIOR CHANGE:

- > Less gossiping, criticizing and stonewalling
- > More time spent creating clarity around goals and job responsibilities
- > Use of team agreements to help work through difficult situations

**APPROACH:**

- > The program ran from February 2010 through March 2011.
- > Pre- and post-program measure was the **Team Diagnostic™** and the 14 factors of Productivity and Positivity.
- > Baseline results were followed by a series of team coaching sessions.

**RESULTS THE TEAM REPORTED:**

- > Communication has greatly improved and poor performance is no longer tolerated.
- > This process has been such a blessing for all of us and has impacted all aspects of our lives.
- > The amount of conflict has greatly decreased and team cohesion has increased.
- > The tension and stress has diminished greatly, and it is a much better work environment for everyone.

**Highlights**

**+90% Productivity**  
 Accountability +186%  
 Team Leadership +129%  
 Proactive +74%

**+107% Positivity**  
 Communication +168%  
 Constructive Interaction +141%  
 Trust +128%

**Before / After Benchmarks**



For more information on achieving an **average 20% improvement** in Productivity & Positivity conditions using the Team Diagnostic™ please contact us at:



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