

# The Five Functions of High Performing Teams

*Team-Based Training for Health Center Teams*

November 13–14, 2024



NATIONAL ASSOCIATION OF  
COMMUNITY HEALTH CENTERS®



# The Five Functions of High Performing Teams

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### Dates:

November 13 and 14, 2024

### Delivery Method:

Group, In-Person

### Prerequisites and or Pre-Work:

None

### Program Level:

Intermediate

### Who Should Attend:

The Five Functions of High Performing Teams is for health center teams to attend together. Examples of the types of teams that are appropriate are: c-suite or equivalent leadership teams, care teams, administrative teams, project teams, etc. Teams must be between 3-8 people.

The Five Functions of High Performing Teams training invites health center teams to learn and practice healthy, effective team behaviors together. Over two days of in-person training, participants will explore a model for organizational teamwork based on the New York Times Bestseller, *The Five Dysfunctions of a Team*, and put learning into action with exercises and real-life decision making. The Five Functions of High Performing Teams offers the chance for colleagues to gather outside of their normal workspaces to develop a more cohesive team with fresh perspectives and new strategies and tools. Join NACHC, health center leaders, and subject matter experts for an engaging and practical learning experience.

### Learning Objectives:

This training will prepare learners to:

- ▶ Recognize and adopt the behaviors, expectations, and responsibilities of healthy team dynamics.
- ▶ Practice and experiment with new tools for fostering team trust, encouraging productive debate, and making commitments to team decisions.
- ▶ Gain strategies for continuing team development after the conclusion of the training.

### How to Register:

- ▶ Teams must complete an application and be accepted into this program.
- ▶ Only one application is required per team.

NACHC staff will respond to the indicated point of contact within five business days of application submission. After the application is accepted, NACHC will send the point of contact registration/payment instructions and the hotel block information. Applications will be accepted on a rolling basis until the course is full (approximately 80 participants) or until registration ends. A waiting list will be developed once the course has reached capacity. Wait listed applicants will be given priority to fill a cancellation spot.

**APPLY FOR THE FIVE FUNCTIONS  
OF HIGH PERFORMING TEAMS**

## In-Person Only • November 13-14, 2024

**Location:** Hilton Phoenix Airport 2435 S 47th St, Phoenix, AZ 85034

**Travel Information:** Upon acceptance to the training, participants are responsible for their own travel arrangements. NACHC has reserved a room block at the hosting hotel. Training participants will be given the room block details upon acceptance to the training.

### Pricing Information:

Upon acceptance to the training, every attending team member will register independently. Enjoy a 10% group discount on the *third or more attendee registration* from the same organization. Applies to Early Bird and Regular Registration rates.

**Early Bird Registration Fee:** \$875/per person  
(must pay registration fee on or before October 20)

**Regular Registration Fee:** \$975/per person  
(must pay registration fee on or before November 1)

The registration fee includes breakfast, morning coffee break, lunch, and an afternoon snack.

## AGENDA: Training Day One

*The agenda is subject to slight adjustments.*

**8:30 – 9:00 am**      **Breakfast and Check-In**

**9:00 – 9:20 am**      **Opening**

**9:20 – 11:00 am**      **Fostering Trust**

Presented by Avni Shridharani, *Community Health Strategies LLC*

The foundational characteristic of a healthy, effective team is the presence of trust among team members. This means team members must be willing to ask for help, admit mistakes, and accept input/feedback about their areas of responsibility. This level of openness requires vulnerability and a willingness to challenge the perception that such actions risk our reputations and/or competitive standing. This session will define the behaviors present in trusting teams and how to begin to foster trust in your team.

**Learning Objectives:**

- Define healthy trust in a team and the benefits of trust
- Identify behaviors present in a trusting team
- Discuss practices for fostering trust

**11:00 – 11:15 am**      **Break**

**11:15 am – 12:15 pm**      **Implicit Bias and Disempowerment of Marginalized Identities**

Presented by Gerrard Jolly, *NACHC*

Interpersonal relationships on our team can be influenced by societal power dynamics and our own implicit biases with detrimental consequences for individual growth and the growth of the team. Ensuring all our colleagues are fully enfranchised members of the team requires a lasting commitment to diversity, equity, and inclusion principles.

**Learning Objectives:**

- Understand personal-identity power dynamics
- Recognize our own implicit biases
- Identify strategies for interrupting biases and minimizing harm to our colleagues

**12:15 – 1:15 pm**      **Lunch**

## AGENDA: Training Day One, *continued*

*The agenda is subject to slight adjustments.*

<b>1:15 – 1:55 pm</b>	<b>Conflict Management</b> Presented by Jennifer Hughes, <i>CEEK, LLC</i> Productive conflict, the ideological debate of ideas or concepts, produces robust decision making in a short amount of time. Yet, many teams avoid this type of conflict over fear of hurting each other or personal politics. Avoiding ideological debate, however, often leads to more tension and encourages back-channel attacks. In this session, we will review the tenants of healthy conflict and polarity management. <b>Learning Objectives:</b> <ul style="list-style-type: none"><li>• Realize the importance of ideological conflict</li><li>• Differentiate politics and destructive conflict with healthy conflict</li><li>• Discover strategies to encourage ideological debate</li></ul>
<b>1:55 – 2:55 pm</b>	<b>Conflict Management Exercise</b>
<b>2:55 – 3:15 pm</b>	<b>Break</b>
<b>3:15 – 4:30 pm</b>	<b>Cross-Team Table Exercise</b> Presented by Cindy Thomas, <i>NACHC</i> and Gary Campbell, <i>Impact 2 Lead</i>
<b>4:30 – 4:45 pm</b>	<b>Review of Day</b> Participants are invited to share insights from the day's learning.
<b>4:45 – 5:00 pm</b>	<b>Closing</b>



## AGENDA: Training Day Two

*The agenda is subject to slight adjustments.*

<b>8:00 – 8:30 am</b>	<b>Breakfast</b>
<b>8:30 – 8:50 am</b>	<b>Opening</b>
<b>8:50 – 9:30 am</b>	<b>Making Commitments to Decisions</b> Presented by Whitley Carson, <i>CEEK, LLC</i> A strong team commits to decisions even in the absence of unanimity or certainty. They perceive failure as learning, create clear directions and priorities, and change direction when needed. In this session, we will discuss how to move forward on decisions with buy-in and clarity even in the absence of consensus and excessive analysis. <b>Learning Objectives:</b> <ul style="list-style-type: none"><li>• Distinguish consensus and buy-in</li><li>• Become comfortable with mistakes</li><li>• Understand practices for clear decision making</li></ul>
<b>9:30 – 10:10 am</b>	<b>Making Commitments to Decisions Exercise</b>
<b>10:10 – 10:30 am</b>	<b>Break</b>
<b>10:30 – 11:10 am</b>	<b>Accountability</b> Presented by Steve Wiley, <i>CEEK, LLC</i> Any team must have a culture of excellence in work. To establish this culture, the goals and measures of success must be clearly stated and to maintain this culture, teams must address when members are not performing as expected. This session will review how teams establish behavioral standards and set expectations of how every team member contributes to success. <b>Learning Objectives:</b> <ul style="list-style-type: none"><li>• Understand a culture of accountability</li><li>• Identify ways to establish clear expectations</li><li>• Describe the ways in which team members can hold each other accountable respectfully</li></ul>
<b>11:10 am – 12:00 pm</b>	<b>Accountability Exercise</b>
<b>12:00 – 1:00 pm</b>	<b>Lunch</b>

## AGENDA: Training Day Two, *continued*

*The agenda is subject to slight adjustments.*

**1:00 – 1:40 pm**

### **Attention to Results**

Presented by Gary Campbell, *Impact 2 Lead*

Ultimately, a team's success is determined by their ability to achieve collective goals. Instead of individual status as the motivator for actions, the focus should be on specific, attainable organizational goals. This session will help define appropriate organizational goals and methods for remaining concentrated on these goals, while summarizing the concepts covered in this two-day event.

#### **Learning Objectives:**

- Explain the features of well-defined goals
- Understand methods for centering goals in evaluation of success

**1:40 – 1:50 pm**

### **Break**

**1:50 – 3:30 pm**

### **Next Steps Planning**

Presented by *all faculty*

In the closing session of the training, faculty will assist teams in designing an implementation plan, detailing actionable steps for applying their new skills or insights in their specific context. This final session is designed to ensure that participants leave with a clear, actionable roadmap for translating their learning into meaningful, real-world outcomes.

#### **Learning Objectives:**

- Identify 1-3 changes that teams will make to behaviors, operations, or activities to improve team functionality and ability to achieve organizational goals
- Create an achievable plan to apply changes in everyday work

**3:30 – 4:00 pm**

### **Closing**



# The Five Functions of High Performing Teams

This training requires an application to ensure that your team is the intended audience for the training. The application is reproduced below *for your reference*.

[Please complete the application here](#)

**Point of Contact Full Name:**

**Point of Contact Email:**

**Point of Contact Job Title/Role:**

**Point of Contact Phone Number:**

**Organization Name:**

**Organization City:**

**Organization State:**

**Organization Type:**

Please list all the members of the team to attend the training.

Teams must be between 3 - 8 people.

Please briefly explain why the team is interested in this training.

Please initial each item to indicate understanding of the requirements of this application:

- All staff identified as participants are aware of their inclusion on this application and agree to be active participants.
- Upon acceptance, registration and payment for every participant will be made within 5 business days.
- The submitting individual acknowledges that upon acceptance, participants (or their organization) are responsible for all travel and accommodation arrangements.

Does anyone on the team have any food allergies or dietary restrictions?

If yes, please explain.