

Step 1

IDENTIFY THE KEY CHALLENGE, FRAME THE PROJECT, AND SELECT THE TEAM

PROJECT TEAM PROFILES

	Criteria	Responsibilities	Examples
Executive Champion	<ul style="list-style-type: none"> • Has ultimate authority to allocate time and resources needed • Has administrative authority over all affected areas • Will champion the spread of successful change throughout the organization 	<ul style="list-style-type: none"> • Charters the core team • Targets goals • Supports changes • Removes organizational obstacles • Communicates project progress internally • Ensures needed resources 	<ul style="list-style-type: none"> • Chief nurse executive • Chief quality officer • Chief operating officer • Chief human resources officer • Chief medical officer
Team Leader	<ul style="list-style-type: none"> • Is respected throughout the organization for his/her leadership skills and judgment • Has an in-depth knowledge of the hospital's operations • Understands the system-wide implications of local change • Is an excellent listener • Is skilled in team and group dynamics • Has a high tolerance for ambiguity • Has the knowledge and experience to manage problems • Possesses excellent communication, facilitation, and negotiation skills • Is creative, innovative and enthusiastic 	<ul style="list-style-type: none"> • Leads the team through the change process • Coordinates all team activities • Facilitates group process • Manages administrative details or delegates to appropriate staff • Plans, schedules, and facilitates meetings • Collaborates with team to arrive at and meet project timelines • Serves as the key contact for all communications concerning team outcomes/progress • Meets/communicates routinely with the Executive Champion • Oversees data collection, preparation of reports and presentations • Acts as the official keeper of team records • Liaisons with Human Resources Department for advice 	<ul style="list-style-type: none"> • Nurse manager • Director, Surgical Services • Performance improvement expert
Core Team Members	<ul style="list-style-type: none"> • Is respected for his/her judgment by a range of staff • Is recognized as a team player • Has a reputation for excellence in his/her area of technical skills • Is a good listener and communicator • Appreciates the need for change • Is creative and innovative • Participates well in a team 	<ul style="list-style-type: none"> • Attends team meetings • Actively participates in group decision-making process • Completes team assignments/responsibilities according to project timelines 	<ul style="list-style-type: none"> • Staff nurses • Unit coordinator/secretary • Technicians • Support staff • Physicians

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