

that. This plan means giving them real participation...(It has enable) Management and labor to get together and mutually solve problems that -- will help them be more competitive.. (For a rank-and-file worker) it means working with your brains instead of (merely) with your back.

Some executives have found it difficult -- to analyze objectively any way of managing -- which entails close cooperation with a union.- Thus there may be advantages in observing how participation and teamwork have been achieved in a hospital before unions entered the picture.

#### Teamwork and Individual Goals in Nursing

During and after the Second World War, the nursing shortage became acute. To alleviate it, nursing administrators (taking a leaf from the book of scientific management) introduced the so called "functional method" of nursing. Strictly professional duties, such as giving -- medication and making rounds with attending -- physicians, were reserved for professional nurses. Nonprofessionals took over most of the -- less skilled work. For example, licensed practical nurses (LPN s) were assigned such duties as taking blood pressures and temperatures or giving baths and back rubs. Auxiliary workers, nurse's aides, and orderlies were assigned to such tasks as making beds, carrying trays, and

escorting patients to other departments.

Professional nurses now had more time -- for highly skilled services. But because of the effect on nonprofessional personnel, this technically efficient system did not work out as planned. Resentment and bickering developed between persons assigned to perform a number of strictly limited tasks for many patients. Nonprofessionals found their work dull. Many quit for better-paying jobs. And no one had enough contact with any one patient to -- permit understanding him as an individual. Thus, in the late 1940s, many nursing administrators become convinced that the current method of nursing care was not good enough--either for the patient or for job satisfaction and individual development by nursing personnel.

At this point, forward-looking nursing -- administrators saw the need and possibility of developing genuine teamwork and team spirit -- based on concepts of "leadership, organization, partnership, group response to goals, -- integrated action, and in-service training of supervision." Nursing administrators in New York and Boston launched independent experiments in team nursing at almost exactly the -- same time. The following hypotheses were the basic for specific plans to reorganize work -- and work relationships so that nursing personnel (from professionals to aides) could deri



ve direct rewards in job satisfaction while - also becoming more productive:

° Participation in nursing care by nonprofessionals needs to be guided and supplemented by professionals. But supervision by professionals need not restrict development of nonprofessional personnel.

° A high level of participation by employees can be expected only when each can function up to the limit of his ability, contributing his experience and insight as well as his technical skill and physical effort.

° When employees have opportunities to participate in making plans they are expected to implement, a high degree of understanding and acceptance tends to motivate them toward superior performance.

° Participation at the level of ego involvement is prerequisite for the full development of each individual and for a kind of evaluation (of planning and performance) which can continuously raise the level of group achievement.

° When participation is a strongly motivated response by "the whole man," there is no

need for an authoritarian type of inspection and control. Group supervision, group controls, self-control, and self-evaluation can effectively be supplemented by a leader who also functions as a working partner and is thus in a position to understand the individuals with whom he daily works and communicates.

#### Plans and Assignments

Two kinds of interlinking plans and assignments help to weld members of each nursing team into a well-knit action group. The medical care plan (formulated by the attending physician) provides a framework within which a plan of nursing care for each patient is developed. This nursing plan is designed to meet the needs (psychological as well as physical) of each patient. Thus every team member can feel committed to a unified project and understand how his part contributes to the whole team effort.

However, before a nursing plan is even formulated, the first kind of assignment is made. The head nurse on each unit (ward) assigns specific patients to each nursing team. Then, each team leader tentatively develops nursing-care plans for all patients assigned to her team. On any given day, some part of her own work assignment may highlight the job-centered approach which characterizes the nursing team.



terizes team action and disregards status. For example, a team leader may decide to make a patient's bed or to carry in a tray. Such an apparently unimportant (nonprofessional) task is an appropriate assignment for a leader if by performing it she can create a favorable condition for overcoming a communication block which has prevented other team members from reaching a patient.

Another way in which team nursing differs from traditional nursing practice in -- that a team leader no longer regards any individuals as "my patients". Instead, she -- keeps herself free to circulate among her -- teammates, all of whom are helping to care -- for "our patients".

#### Participation and Evaluation

Each team's long-range objective is continuously to raise the level of care given to each patient. Part of every team member's assignment is to observe the response of each patient and to jot down suggestions for improving the plan for his care. These suggestions are discussed at the daily team conference.

#### Communication: In Team Conferences and between Individuals

A daily conference, conducted informally by the team leader, has the following multiple

purpose: (1) to make sure that each member clearly understands the what, how, and why of her work assignment for the day; (2) to discuss and, if possible, solve problems encountered by team members either earlier in the tour of duty or the day before; and (3) to -- consider suggestions for improving some plan for a patient's care.

#### Supervision and Inspection

The team leader's daily work assignment enables her constantly to supervise and inspect -- what other team members do. However, her supervision is not resented because her work -- associates can see that her professional knowledge and up-to date understanding can be -- helpful to them.

When a team leader finds that something has been done incorrectly or inadequately, -- she is expected to ask: What is accountable? Is the plan for nursing care faulty in some -- respect? Was the work assignment unwise (perhaps because the person was insufficiently -- prepared) Were the instructions unclear? In correcting the performance of teammates, a leader is expected to do so with objectivity -- and friendliness. The focus of attention is always on the job to be done.

#### Control

Experience with nursing teams has demonstrated



that control for quality and quantity of output can increasingly come from members of a work group. Members of nursing teams feel responsible for doing their best, in partnership with others who share responsibility for nursing care plans. And each of these plans meshes with a medical care plan, which fits into the whole plan by which each hospital undertakes to meet its major objectives. -- Thus, team members naturally feel a responsibility toward performance by the hospital as a whole.

#### Linkage and Cooperation with Other Hospital Personnel

The leader of each nursing team serves as a link to a health team. She works with the physician (the leader of that team) and cooperates, as need arises, with other members of a health team, e.g., a social worker, a dietitian, or a clergyman. The head nurse is another link member. She confers with physicians and their associates on health teams. Sometimes, it has been in evaluating action taken in an emergency that the need for this kind of linkage could most clearly be seen as a means for suitable expansion for teamwork.

#### Communication: In Team Conferences and between Individuals

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## CHAPTER II

### THE ORGANIZATION

An organization is a group of people brought together to achieve human goals. A human invention to meet human needs, its success depends upon how it is deliberately structured, how it deals with the structure that arises without deliberation, and how it defines and works toward its goals. These basic problems face every organization whether family or church, orchestra or art gallery, football team or bridge club, army or corporation. The primary concern of the industrial psychologist, however, is with the business and industrial organizations in which most people work in our modern society.

#### Formal Structure

The most obvious need of an organization is for rules and customs to specify how individuals should relate to each other. If people behave randomly toward each other, then chance of accomplishing a specific goal is small. Rules about how to act and react help remove some of the uncertainty from relationships and increase the likelihood of cooperation. If a rule says that the small man shall hold the chisel and the big man shall swing the sledge, they can go immediately to the task. If there is a custom in a council that the oldest man