

The Utilization of the "Cogs Ladder" and

Team Behavior in the Radiology Workplace

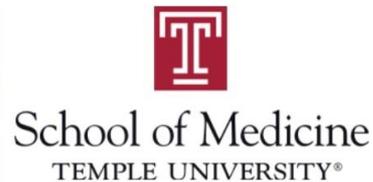
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Disclosures

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Objectives

- Identify the 5 stages in Cog's Ladder of Group Growth
- Recognize working groups in the radiology workspace
- Understand and apply stage specific recommendations to improve communication, leadership and teamwork in the radiology department.

What is Cog's Ladder?

- Cog's ladder is a model of group development first described in 1972 by George Charrier at Procter and Gamble.
- It was developed to help management identify the workings of teams and methods to make them the most efficient
- It is a concise model that identifies the stages of group growth and team functions.
- Cog's Ladder has long been used by managers to optimize leadership while facilitating team growth, communication and productivity.

Cog's Ladder: The 5 Stages

Cog's Ladder consists of 5 stages:

1. Polite
2. Why We're Here
3. Power
4. Cooperation
5. Esprit



Polite.



Why we're here.



Power.



Cooperation.



Esprit.

Stage 1: Polite

- In the first stage the group meets for the first time.
- Introductions are made and the group becomes acquainted.
- The team leader's goal should be to facilitate introductions and allow team members to get to know each other.



Stage 2: Why We're Here

- The group goals and objectives are set in the “Why are We Here?” stage.
- Here leadership should clearly identify the team's overall goal and how to achieve it.



Stage 3: Power

- Members assert their opinions and vie for control during the Power stage.
- This stage may be characterized by disruptive behavior, clashes in personality and nervous people who have difficulty contributing
- It is important for the group leader to emphasize individual roles and promote an atmosphere of cooperation and compromise.



Stage 4: Cooperation

- Cooperation ensues as consensus is reached and each member assumes their role and begins to focus on their goal as a group.
- Leadership should allow the group to share in the leadership functions and assist in the formation of common decisions and actions.



Stage 5: Esprit

- A strong collective identity and commitment to a common goal are formed.
- Problems with processes or relationships are solved smoothly and effectively.
- Once the Esprit stage has been achieved the group will be self-governing.
- Management should now focus on maintaining the proper environment for the group to function.

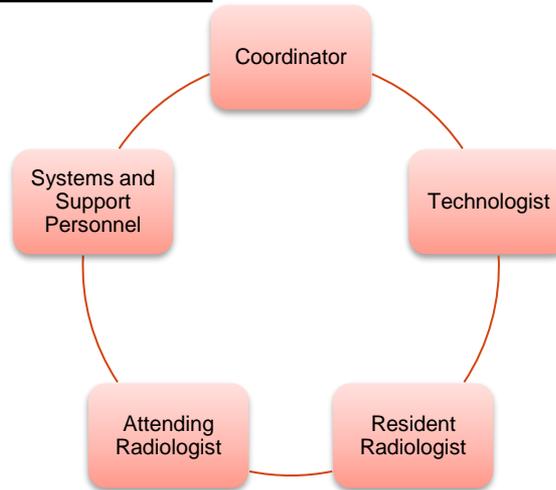


Applying Cog's Ladder in the Radiology Department

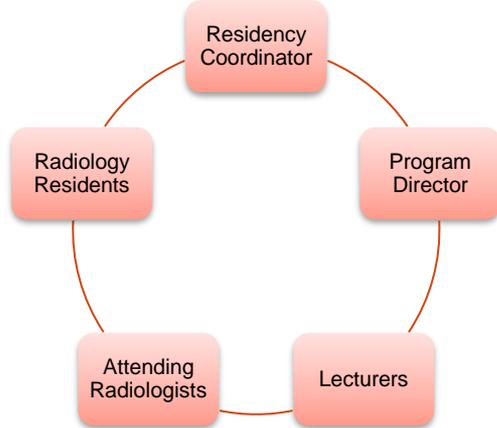
- Common scenarios of teamwork/group growth with the radiology department include radiologist-technician and support staff interactions during protocoling and imaging studies, coordinating patient studies and procedures, resident education, and recruiting new residents and employees.
- Stage specific leadership ques and team development goals allow for optimal and timely team development.

Teams in the Radiology Department

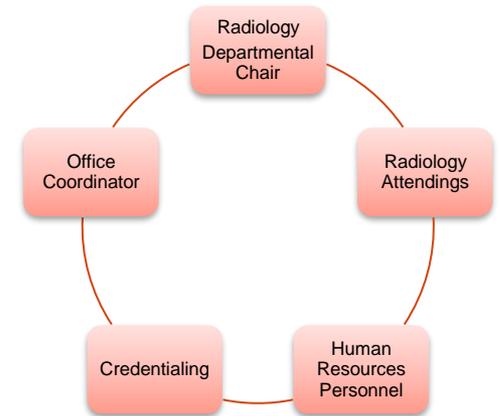
Coordinating studies and procedures:



Resident education:



Recruiting new employees:



Conclusion

- Cog's Ladder of Group Growth provides a valuable framework to optimize team development and productivity within the radiology department.
- Recognizing and applying stage specific recommendations can result in improved communication, teamwork, and outcomes.



References

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- Robson BP. Cog's Ladder of Group Development. BVOP. <https://bvop.org/journal/cogs-ladder/>. Published June 10, 2021.

