

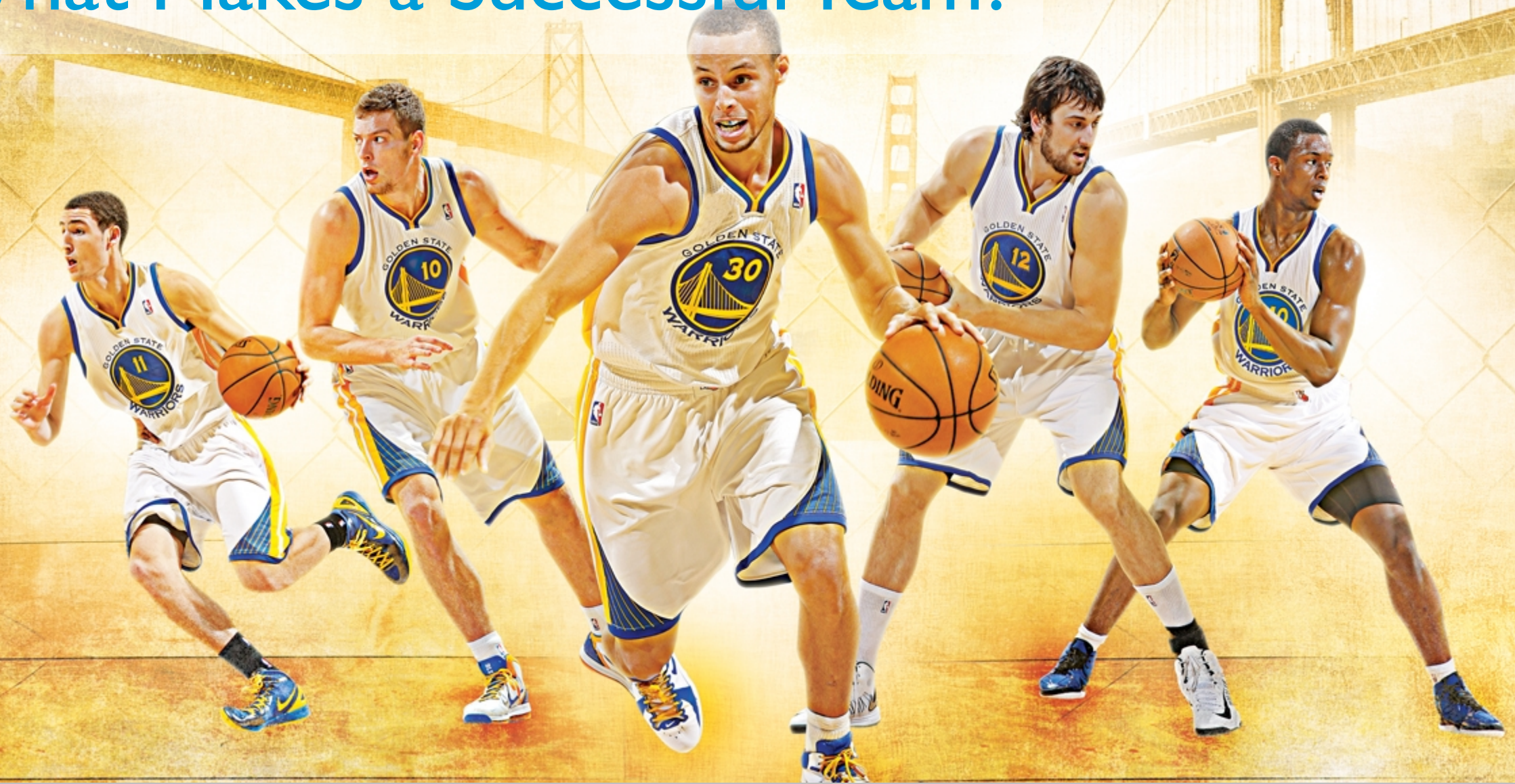
Making It Work, Making It Fun: Creating Effective Improvement Teams

Spreading Solutions That Work,
Center for Care Innovations

APRIL 25, 2018



What Makes a Successful Team?



Re-introductions



Suzanne Samuel



Wendy Jameson

Workshop Overview

- Principles of effective teams
- Building blocks for strong teams
- Establishing team norms
- Defining your team's shared vision
- Further resources & exercises

Follow-up Exercises Look Like This





Interactivity Alert



Reflection Activity Report Out

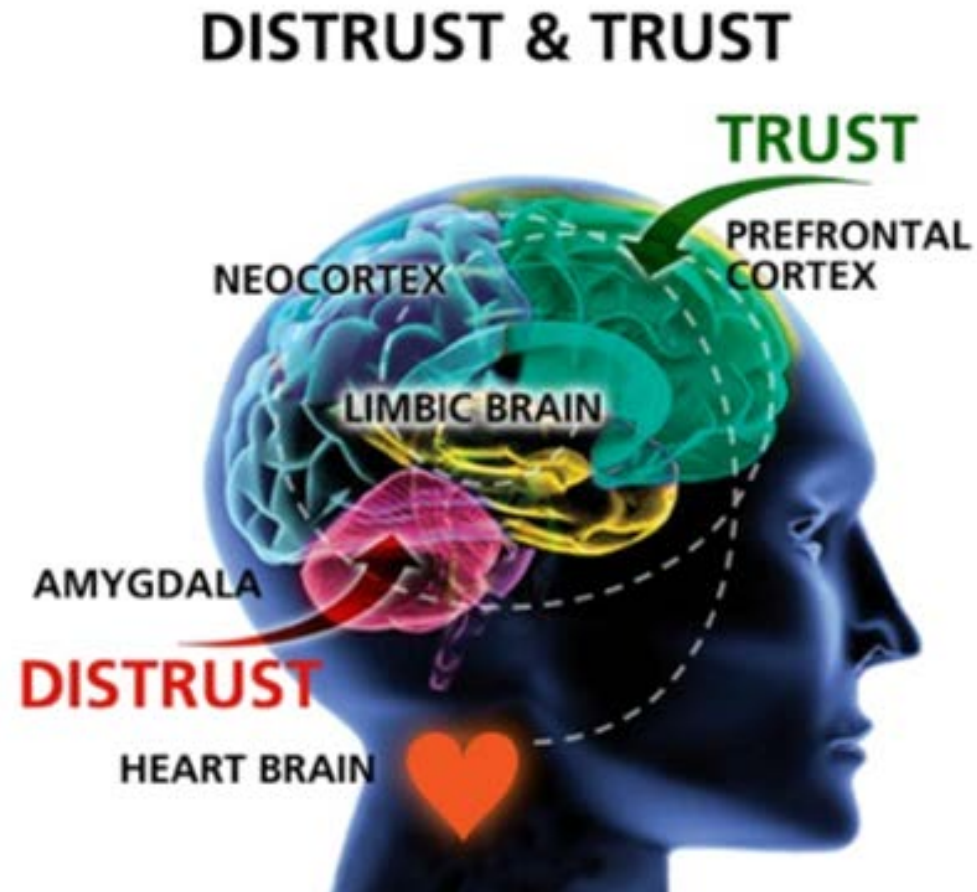
Observing teams on site visits and at your organization:

- What seems to make teams successful?
- What's one quality you want your SSTW team to emulate?

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The Neuroscience of Teams



Psychological Safety: What It Is

- Comfortable taking risks
- No negative consequences for mistakes, questions, crazy ideas
- Comfortable raising problems and tough issues
- Team members' skills and talents are valued—and utilized
- Everyone talks *and listens* about the same amount

Psychological Safety: How To Get There

- Reward curiosity and questions
- Encourage fallibility and model vulnerability (“I screwed up” = gold)
- Overcommunicate that you’re listening
- Know about each other’s non-work lives

Follow-up Resources

20-minute podcast
by Daniel Coyle on
great teams

&

NYT article on
Google's research
on teams



Fostering Psychological Safety in Meetings: Conversational Turn-Taking



Turn Tracker Tool

Team member	Add a checkmark each time they speak

Follow-up Exercise

Try out the Turn Tracker at your next meeting, with a quick debrief of how it went





The Soft Stuff Matters



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NEW YORK TIMES BEST-SELLER

The FIVE DYSFUNCTIONS *of a* TEAM

A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER *THE ADVANTAGE*

Five Strengths of a Team Model

Absence
of Trust

Trust



Five Strengths of a Team Model

Fear of Conflict

Healthy Conflict

Trust

Case Study: Hard-To-Get-In Health Center







Hard-to-Get-In Health Center QI Team





- ☒ Satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Dissatisfied





QI Team Meetings...Continued...

Interactivity Alert: Trust and Healthy Conflict?



How Could The COO Have Built Trust?

- Encourage and respect **all** viewpoints - especially from team members with less power
- Establish psychological safety and demonstrate vulnerability
- Ground rules

How Can Teams Embrace Healthy Conflict?

- Give everyone a chance to voice an opinion, listen carefully, ask for clarification
- Respect everyone's ideas and perspectives
- Keep an open mind
- Keep it about the topic, not about the individual
- Don't leave a meeting without sharing all thoughts

Five Strengths of a Team Model

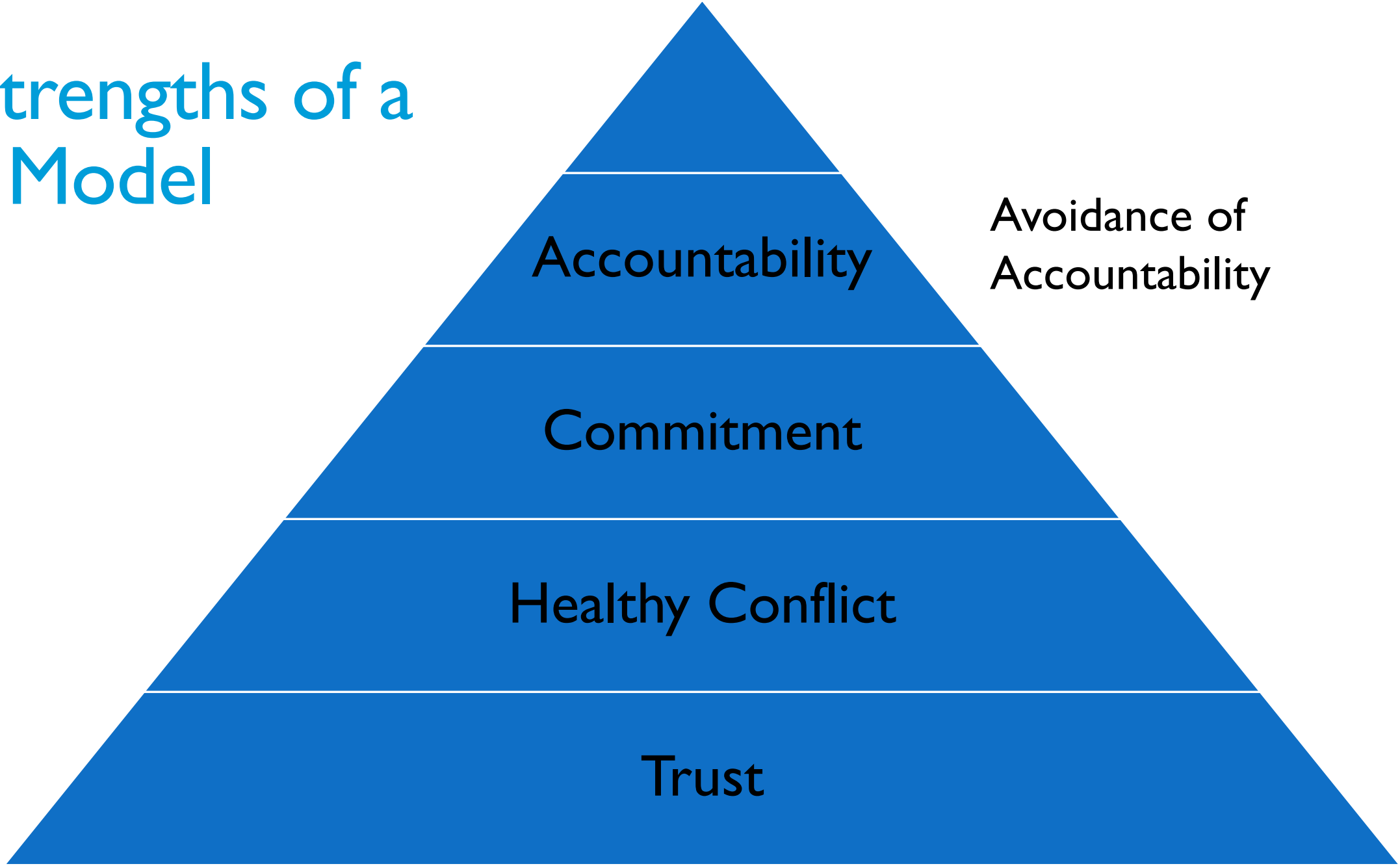
Lack of
Commitment

Commitment

Healthy Conflict

Trust

Five Strengths of a Team Model



How Can Team Members Hold Each Other Accountable?

- Create and monitor a detailed project plan
- Discuss what behaviors
 - ...Contribute to a strong team?
 - ...Weaken the team?
- Agree on what to do when a colleague exhibits behaviors that detract from a team



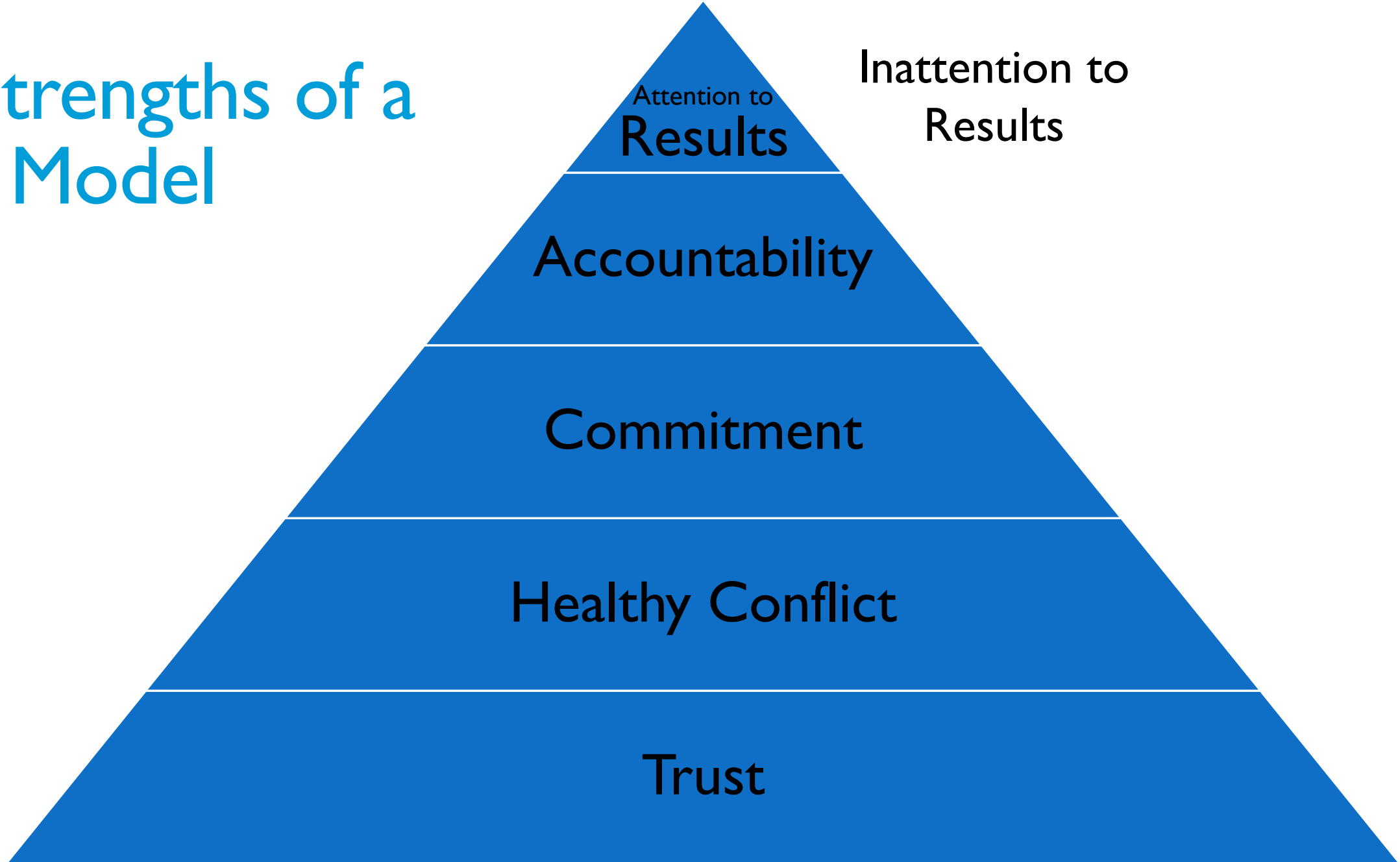
Hard-To-Get-In Health Center - Continued...

- Project plan developed without deadlines or people assigned to tasks.
- At meeting #3:
 - Only 2 people had completed tasks
 - Next meeting set for 6 weeks later due to vacations

Interactivity Alert: Commitment and Accountability?



Five Strengths of a Team Model





POLL: Where Does Your Team Need to Build Muscle?

- ☐ Trust
- ☐ Commitment
- ☐ Healthy Conflict
- ☐ Accountability
- ☐ Attention to Results

Follow-up Exercise

Reflect on your
team's strengths
and areas for
improvement on
Lencioni's 5
Functions and plan
one action to take





**These Principles Also
Apply to Care Teams!**




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Why Do Teams Need Ground Rules?

- Team norms help ensure behavior and habits that maximize success
- Eliminate potential confusion and conflict
- Hold ourselves and one another accountable





Team Norms Can Be Behavioral or Relational
(E.g., everyone speaks, hold each other accountable)

Team Norms Can Be Tactical

(E.g., send agenda ahead, stay off phones, be on time)





Norm Opportunity: Team Meetings!

Key Meeting Elements: Part of Your Group Norms?

- An agenda—always
 - Clarify who leads which section
 - Time blocks keep things moving
 - Any pre-work? Clarify expectations
 - Send agenda in advance
 - Create a template that works for your team

Start and End on Time



How Your Team Meetings Can Foster Psychological Safety

- Conversational turn-taking
- Everyone talks, in about same proportion
- Drawing out quiet voices, taming eager ones
- Mindful of power dynamics
- Model comfort with fallibility and taking risks

Interactivity Alert: Team Norms You'd Value?



Exercise: Create Your Team Norms

What will it take
for us to be
amazing?



Coaching Opportunity

A photograph of a male coach with glasses, wearing a grey hoodie, standing on a grassy field and talking to a group of young soccer players. The players are wearing black and white soccer uniforms and are listening attentively. The background is a green grassy field.

- Talk with your teams about defining their norms and the resulting impact
- Encourage teams to define, use, and post group and meeting norms

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Ingredients for a Strong Team

- Define your purpose and agree on goals
 - Impact
 - Outcomes
- Set a common vision of success



Shared Vision of Success:



Exercise: Shared Vision of Success

- Why am I working on this project?
- If our team is successful:
 - What will be different for our patients? Our organization?
 - How do we as team members want to feel looking back on this experience?



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Exercises & Resources Available Online

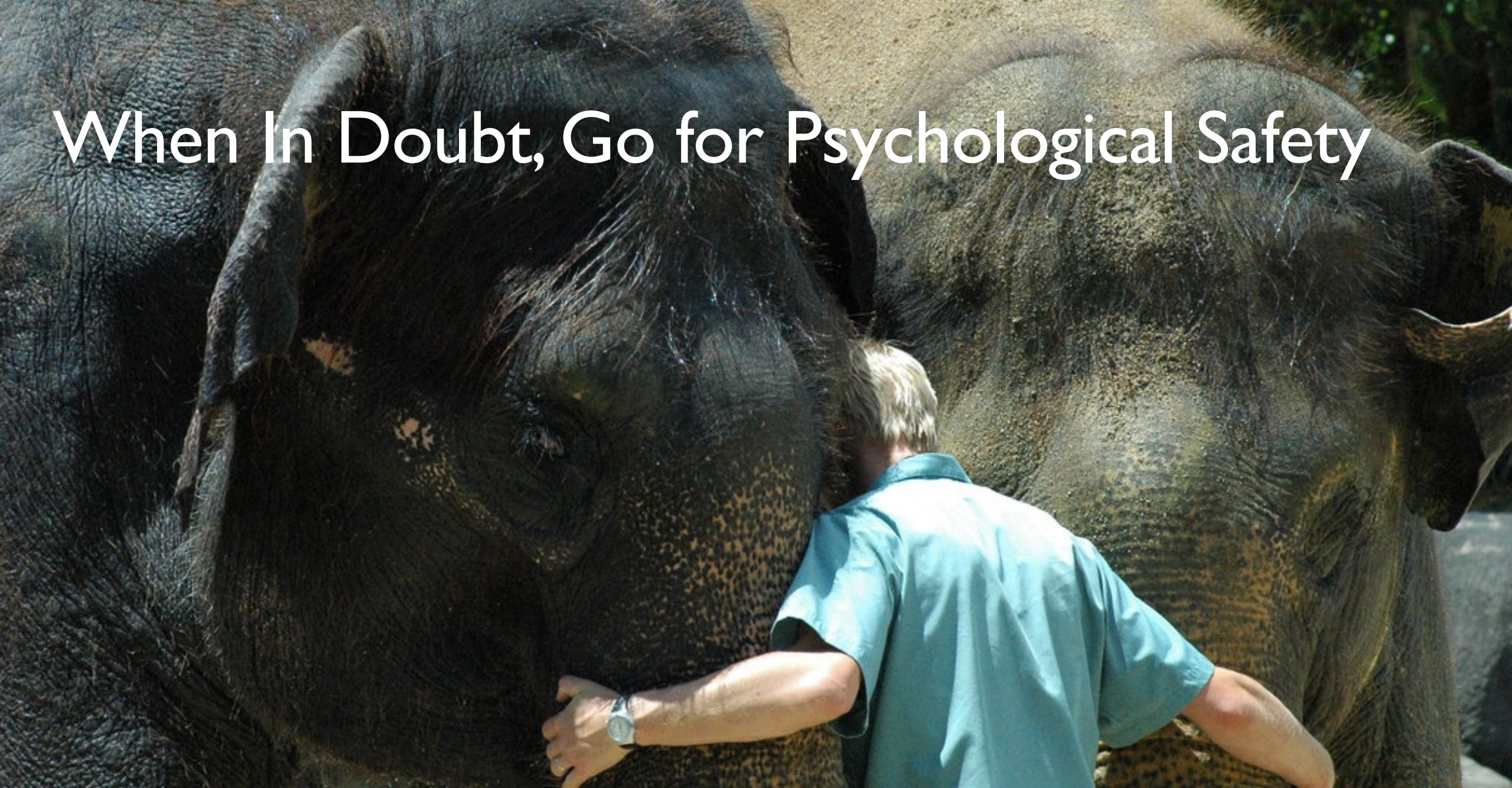
- Defining team norms
- Conversational turn tracking tool
- Creating your shared vision
- A great podcast
- And more...





The Soft Stuff Matters

When In Doubt, Go for Psychological Safety





Here's To A Strong Start!



Thank you!



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