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

Spreading Solutions That Work,
Center for Care Innovations

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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
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

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<th>Team member</th>
<th>Add a checkmark each time they speak</th>
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Follow-up Exercise

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

- Accountability
- Commitment
- Healthy Conflict
- Trust
- Avoidance of Accountability

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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
Five Strengths of a Team Model

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

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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
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

- 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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- **Defining your team’s shared vision**
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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!

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Image: Flickr, Tim Alamenciak
Thank you!