



Foundations for High Performing Teams: Part Two



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Learning Objectives

Reinforce

Reinforce the definition of a team in the context of quality improvement.

Identify

Identify the importance of psychological safety as teams move from forming and storming to the norming and performing stages.

Recognize

Recognize that sharing data with your team is critical to accelerate quality improvement.



Definition of a Team

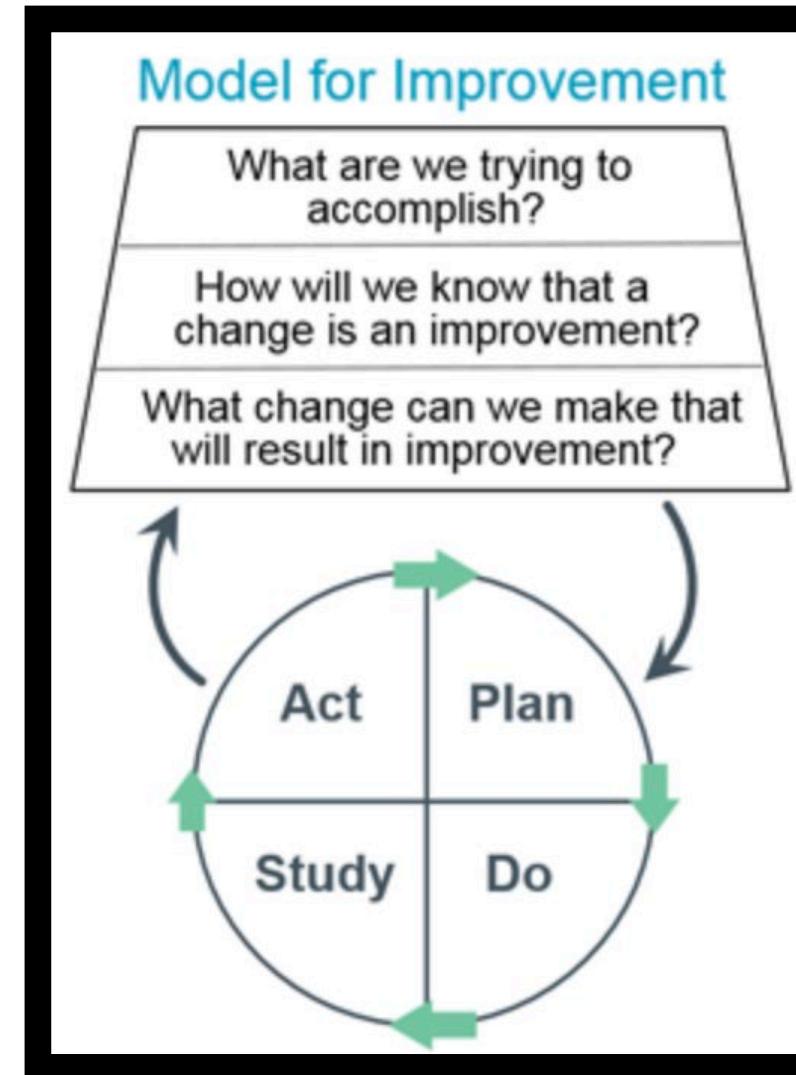
“a small number of people with complementary skills who are committed to a common purpose, a common set of performance goals, and a common approach for which they hold themselves mutually accountable.”

Katzenbach JR, Smith DK. The Discipline of Teams. Harvard Business Review. March-April 1993.



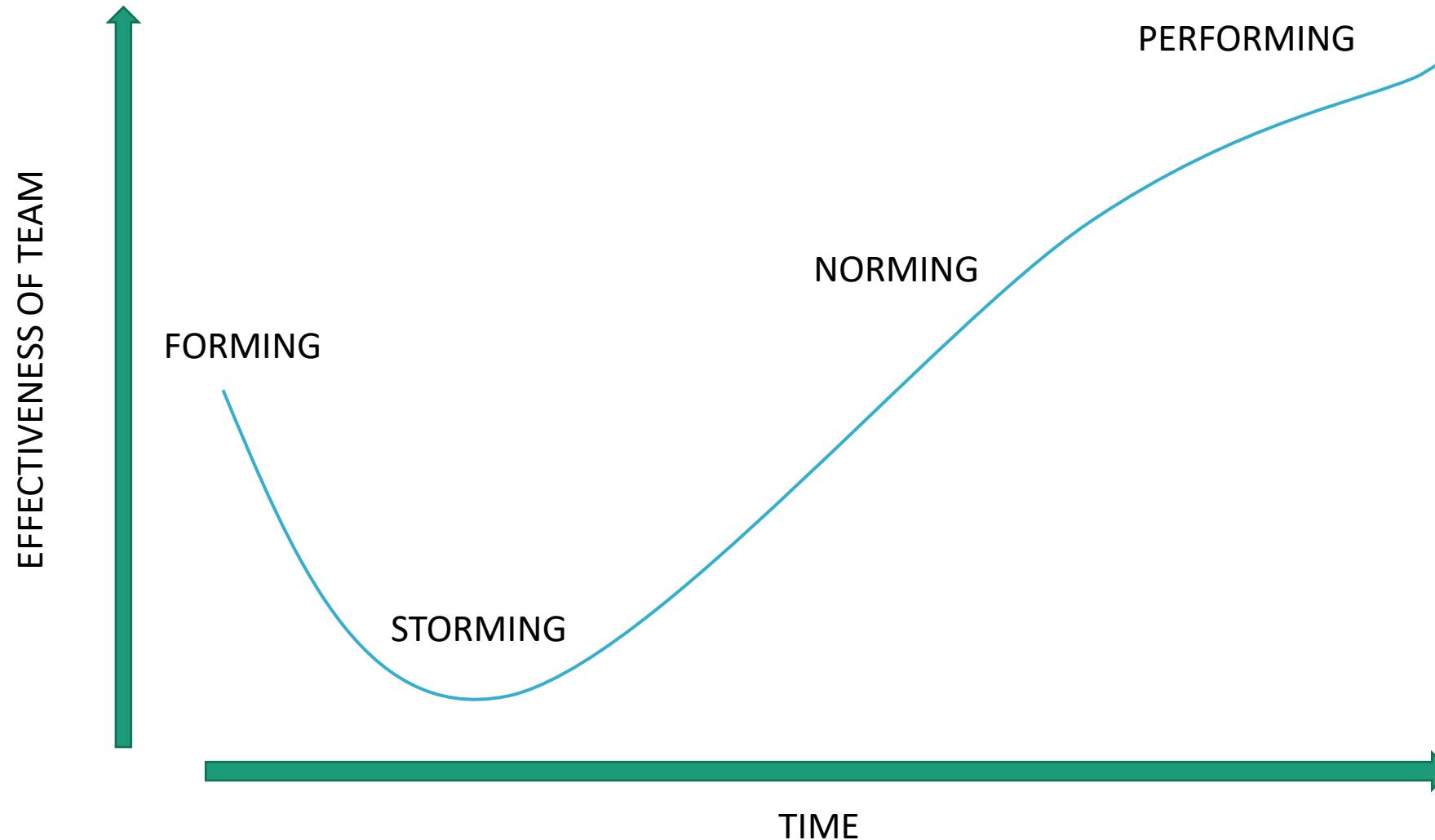
Why Use the Model For Improvement? It Creates a Shared Mental Models for Teams!

Langley GJ, et al. *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance, 2nd Edition*. San Francisco, Jossey Bass.



TUCKMAN MODEL

4 Classic Stages of Team Development





Team Stages: The Path to a High Performing Team



Forming

1. Develop a clear and compelling aim
2. Pay attention to psychological safety
3. Develop a charter and use this as a living document to guide your work



Storming

1. Team co-develops rules of engagement
2. Ongoing open dialogue on working together effectively
3. Conduct small tests of change (PDSAs)



Norming

Team moves from cooperation to true collaboration



Performing

1. Progress toward aim
2. Engagement & joy in work
3. No longer dependent on the “leader” all teach, all learn together



Amy C. Edmondson
Novartis Professor of Leadership &
Management at Harvard Business
School



What is psychological safety?

A sense of confidence that the team will not embarrass, reject, or punish someone for:

- speaking up
- for giving unpopular feedback
- for asking questions
- for requesting help

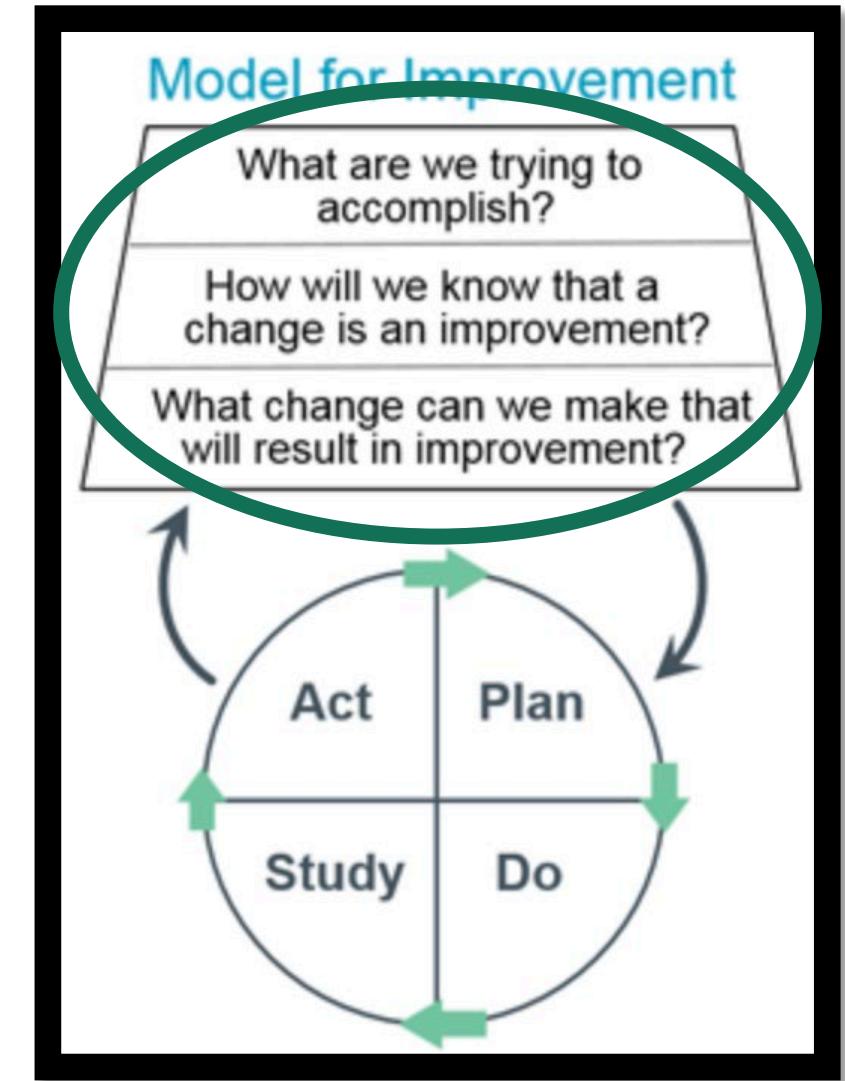
This confidence illustrates mutual respect and trust among team members.



Bates Leadership Team Performance Index™

CULTURE Qualities of the team's character that create mutual trust	CREDIBILITY Qualities of a team that inspire faith in the team	COLLABORATION Behaviors that align and engage members to drive execution
Candor Being open, real genuine, transparent, and sincere in team interactions	Enterprise Focus Awareness of and fidelity to putting first the interests of the enterprise; acting to contribute to the organization's success	Commitment Feeling engaged, passionate, and energized, and taking pride in the work of the team
Trust Living up to high standards and mutual accountability	Courage Facing difficulty or uncertain situations by acting in a bold, timely, decisive manner; challenging authority for a purpose	Coordination Working together to get aligned around commitments, ownership and outcomes
Support Demonstrating care, sharing credit, and providing assistance	Resilience Being calm, steady, resolute, and focused in times of challenge or crisis; agile and adaptive in the face of challenges	Belonging Valuing and respecting differences; fostering an environment where all experience a fullness of membership and affiliation
Both/And Thinking Appreciating that complexity means opposing ideas can both contain truths	Awareness Being attuned and attentive to the interdependence with other teams, and their differing points of view	Communication Communicating in a timely, productive, positive way; using appropriate methods; working toward clarity and understanding
Curiosity The humility to solicit input and other points of view, and to regularly evaluate the team's effectiveness	Shared Vision Rallying around a powerful future state for the team that supports and aligns with the enterprise's vision	Decision Savvy Identifying the right problems to solve; fostering and encouraging constructive conflict; making decisions all can support

Building a Culture of Improvement with Data



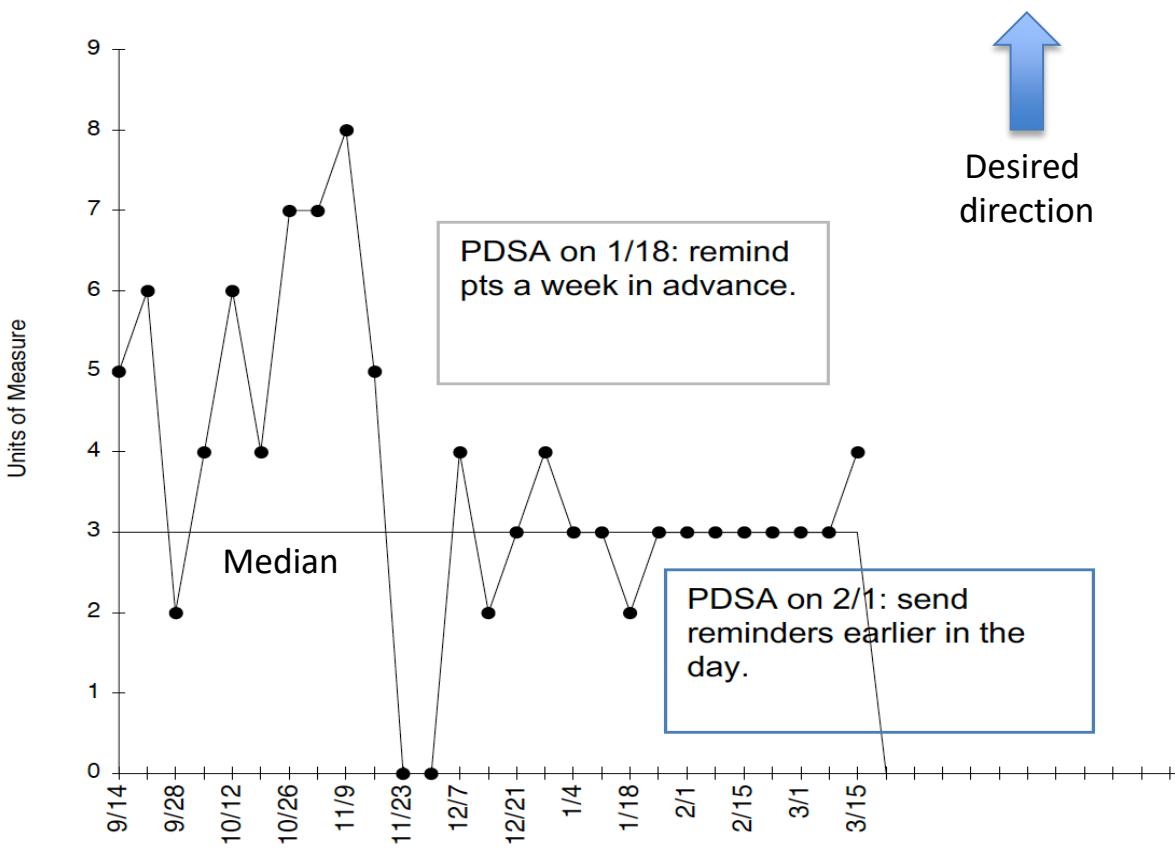


Building a Culture of Improvement Using Data



An Example of Data Sharing

Run Chart for Pre-Visit Survey Completion 9/14/2020 to 3/15/2020



Visual Management Board



Remember!

Your data will go up

Your data will go down

Your team will be learning together



Tip

Huddles are a great place to share data with the team and discuss what small changes you can make to improve.



Summary

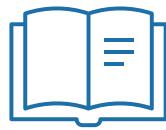
During **norming** and **performing** teams move from cooperation to true collaboration.



Psychological safety
is a critical ingredient for teams' success.



High performing teams **are transparent with their data** to foster a culture of improvement and experience joy in work.



Resources

- Edmondson, Amy. Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, 44 (1999): 350-383
- Measuring Psychological Safety: An interactive team exercise:
<https://mcleanonline.medium.com/measuring-psychological-safety-81dd1da91915>



Next Steps

ACTIVITY	MATERIALS
<p>Review Foundations For High Performing Teams, Part Two. Share the lesson and/or key slides or readings with key members of your team</p>	Teams Part Two microlesson powerpoint
<p>Consider the following future activities to create more psychological safety in your team:</p> <ul style="list-style-type: none">Ask your team if they are interested in working on psychological safety?Consider taking the 7-item psychological safety instrument and debriefing the results.Consider asking team members for consensus on building psychological safety into your work. Examples:<ul style="list-style-type: none">Rules of Team Meeting EngagementPost-Meeting DebriefShout-out to team member(s) who exhibited “courage” or someone who fostered psychological safety in others.	<ul style="list-style-type: none">Measuring Psychological Safety: A quick, simple and interactive team exercise: https://mcleanonline.medium.com/measuring-psychological-safety-81dd1da91915