


Liberating Structure
Think – Pair - Share

- Think about why you selected the card
- With ONE other person, share your name, department, & why you selected your card
- At table generate a word, phrase, acronym, or short sentence that summarizes ALL perspectives of individuals at your table
- Share with large group




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TeamSTEPPS® 2.0 Team Structure

What Defines a Team?

Two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal, have specific roles or functions, and have a time-limited membership




*TeamSTEPPS® is a national team training program based on more than 30 years of research and evidence.
(<https://www.ahrq.gov/teamstepps/evidence-base/index.html>)

Mod 2.2.0 Page 6 Team Strategies & Tools to Enhance Performance & Patient Safety 5

Team vs. Group

“Unlike teams, working groups rely on the sum of ‘individual bests’ for their performance. They pursue no collective work products requiring joint efforts.”

Katzenbach and Smith
The Wisdom of Teams: Creating the high-performance organization.
Harvard Business School Press, 1993



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When I die, I want the people I did group projects with to lower me into my grave so they can let me down one last time.

Twitter post by student at another institution

Importance of Teamwork

- Teams with better coordination demonstrated higher levels of performance and were more satisfied and cohesive, esp. in interdependent teams.¹
- Employees who demonstrate more helpful and supportive behaviors typically receive higher performance evaluations and are more likely to be recommended for rewards.²
- Workers who felt they were part of the team were twice as likely to report a sense of belonging, 2.7 times more likely to be fully engaged, and 3 times as likely to be highly resilient.³
- Team breakdowns are one of the three leading causes of safety problems in hospitals⁴
- Healthcare teams that learn how to work better as a team perform better⁵



1. LePine JA et al. A meta-analysis of teamwork processes. *Personal Psych* 2008;61(2):273-307.
 2. Podsakoff et al. Individual and organizational-level consequences of organizational citizenship behaviors. *J App Psych* 2009;94(1):122-141.
 3. Hayes M, Chumney F, Buckingham M. *Global Workplace Study 2022*. ADP Research Institute.
 4. IOM. *To Err Is Human*. Washington, DC: The National Academies Press, 2000.
 5. Hughes et al. Saving lives. *J App Psych* 2016;101(9):1208-1209.

Characteristics of High-Impact Teams[®] (HITs)

- **Self:**
 - Task-oriented effectiveness of individuals
 - Team-oriented personal attributes of individuals
- **Team:**
 - High team functionality (**internal to the team**)
 - High team performance (**outputs from the team**)
- **System:**
 - Positively influence systems (organization, health center, university, etc.)

Levels of Awareness in High-Impact Teams[®] (HITs)

- **Self:**
 - **Emotional intelligence:** Self and social competencies
- **Team:**
 - **Team mindedness:** Individuals within the team and the team itself
- **System:**
 - **Systems thinking:** Team within organizations



Dysfunctional Team Behaviors

- Making fun of someone
- Saying something hurtful
- Making an inappropriate ethnic or religious remark
- Cursing at someone
- Playing mean pranks
- Acting rudely
- Publicly embarrassing someone
- Withholding effort
- Being continually pessimistic
- Letting others know about their irritation



1. Bennett RJ and Robinson SL. Development of a measure of workplace deviance. *J Applied Psych* 2000;85(2):349-360.
 2. O'Boyle EH et al. A meta-analysis of the Dark Triad and work behavior. *J Applied Psych* 2012;97(3):557-570. [240]

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Team Task:

Designing a Meeting Agenda

- 1: Individually create a generic meeting agenda.
 - 2: Share with a partner and create a new generic agenda.
 - 4: Two partner groups share generic agendas and create a new generic agenda
- All: As a whole table, write out the agenda template on the flip chart provided.

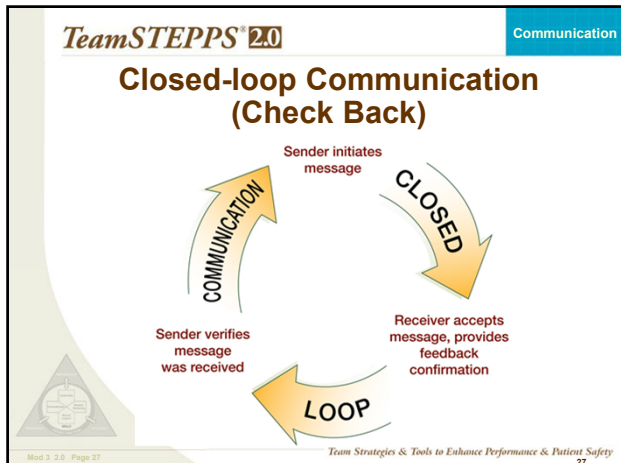


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Team Learning Inventory[®] (TLI)

Team Interaction Dimensions	Aspects
Task Oriented	Understanding (Why?)
	Action (What?)
	Planning* (Who? How? When? Where?)
Non-Task Oriented	Engagement*
	Active Listening
	Individuality
	Relationality
Power and Influence	Power and Influence
Openness	Openness

Developed by Drs. Tony Lingham and Bonnie Richley at Interaction Science, LLC, 2019. See syllabus for additional references.



References

1. Agency for Healthcare Research and Quality. TeamSTEPPS 2.0. Available at: <https://www.ahrq.gov/teamstepps/instructor/index.html>
2. Burtcher MJ et al. J Exp Psychology Applied 2011;17(3): 257-269.
3. DeChurch LA and Mesmer-Magnus JR. J Applied Psych 2010;95(1): 32-53.
4. Austin JR. J Applied Psych 2003;88(5): 866-878.
5. LePine JA et al. A meta-analysis of teamwork processes. Personnel Psych 2008;61(2): 273-307.
6. Aube C et al. British J Psych 2015;106(3): 468-486.
7. Sackett E and Cummings JN. Group Dynamics 2018;22(1): 16-31.
8. Christian JS et al. Org Behav Hum Decision Processes 2017;140(C): 62-80.
9. Tannenbaum S and Salas E. Teams That Work: The Seven Drivers of Team Effectiveness. Oxford, 2021: 132-135.
10. Tannenbaum S and Salas E. Teams That Work: The Seven Drivers of Team Effectiveness. Oxford, 2021: 76.

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Team Task:

Re-designing Meeting Agenda

Revise your team's generic meeting template to integrate or embed the teamwork concepts and skills we have discussed or modeled in this workshop. Examples could include:

- Adding a "meeting purpose" to the agenda template (developing a shared mental model)
- Starting each meeting with a brief check-in (build relationships through a non-task activities)
- Adding columns to a meeting template that clarifies who is responsible for what by when (roles and responsibilities clarification)

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Psychological Safety

- Introduced to 1960s by Edgar Schein and Warren Bennis
- Extent that people believe they take interpersonal risks by speaking up, pushing back, or asking for help without punishment, retaliation, or negative consequences¹
- Given the respect and permission to feel included, learn, contribute and innovate/challenge the status quo²
- Psychological Safety and Trust
 - Psychological safety: My teammates and coworkers will give me the benefit of the doubt.
 - Trust: I will give them the benefit of the doubt.



1. Edmondson A. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth. Wiley, 2018.
 2. Clark TR. The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation. Berrett-Koehler, 2020

Evidence on Psychological Safety

- Strongly related to task performance, information sharing, learning behaviors, and job satisfaction¹
- Top predictor of team effectiveness at Google was psychological safety²



1. Frazier et al. Psychological safety: a meta-analytic review and extension. Personnel Psych 2016;70(1).
 2. Duhigg C. "What Google learned from its quest to build the perfect team. NYT. February 28, 2016.

Psychological Safety

- Ways to create psychological safety¹
 - Frame the work
 - Meaning and purpose of the work. Why the work is important.
 - Emphasize interdependence, uncertainty and risk
 - Model fallibility (ask for help, invite input by asking questions)
 - Embrace the messengers when they speak up or voice concerns
- Benefits of psychological safety²
 - Learning (personal and organizational)
 - Risk management (creates a safer environment)
 - Innovation and quality improvement
 - Personal job satisfaction



1. Edmondson A. Three ways to create psychological safety in health care. YouTube. Institute for Healthcare Improvement. August 2, 2017.
 2. Edmondson A. Why is psychological safety so important in health care? YouTube. Institute for Healthcare Improvement. August 2, 2017.

PEARLS for Helping to Create Psychological Safety

Partnership	We'll get through this together
Empathy	It sounds like that was difficult for you
Acknowledgement	That was really well done
Respect	I respect that about you
Legitimation	Anyone would feel [happy/disappointed] after going through that
Support	Just know I'm here to help

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Psychological Safety and Accountability

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From: NCAB Group: How to create a learning organization. 12.15.2017. <https://www.ncabgroup.com/blog/how-to-create-a-learning-organization/>


Team Task: Generating Ideas to Foster Psychological Safety

- At your table generate ideas about what our departments and units can do to foster psychological safety.
- Record ideas on flip chart.
- Examples could include:
 - Using each other's names
 - Welcoming ideas outside of someone's role
 - Scheduling social events during or outside of work

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Team Task:
Re-designing Meeting Agenda

- Revise your team’s meeting template to integrate teamwork concepts and skills discussed today, modeled in workshop, or gleaned from other teams.
- Record final meeting agenda template on flip chart
- Examples could include:
 - Providing various ways for participants to provide their perspective (verbally, Zoom chat, notecards, possibly surveys)
 - Devoting meeting time to check-ins unrelated to work



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GALLERY WALK



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Commitment to Change

To the extent that you feel comfortable sharing, what is one thing that you would like to change in your professional or personal life based on participating in the workshop today?



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