

Teamwork and Communication Action Series

ACTION PERIOD GUIDE

Webinar 1: Building the Foundations of Strong Teamwork and Communication

By the end of this webinar, participants will be able to:

- Recognize the importance of team culture and non-technical skills in their work

Summary of webinar content:

- The impact of culture on health care
- Definition of non-technical skills and their importance in health care
- Power distance index
- Mitigated speech
- Silence
- Psychological safety

Action Period outcomes:

- Raise awareness of how your own team functions.
 - Identify how non-technical skills impact how you work as a team.
-

Note: Each week there is one required personal activity and one required group activity. The group activity needs to be completed and submitted for each Action Period in order to receive your certificate of completion. We do encourage your team to do at least 1 additional optional activity to maximize your learning throughout the Action Series. Questions? Don't hesitate to ask culture@bcpsqc.ca.

Your Action Period challenge this week

Required - Personal reflection:

1. Think about the team you currently work on.
 - What do you love about working on this team?
 - What aspects of the team's culture could be improved?
2. Is Power Distance Index (PDI) an issue on your team?
 - What steps could you take to mitigate PDI on your team?
3. Are you mitigating your speech with your team?
 - What purpose is it serving?
4. Do you feel psychologically safe to speak up on your team?
 - What needs to change in order for you to feel safe?

We do not require this exercise to be submitted, but it is important for you to understand how your team communicates at this time. Ideally, we are hoping you will refer to this exercise throughout the Action Series to identify changes in team communication.

Teamwork and Communication Action Series

Applied learning activities: (see following pages for detailed instructions)

Required – 1. Create a teamwork agreement

Optional – 2. TRIZ

Optional – 3. 15% Solutions

Optional – 4. Guided discussion on webinar topics

Optional – 5. Watch and discuss “how does your team communicate video”

Applied learning activities

Activity 1: Create a teamwork agreement (estimated time is 30-40 minutes)

Using the “Creating a Teamwork Agreement” guide, create a teamwork agreement for your team. Teamwork agreements are a powerful way to have a set of ground rules that all team members can agree to that will help them move forward in their work. It can help facilitate collaboration and teamwork within a team.

Please note: The “Creating a Teamwork Agreement” guide is adapted from the IPC on the Run resources. This is an excellent free online resource designed for any health care practitioner to enhance their ability to practice collaboratively.

IPC on the Run. University of British Columbia, 2017. <http://www.ipcontherun.ca/>

***See pdf attachment 1.0 Teamwork Agreement in the attachment tab on the left to open the file*

Resources needed for this activity:

- Creating a Teamwork Agreement guide
- Letter size paper (8.5x11)
- Tape
- Post-it notes
- Pens
- Marker(s) or dots for dot-voting
- Your team!

***Important:** Please submit your teamwork agreement to culture@bcpsqc.ca by April 8th to ensure you get credit towards your certificate.

Activity 2: TRIZ (estimated time is 20-30 minutes)

A TRIZ is a fun way to flip things on their head by asking your team how you can achieve the worst result imaginable!

Teamwork and Communication Action Series

Step 1: Answer this question as a team

“How can we ensure we have the worst teamwork and communication possible?”

Make a list of all you can do to make sure this happens. Be brave. Be bold. Be wild in your ideas.

Step 2: Go down this list item by item and ask yourselves, ‘Is there anything that we are currently doing that in any way, shape, or form resembles this item?’ Be brutally honest. Circle all your counterproductive activities/programs/procedures.

Step 3: Go through the circled items and identify actions you can take. If your list is very long, prioritize 2-3 items to start working on.

Resources needed for this activity:

- Flipchart paper or a whiteboard
- Marker(s)

www.liberatingstructures.com

Activity 3: 15% Solutions

(estimated time is 20-30 minutes)

Step 1: In the personal reflection portion of the Action Period work, we asked you to reflect on the team you currently work on. Think about how how Power Distance Index (PDI), mitigated speech, silence and psychological safety influence your team culture. Then consider:

Where is the 15% of the work that you do you have discretion and freedom to act? What can you do without more resources or authority that would help improve the culture on your team?

Step 2: With a partner, share your 15% solution. If you are a very small team, you may want to share as a group.

Step 3: Share your 15% solution or the theme(s) that emerged from your partner exchange with the rest of your team.

Step 4: Reflect as a team: Are there any common themes of what actions people want to take? Are there any ideas that resonated with you that you want to try out?

www.liberatingstructures.com

Activity 4: Guided discussion

(estimated time is 20-30 minutes)

Use the following questions as a guide to discuss the various topics covered during the webinar and how they might be playing a role in your team.

1. What does your ideal team look like? What does it feel like to work on that team? Where is your team missing the mark on being that ideal team?

Teamwork and Communication Action Series

2. As a team discuss if and how Power Distance Index plays a role on your team. Is it an issue? What strategies could you use to mitigate its effect on your team?
3. As a team, discuss if mitigated speech plays a role on your team. Is it an issue? What strategies could you use to mitigate its effect on your team?
4. How can you ensure that everyone on the team feels safe speaking up?
5. Collate the ideas from each team member and decide as a team how you can put these ideas into action.
 - a. Prioritize which of the change ideas the team wants to start with
 - b. Discuss as a team the role of each team member to put the change ideas into action
 - c. Track your progress and adapt your approach as needed

Resources needed for this activity:

- Flipchart paper or a whiteboard
- Marker(s)

Activity 5: Watch and discuss the “How Does Your Team Communicate” video

(estimated time is 20-30 minutes)

This short video, produced by the BCPSQC, uses a non-health care example to illustrate power distance index, mitigated speech, and silence. Watch the video as a team, allow a minute for everyone to reflect on what they’ve observed, and then use the following questions to facilitate a discussion (these questions can also be found in the video companion guide, attached below):

1. What did you see and experience in this video?
2. What did you notice about communication?
3. What went well? What could have gone better?
4. Were roles and responsibilities understood?
5. Were errors made or avoided?

Now, watch the video again. Did anyone notice something new that was not mentioned in the previous discussion? In more detail, let’s look into each role:

6. What did you observe in how the head mechanic communicated?
7. What did you observe in how the assistant mechanic communicated?
8. What did you observe in how communication with the customer occurred?
9. What thoughts do you think each of these individuals had around the communication that was occurring?

Resources needed for this activity:

- How does your team communicate video (Internet connection required to watch the video)
<https://www.youtube.com/watch?v=gp9x3fvKjm4>

Teamwork and Communication Action Series

- Video companion guide

***See pdf attachment **2.0 How Does Your Team Communicate Companion Document** in the attachment tab on the left to open the file*

*There is an informal support webinar on **April 4th from 2-3pm**. There is no formal agenda. This is an opportunity for you to customize your Action Series experience and tailor your learning to your team. During the informal webinars you can ask questions, share your experiences or talk through a tricky situation your team may be experiencing. An organizational development consultant who works with the Council will also be on hand to provide group support. The next formal Action Series webinar is **April 11th from 2-3pm**.*

Additional Resources

If you are interested in doing some further reading on the topics we covered today, here are a few articles that we recommend. Click on the attachment on the side to open the file. The last three articles are not open access so we have provided the citation for your convenience.

Tips for Achieving Culture Change

How guiding coalitions promote positive culture change in hospitals: a longitudinal mixed methods interventional study

***See pdf attachment **3.0 How Guiding Coalitions Promote Positive Culture Change** in the attachment tab on the left to open the file*

Importance of Culture on Patient Outcomes

Association between organisational and workplace cultures, and patient outcomes: systematic review

***See pdf attachment **4.0 Association between organisational and workplace cultures** in the attachment tab on the left to open the file*

Power Distance Index & Psychological Safety

Appelbaum N, Dow A, Mazmanian P, Jundt D, Appelbaum E. The effects of power, leadership, and psychological safety on resident event reporting. *Med Educ.* 2016 50:343-350.

Mitigated Speech

Fischer U, Orasanu J. Say It Again, Sam! Effective Communication Strategies to Mitigate Pilot Error. *Proceedings of the 10th International Symposium on Aviation Psychology.* 1999.

Teamwork and Communication Action Series

Psychological Safety

Aranzamendez G, James D, Toms R. Finding Antecedents of Psychological Safety: A Step Toward Quality Improvement. *Nursing Forum*. 2014 50:171- 178.