



TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

ACTION PERIOD GUIDE

Webinar 4: Trust and Leadership

Summary of webinar content:

- What is leadership?
- Formal and informal leadership
- Practising adaptive leadership
- What is trust?
- Foundations to build trust
 - Have fun
 - Establish a foundation of psychological safety
 - Practice the 13 behaviours of high trust leaders

Action period outcomes:

- Explore leadership and the importance of both formal and informal leaders
- Leverage new ideas to help support both formal and informal leadership
- Cite the importance of trust and increase the awareness of it on your team
- Apply new skills and tools to build trust within your team
- Explore joy at work and apply strategies

Your Action Period Challenge

Instructions: For this Action Period there are three activities to choose from. Pick at least one and submit the work to culture@bcpsqc.ca by April 25th. There is one other optional activity to do as a team to help apply the learning from the webinar.

Applied learning activities: see following pages for detailed instructions

- Pick at least one
- Activity 1: Personal Reflection & Team Assessment Questionnaire
 - Activity 2: The Importance of Distributed Leadership on Your Team
 - Activity 3: 13 Behaviours of High Trust Leaders
 - Optional Activity: Personal Histories Exercise
 - Optional Activity: Joy at Work Exercise



TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

Activity 1: Personal Reflection & Team Assessment Questionnaire

(estimated time is 20-30 minutes)

1. Think about the trust level within your team.
 - Is there strong trust between all team members?
 - What actions are being done on the team to build trust? What behaviours are hurting trust on the team?
 - What did you learn at this week's webinar that you could start personally applying?
2. Individually, take the attached Team Assessment Questionnaire. The assessment uses the 'Five Dysfunctions of a Team' framework by Lencioni that we discussed in the webinar.
3. Reflect on the following questions:
 - Are you surprised at all with the results of the assessment?
 - What steps need to be put in place in order to create a high performing and trusting team?
 - What role can you play in creating a high performing and trusting team?



1.0 Team
Assessment Question

Click on the link in the attachment tab to open the file

(estimated time is 15-20 minutes)

1. Come together with your team and discuss the results of your team assessment questionnaire.
 - Are there areas where your team is doing really well? What is allowing your team to flourish in these areas?
 - Are there areas that have been identified as needing attention? What needs to happen in order to create change around these items?
 - **Submit your answers to these discussion questions to culture@bcpsqc.ca by April 25th, 2018.**
2. Revisit your teamwork agreement
 - As a result of this team assessment, does any of the language need to be updated? Do new ground rules need to be established?

Resources needed for this action:

- Completed Team Assessment Questionnaire (found above in the personal reflection section)
 - Teamwork agreement
-



TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

Activity 2: The Importance of Distributed Leadership on Your Team

(estimated time is 20-30 minutes)

Teams with distributed leadership recognize the strengths on the team and encourages people to leverage these strengths in different ways, demonstrating informal leadership. As more team members take on informal leadership roles, productivity and effectiveness is enhanced.

1. [“First Follower: Leadership Lessons from Dancing Guy”](#) is one of the best (and most entertaining) depictions of distributed leadership originating from Derek Sivers’s TED talk. He stands that the *formal* leader (the guy who starts the dance alone) is essential to catalyze a movement. But it is *informal* leaders like the early adopters (the first and second followers) who ultimately influence and decide whether a new behaviour takes hold. Together with your team, watch the video and discuss the following questions:
 - Think about a time where you worked on a team or witnessed distributed leadership. What do you think facilitated this distributed leadership amongst formal and informal leaders?
 - What is your team currently doing to encourage distributed leadership?
 - Are there any steps or actions that can be taken to further encourage informal leadership? What needs to happen in order to create opportunities for informal leaders to shine?
 - **Submit your answers to these discussion questions to culture@bcpsqc.ca by April 25th, 2018.**
2. A shared team direction or vision can help encourage and leverage distributed leadership, as it provides team members with the confidence to take on informal leadership roles that drive toward this common purpose¹.
 - In light of what you have learned about distributed leadership, revisit your teamwork agreement.
 - Are there any revisions you could make to your broad statement at the beginning of the agreement to strengthen or clarify your common purpose?
 - Does any of the language need to be updated within the agreement to help make space for distributed leadership on the team?

Resources needed for this action:

- A screen and internet access to watch the Dancing Man video on YouTube
- Teamwork agreement

¹ Zhang, Z., Waldman, D. A., Wang, Z. 2012. A multilevel investigation of leader–member exchange informal leader emergence and individual and team performance. *Personnel Psychology*, 65, 49-78.



TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

Activity 3: 13 Behaviours Of High Trust Leaders

(estimated time is 35 - 45 minutes)

While there are numerous actions and behaviours that affect trust, in our last webinar, we focused on Stephen Covey's 13 Behaviours of High Trust Leaders.

What's most exciting is that these 13 Behaviours of High Trust Leaders can be learned and applied by any influencer at any level within any organization. In other words, another way to cultivate distributed leadership! The net result of knowing and applying these 13 behaviours will be a significantly increased ability to generate trust with your team members in order to achieve better results.

Using the attached **13 Behaviours of High Trust Leaders Worksheet** to guide you:

1. Meet as a team and divide into small groups.
2. Divide the 13 behaviours evenly amongst the small groups.
3. Take turns within your smaller group to explain:
 - The behaviour in your own words
 - How the behaviour builds trust
 - An example of this behaviour from your everyday work life
 - The opposite of this behaviours and how such "withdrawals" deplete trust.
4. Come back together as a group and answer the following questions. **Submit your answers to these three questions by April 25th, 2018 to culture@bcpsqc.ca.**
 - Which behaviours are already demonstrated and done well on your team?
 - Which behaviours could be improved upon on your team?
 - As a team, what behaviours will you focus on (commit to learning and applying) that will help build trust in your relationships?

Resources needed for this action:

- 13 Behaviours of High Trust Leaders Worksheet



2.0 The 13
Behaviours Of a High

Click on the link in the attachment tab to open the file



TEAMWORK AND COMMUNICATION ACTION SERIES:

Improving Patient Outcomes through Effective Teamwork and Communication

Optional Activity: Personal Histories Exercise

(estimated time is 15 - 20 minutes)

1. Go around the table and have everyone answer or describe the following points about themselves:
 - Where did you grow up?
 - How many siblings do you have and where do you fall in the birth order?
 - Describe a unique or interesting challenge or experience from your childhood.
2. Ask team members to share what they learned about one another that they didn't already know. One of the important steps in team building is allowing yourself to be vulnerable.
3. Reflect on how this new information can be used to build trust within your team.

More often than not, team members will reveal interesting personal information that was otherwise not known. This personal information is a way to promote vulnerability which is important in the building of team trust. The team needs to continue building trust as you work together as trust is fluid and cannot be built and maintained at any one point in time.

Resources needed for this action:

- An open mind

Optional Activity: Joy at Work Exercise

(estimated time is 25 - 30 minutes)

Joy in work — or lack thereof — not only impacts individual staff engagement and satisfaction, but also patient experience, quality of care, patient safety, and organizational performance. The IHI whitepaper, “Framework for Improving Joy in Work” serves as an excellent guide for health care organizations to engage in a participative process where leaders (both formal and informal) ask colleagues at all levels of the organization, “What matters to you?”. Understanding this will enable your team to better understand the barriers to joy in work, and co-create meaningful strategies to address these issues. We strongly encourage reading the whitepaper and think about how you can incorporate the strategies outlined in your own workplace.

1. To get you started in thinking about how to create more joy at work post the following questions on flip chart paper in the hallway and invite the team to share their thoughts on the following three questions:



TEAMWORK AND COMMUNICATION ACTION SERIES:

Improving Patient Outcomes through Effective Teamwork and Communication

- What makes for a good day for you?
 - What makes you proud to work here?
 - When we are at our best, what does that look like?
2. Come together and reflect on how you can build on these thoughts. How can you acknowledge them as a team and put some into practice?

Resources needed for this action:

- Flip Chart paper and pen
- IHI Framework for Improving Joy in Work



Click on the link in the attachment tab to open the file

*The next **informal support webinar** is **April 19th from 2-3pm**. There is no formal agenda. These webinars are meant to provide a space to ask questions about topics you want more information on, share your experiences or discuss a tricky situation you want to talk through. We also invite you to send us your questions in advance so we can prepare our response and/or keep your questions anonymous. 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 26th at 2pm**.*

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.

High Impact Leadership: Improve Care, Improve Health of Populations, and Reduce Costs



Click on the link in the attachment tab to open the file



TEAMWORK AND COMMUNICATION ACTION SERIES:

Improving Patient Outcomes through Effective Teamwork and Communication

The Neuroscience of Trust

<https://hbr.org/2017/01/the-neuroscience-of-trust#comment-section>

Have You Experienced Fun in the Workplace?



5.0 Have you
experienced fun in th

Click on the link in the attachment tab to open the file

The Influence of Authentic Leadership Behaviours on Trust and Work Outcomes of Health Care Staff



6.0 The influence of
authentic leadership l

Click on the link in the attachment tab to open the file

Stephen Covey's Speed of Trust Summary

<https://www.youtube.com/watch?v=ovoB1gguldI>