

# TOOLS FOR TEAMS

## BUILDING A FOUNDATION FOR CULTURE CHANGE IN SENIORS CARE

### WORKBOOK



# Building High Trust Teams

*Trust lies at the heart of a functioning and cohesive team. Without it, teamwork is all but impossible.*

*- Lencioni, 2002*

What follows is a process you can use with your teams to determine the presence or absence of trust within your team and some action steps you can take to enhance trust. These tools can be used in an in-person or virtual environment.

From your perspective, think about the trust level you sense within your team:

- How strong is the trust between all team members?
- What actions are being done on the team to build trust?
- What behaviours may be impacting trust on the team?
- What would it be like if your team had a high sense of trust? What could be accomplished?

**Step 1:** *Individually, take the Team Assessment Questionnaire on the following page.*

The assessment uses the 'Five Dysfunctions of a Team' framework developed by Patrick Lencioni in 2002.

**Step 2:** *Reflect on the results of your assessment after scoring it.*

- What surprises you regarding the results of the assessment?
- Where might you see gaps in the levels of trust within your team?
- What steps need to be put in place in order to enhance trust on your team which will increase your team performance?
- What role can you play in creating trust within your team? What needs to change? What needs to stay the same?

**Step 3:** *Debrief your collective responses.*

Come together with your team and discuss the results of your team assessment questionnaire.

- In what areas is your team doing really well?
- What is enabling your team to flourish in these areas?
- What areas do you identify with that may need attention to increase the sense of trust in your team?
- What are the next steps necessary in order to create change around these items?

**Step 4:** *Create a teamwork agreement.*

Use a teamwork agreement template and set aside some time at your next team meeting to begin completing this agreement.

# TEAM ASSESSMENT QUESTIONNAIRE

## Scenario Development Sheet

Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

**3 - Usually**

**2 - Sometimes**

**1 - Rarely**

- \_\_\_\_\_ 1. Teams are passionate and unguarded in their discussion of issues.
- \_\_\_\_\_ 2. Team members call out one another's deficiencies or unproductive behaviors.
- \_\_\_\_\_ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- \_\_\_\_\_ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- \_\_\_\_\_ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- \_\_\_\_\_ 6. Team members openly admit their weaknesses and mistakes.
- \_\_\_\_\_ 7. Team meetings are compelling, not boring.

- \_\_\_\_\_ 8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on, even if they were in initial disagreement.
- \_\_\_\_\_ 9. Morale is significantly affected by the failure to achieve team goals.
- \_\_\_\_\_ 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.
- \_\_\_\_\_ 11. Team members are deeply concerned about the prospect of letting down their peers.
- \_\_\_\_\_ 12. Team members know about one another's personal lives and are comfortable discussing them.
- \_\_\_\_\_ 13. Team members end discussions with clear and specific resolutions and action plans.
- \_\_\_\_\_ 14. Team members challenge one another about their plans and approaches.
- \_\_\_\_\_ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

(Lencioni, P. (2002). The five dysfunctions of a team. San Francisco: Jossey-Bass.)

# SCORING

Combine your scores for the preceding statements as indicated below:

Dysfunction 1: <b>Absence of Trust</b>	Dysfunction 2: <b>Fear of Conflict</b>	Dysfunction 3: <b>Lack of Commitment</b>	Dysfunction 4: <b>Avoidance of Accountability</b>	Dysfunction 5: <b>Inattention to Results</b>
Statement 4: _____	Statement 1: _____	Statement 3: _____	Statement 2: _____	Statement 5: _____
Statement 6: _____	Statement 7: _____	Statement 8: _____	Statement 11: _____	Statement 9: _____
Statement 12: _____	Statement 10: _____	Statement 13: _____	Statement 14: _____	Statement 15: _____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A score of 8 or 9 is a probable indication that the dysfunction is not a problem for your team.

A score of 6 or 7 indicates that the dysfunction could be a problem.

A score of 3 to 5 is probably an indication that the dysfunction needs to be addressed.

Regardless of your scores, it is important to keep in mind that every team needs constant work, because without it, even the best ones deviate toward dysfunction.

### **Members of a team with an absence of trust...**

- Conceal their weaknesses and mistakes from one another.
- Hesitate to ask for help or provide constructive feedback.
- Hesitate to offer help outside their own areas of responsibility.
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them.
- Fail to recognize and tap into one another's skills and experiences.
- Waste time and energy managing their behaviours for effect.
- Hold grudges.
- Dread meetings and find reasons to avoid spending time together.

### **Members of a team with an absence of trust...**

- Have boring meetings.
- Create environments where back-channel politics and personal attacks thrive.
- Ignore controversial topics that are critical to team success.
- Fail to tap into all the opinions and perspectives of team members.

### **A team that fails to commit...**

- Creates ambiguity among the team about direction and priorities.
- Watches windows of opportunity close due to excessive analysis and unnecessary delay.
- Breeds lack of confidence and fear of failure.
- Revisits discussions and decisions again and again.
- Encourages second-guessing among team members.

### **A team that avoids accountability...**

- Creates resentment among team members who have different standards of performance.
- Encourages mediocrity.
- Misses deadlines and key deliverables.

### **A team that is not focused on results...**

- Stagnates/fails to grow.
- Rarely defeats competitors.
- Loses achievement-oriented employees.
- Encourages team members to focus on their own careers and individual goals.

# Psychological Safety

## Team Assessment

1. Have each team member rate each question on a scale of 1-5.
2. Total the number of answers from each column.
3. As a team, discuss what your averages are, are there any areas for opportunity, set target goal(s) and action plan.
4. Reassess every 6 months to determine if your team has made any improvements and continue to action plan accordingly and/or build in a sustainability plan to maintain improvement efforts.

QUESTION	5 – Strongly Agree	4 – Agree	3 – Neutral	2 – Disagree	1 – Strongly Disagree
1. If you make a mistake on this team, it is often held against you.					
2. Members of this team are able to bring up problems and tough issues.					
3. People on this team sometimes reject others for being different.					
4. It is safe to take a risk on this team.					
5. It is difficult to ask other members of this team for help.					
6. No one on this team would deliberately act in a way that undermines my efforts.					
7. Working with members of this team, my unique skills and talents are valued and utilized.					
<b>TOTALS</b>					

# Communication Styles

## Contributing to Team Dynamics

Understanding your own communication style is essential to contributing to a high performing team. Understanding the communication style of your colleagues helps to build trust, collegiality and ultimately strengthens your relationships as a team. Lastly, understanding your own communication style and that of others allows team members to embrace their differences and leverage strengths. There are a few steps to this activity:

**Step One:** As individuals, take the communication styles self-assessment and score it using the scoring sheet provided.

**Step Two:** Come together with your team and share the results of your communication style quiz.

- Allow each person to describe his or her communication style. If you are working in a larger team, ask members who have the same results to group together to discuss their communication style. Invite one member of the group report out to the larger team.
- Remember, everyone has their own unique communication style to report out and one style is not better or worse than another.

**Step Three:** Once everyone has reported out on their style, consider and discuss these questions:

- What do you have in common and what is different about your styles?
- What improvements could you make to your team's communication to take into consideration the variation of styles on your team?
- How do you think you could leverage communication style differences to strengthen your team?
- What strategies will you use on your team to leverage the strengths of team members?
- What strategies will you use to recognize the diversity of team members?
- Do ground rules need to be set around how you communicate as a team?

# COMMUNICATION STYLE SELF-ASSESSMENT

Select from each pair of statements the one that is most typical of your personality. Think about how you typically act, talk, and interact with others at work. Each pair may not seem like an either-or proposal, so choose the one which resonates most for you. Make your choice as spontaneously as possible. There is no wrong answer.

1. I like action.	2. I deal with problems in a systematic way.
3. I believe that teams are more effective than individuals.	4. I enjoy innovation very much.
5. I am more interested in the future than in the past.	6. I enjoy working with people.
7. I like to attend well-organized group meetings.	8. Deadlines are important for me.
9. I cannot stand procrastination.	10. I believe that new ideas have to be tested before being used.
11. I enjoy the stimulation of interaction with others.	12. I am always looking for new possibilities.
13. I want to set up my own objectives.	14. When I start something, I go through until the end.
15. I basically try to understand other people's emotions.	16. I do challenge people around me.
17. I look forward to receiving feedback on my performance.	18. I find the step-by-step approach very effective.
19. I think I am good at reading people.	20. I like creative problem solving.
21. I extrapolate and project all the time.	22. I am sensitive to others' needs.
23. Planning is the key to success.	24. I become impatient with long deliberations.
25. I am cool under pressure.	26. I value experience very much.
27. I listen to people.	28. People say that I am a fast thinker.
29. Cooperation is a key word for me.	30. I use logical methods to test alternatives.
31. I like to handle several projects at the same time.	32. I always question myself.
33. I learn by doing.	34. I believe that my head rules my heart.
35. I can predict how others may react to a certain action.	36. I do not like details.
37. Analysis should always precede action.	38. I am able to assess the climate of a group.



39. I have a tendency to start things and not finish them up.	40. I perceive myself as decisive.
41. I search for challenging tasks.	42. I rely on observation and data.
43. I can express my feelings openly.	44. I like to design new projects.
45. I enjoy reading very much.	46. I perceive myself as a facilitator.
47. I like to focus on one issue at a time.	48. I like to achieve.
49. I enjoy learning about others.	50. I like variety.
51. Facts speak for themselves.	52. I use my imagination as much as possible.
53. I am impatient with long, slow assignments.	54. My mind never stops working.
55. Key decisions have to be made in a cautious way.	56. I strongly believe that people need each other to get work done.
57. I usually make decisions without thinking too much.	58. Emotions create problems.
59. I like to be liked by others.	60. I can put two and two together very quickly.
61. I try out my new ideas on people.	62. I believe in the scientific approach.
63. I like to get things done.	64. Good relationships are essential.
65. I am impulsive.	66. I accept differences in people.
67. Communicating with people is an end in itself.	68. I like to be intellectually stimulated.
69. I like to organize.	70. I usually jump from one task to another.
71. Talking and working with people is a creative art.	72. Self-actualization is a key word for me.
73. I enjoy playing with ideas.	74. I dislike wasting my time.
75. I enjoy doing what I am good at.	76. I learn by interacting with others.
77. I find abstractions interesting and enjoyable.	78. I am patient with details.
79. I like brief, to the point statements.	80. I feel confident in myself.

# SCORING SHEET

Circle the items you have selected in each row and add up the totals for each style (one point per answer). The maximum is 20 per style and your total for the four styles should be 40. The highest score indicates your communication style. You may have more than one dominant style.

1 - 8 - 9 - 13 - 17 - 24 - 26 - 31 - 33 - 40 - 41 - 48 - 50 - 53 - 57 - 63 - 65 - 70 - 74 - 79

**Style 1- Eagle**

**Total**

2 - 7 - 10 - 14 - 18 - 23 - 25 - 30 - 34 - 37 - 42 - 47 - 51 - 55 - 58 - 62 - 66 - 69 - 75 - 78

**Style 2- Owl**

**Total**

3 - 6 - 11 - 15 - 19 - 22 - 27 - 29 - 35 - 38 - 43 - 46 - 49 - 56 - 59 - 64 - 67 - 71 - 76 - 80

**Style 3- Penguin**

**Total**

4 - 5 - 12 - 16 - 20 - 21 - 28 - 32 - 36 - 39 - 44 - 45 - 52 - 54 - 60 - 61 - 68 - 72 - 73 - 77

**Style 4- Peacock**

# DESCRIPTIONS

<p><b>Eagle</b></p>	<p><b>People with this style talk about...</b>          Results            Responsibility          Objectives        Performance          Experience        Productivity          Challenges        Efficiency          Achievements    Moving ahead          Change</p>	<p><b>People with this style are...</b>          Pragmatic (down to earth)          Feedback Direct (to the point)          Impatient          Decisive          Quick (jump from idea to idea)          Energetic (challenge others)</p>	<p><b>Communicating with an Eagle...</b></p> <ul style="list-style-type: none"> <li>• Focus on the result first; state the conclusion at the outset.</li> <li>• State your best recommendation; do not offer many alternatives.</li> <li>• Be as brief as possible.</li> <li>• Emphasize the practicality of your ideas.</li> <li>• Use visual aids.</li> </ul>
<p><b>Owl</b></p>	<p><b>People with this style talk about...</b>          Facts                Organizing          Procedure         Proof          Analysis            Details          Planning            Testing          Observations</p>	<p><b>People with this style are...</b>          Cautious          Systematic (step-by-step)          Logical (cause and effect)          Factual          Unemotional          Patient</p>	<p><b>Communicating with an Owl...</b></p> <ul style="list-style-type: none"> <li>• Be precise; state the facts.</li> <li>• Break down your recommendations.</li> <li>• Include options and alternatives with pros and cons.</li> <li>• Do not rush them.</li> <li>• Outline your proposal.</li> </ul>
<p><b>Penguin</b></p>	<p><b>People with this style talk about...</b>          People              Needs          Motivation        Teamwork          Feelings            Cooperation          Team spirit         Values          Understanding    Beliefs          Expectations     Relationships          Self-development</p>	<p><b>People with this style are...</b>          Spontaneous          Empathetic          Warm          Subjective          Emotional          Perceptive          Sensitive</p>	<p><b>Communicating with a Penguin...</b></p> <ul style="list-style-type: none"> <li>• Allow for small talk; do not start the discussion right away.</li> <li>• Stress the relationship between your proposal and the people concerned.</li> <li>• Show how the idea worked well in the past.</li> <li>• Indicate support from well-respected people.</li> <li>• Use an informal writing style.</li> </ul>
<p><b>Peacock</b></p>	<p><b>People with this style talk about...</b>          Concepts           Innovation          Interdependence    New ways          New methods        Improving          Problems            Creativity          Opportunities      Possibilities          Issues                Potential          Alternatives          What's new in the field</p>	<p><b>People with this style are...</b>          Imaginative          Charismatic          Difficult to understand          Ego-centric          Unrealistic          Creative          Full Ideas          Provocative</p>	<p><b>Communicating with a Peacock...</b></p> <ul style="list-style-type: none"> <li>• Allow enough time for discussion.</li> <li>• Do not get impatient when they go off on tangents.</li> <li>• Try to relate the discussed topic to a broader concept or idea.</li> <li>• Stress the uniqueness of the idea or topic at hand.</li> <li>• Emphasize future value or relate the impact of the idea to the future.</li> <li>• If writing, try to stress the key concepts that underlie your recommendation at the outset.</li> <li>• Start with an overall statement and work toward the particulars.</li> </ul>

# Conflict Management Styles: Self-Assessment<sup>1</sup>

Teams that engage in productive conflict are known to produce positive solutions in a short period of time. “When working in a team, tensions are to be expected and although rarely fun, tensions are not always bad. They can evoke creativity, sharpen ideas and refine analysis.”<sup>1</sup> Understanding your own relationship to conflict is the first step in being able to address conflict. What follows is a brief assessment to help you get a sense of your approach to conflict.

Questions	Rarely	Sometimes	Often	Always
1. I discuss issues with others to try to find solutions that meet everyone’s needs.				
2. I try to negotiate and use a give-and-take approach to problem situations.				
3. I try to meet the expectations of others.				
4. I would argue my case and insist on the advantages of my point of view.				
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.				
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.				
7. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?				
8. I prefer to compromise when solving problems and just move on.				
9. I find conflicts exhilarating; I enjoy the battle of wits that usually follows.				
10. Being in a disagreement with other people makes me feel uncomfortable and anxious.				
11. I try to meet the wishes of my friends and family.				
12. I can figure out what needs to be done and I am usually right.				
13. To break deadlocks, I would meet people halfway.				
14. I may not get what I want, but it’s a small price for keeping the peace.				
15. I avoid hard feelings by keeping my disagreements with others to myself.				

<sup>1</sup> Edmondson A. Teaming. How organizations learn, innovate and compete in the knowledge economy. San Francisco (CA): Jossey-Bass; 2012. 339 p.

# Conflict Management Styles: Self-Assessment<sup>1</sup>

The 15 statements correspond to five conflict management styles. To find your most preferred style, total the points for each style. The style with the highest score indicates your most commonly used strategy. The one with the lowest score indicates your least preferred strategy. However, all styles have pros and cons, so it's important to use the most appropriate style for each conflict situation.

## Score Your Assessment

Style	Total
Collaborating (Q 1, 5, 7)	
Competing (Q 4, 9, 12)	
Avoiding (Q 6, 10, 15)	
Harmonizing (Q 3, 11, 14)	
Compromising (Q 2, 8, 13)	

## A Description of Styles<sup>1</sup>

One style of conflict management is not necessarily better than another and each style has pros and cons, and each can be useful depending on the situation. This assessment is intended to help you identify your *typical response* to conflict, with the goal that when you encounter future conflicts, you will be aware of not only your instinctive reaction, but also the pros and cons of that reaction for the specific situation. Furthermore, you will also be aware of the other styles of conflict management you could draw on to resolve the situation and identify if one of the other styles is more appropriate for the current situation.

### **Collaborating**

People with a collaborative style highly value both their goals and their relationships. They view conflict as a problem to be solved and seek a solution that achieves both their goals and the goals of the other person. They see conflict as a means of improving relationships by reducing tensions between two people. They try to begin a discussion that identifies the conflict as a problem and strive to resolve tensions and maintain the relationship by seeking solutions that satisfy both themselves and the other person.

### **Competing**

Competitors typically value their goals over relationships, meaning that if forced to choose, they would seek to achieve their goals even at the cost of the relationship involved. They are typically more concerned with accomplishing their goals than with being liked by others. They might try to force opponents to accept their solution to the conflict by overpowering them.

### **Avoiding**

People with an avoiding style tend to value avoiding confrontation more than either their goals or relationships. They often find it easier to withdraw from a conflict than to face it. This might even include completely giving up relationships or goals that are associated with the conflict.

# Conflict Management Styles: Self-Assessment<sup>1</sup>

## ***Harmonizing***

People with an accommodating style typically value relationships over their own goals; if forced to choose they will often sacrifice their goals in order to maintain relationships. They generally want to be liked by others and prefer to avoid conflict because they believe addressing it will damage relationships. They try to smooth over conflict to prevent damage to the relationship.

## ***Compromising***

People with a compromising style are moderately concerned with both their goals and their relationships with others. They typically seek a compromise; they give up part of their goals and persuade the other person in a conflict to give up part of their goals. They seek a conflict solution in which both sides gain something; the middle ground between two extremes positions. They are willing to sacrifice part of their goals in order to find agreement for the common good.

## **In Summary**

Conflict can be productive if teams manage to stay away from conflict that is personal. Edmondson<sup>2</sup> suggests that leaders can also play a role in cooling conflict within teams and recommends that leaders:

- Identify the nature of the conflict on the team to determine if it is interpersonal or process and task oriented;
- Model good communication by combining thoughtful statements with thoughtful questions and help those in conflict to determine the true basis of the conflict;
- Identify shared goals between those in conflict. Look to the shared values and shared purpose of the team to be reminded; and
- Encourage difficult conversations which will help to build resilient and productive relationships.