

Resources

Exercises/Discussion questions (to reflect on or discuss with a colleague)

1. Think of an example of a team innovation you were involved in. What helped and hindered the team in implementing the innovation?
2. What highly innovative and less innovative teams have you worked in? What stood out about the innovative team that was different from the other? What are the implications for your team leadership?
3. To what extent does your team have an inspiring vision and strategy that is a strong daily guide for your work? What can be done to reinforce the team's direction and strategy?
4. To what extent does your team have a climate of positive inclusion (of all differences and diversity) and of high levels of participation? What can you do to reinforce a climate of positive inclusion and participation?
5. How supportive and positive is your team? How can you help make the team more supportive and positive?
6. How well does your team co-operate and support other teams within your organisation and in other organisations and sectors? How could this be improved and transformed?
7. How can you and your colleagues ensure your team is an exemplar in developing new and improved ways of working?

Questionnaires

Team innovation

Please indicate how strongly you agree or disagree with each of the following statements, as a description of your team, by circling the appropriate number.

Have each of your team members also complete the following questionnaire using the 1 to 5 response scale below:

Strongly disagree = 1, Disagree = 2, Somewhat agree = 3,
Agree = 4, Strongly agree = 5

1. This team is always moving toward the development of new answers
2. Assistance in developing new ideas is readily available
3. This team is open and responsive to change
4. People in this team are always searching for fresh, new ways of looking at problems
5. In this team we take the time needed to develop new ideas
6. People in the team co-operate to help develop and apply new ideas
7. Members of the team provide and share resources to help in the application of new ideas
8. Team members provide practical support for new ideas and their application

For more information, see Anderson, N. R., & West, M. A. (1998)⁷⁹.

Team positivity

Have each of your team members complete the following questionnaire using the 1 to 5 scale below:

Strongly disagree = 1, Disagree = 2, Somewhat agree = 3, Agree = 4, Strongly agree = 5

1. Team members willingly provide support for each other
2. Team members complain about the contribution of other team members
3. Team members celebrate the team's achievements
4. Team members are cynical about the team's work
5. Team members celebrate each other's achievements
6. Team members express doubts about the team's ability to succeed
7. Team members are enthusiastic about the team's vision
8. Team members dwell on failures and difficulties
9. Team members encourage each other to succeed
10. Team members talk about the obstacles they see at work
11. Team members joke and laugh together
12. Team members talk about their wish to leave the team

How to increase your team positivity:

- Celebrate individual and team achievement and note what it was about the team's behaviour that enabled success.
- Talk more about what is going well.
- Use differences in opinion as opportunities to improve quality and build team resilience. Avoiding issues always leads to impaired team functioning in the longer term.
- Encourage the use of positive language – highly performing teams have six times more positive interactions and use more positive language than negative. Poorly performing teams use more critical and negative language than positive; team member interactions are also more likely to be negative.
- Take time out to reflect on performance and to adapt processes and behaviours to achieve required outcomes.
- Show interest in, and support for, team colleagues as individuals.
- Ensure that the team's structure and processes are appropriate and effective.

The Team Positivity tool was developed by Michael West. You may also wish to use other evidence-based diagnostic tools such as the AffinaOD Real Team Profile Plus (ARTP+, see chapter 5) or the AffinaOD Team Performance Inventory (<https://www.affinaod.com>).

Guidance on using these questionnaires is provided in Appendix 1.

Websites

1. The Social Care Institute for Excellence (SCIE)

The SCIE has an innovation network that helps local areas take innovative approaches to social care and support. It provides answers to the challenge of scaling up primarily small, community-focused examples of innovation.

<https://www.scie.org.uk/transforming-care/innovation>

SCIE and other organisations like the Local Government Association and Skills for Care have helped develop new resources to help the social care sector. SCIE's covid-19 hub has supported over 640,000 visitors and provides good practice examples, updated guides and webinars.

<https://www.scie.org.uk/care-providers/coronavirus-covid-19>

2. The Health Foundation (THF)

THF has funded many programmes around innovation, from adoption to spread, in health and social care. Details of the programmes and the findings can be found on its website if you search for 'innovation'.

<https://www.health.org.uk>

The Health Foundation's GenerationQ is a funded leadership and quality improvement programme. It offers an opportunity for senior leaders working in clinical and non-clinical roles in and with the health service (including charity organisations and policymakers) to gain a postgraduate certificate in Leadership (Quality Improvement).

<https://www.health.org.uk/funding-and-partnerships/fellowships/generationq>

3. The Welsh Accolades awards

This award recognises, celebrates and shares the excellent work by organisations, groups or teams in social care, early years, and childcare in Wales. More details of inspiring innovations can be found at:

<https://socialcare.wales/service-improvement/the-accolades-2020>

The awards ceremony for 2020 can be found at:

https://www.youtube.com/watch?v=TM__2YgCD7U&feature=youtu.be

4. The Institute for Healthcare Improvement (IHI)

The IHI made a formal commitment to innovation a decade ago by establishing a Research and Development team and a process to consistently produce new thinking that would challenge the entrenched models that result in low-value, poor-quality care. It looked outside health and social care, studying the work of leading innovators from industry, manufacturing and energy. It borrowed, adapted and built a systematic approach "to creating new knowledge – sequential 90-day 'waves' of projects to tackle vexing questions raised by our partners, our communities, and our patients."

On its website (below), the IHI provides a wide range of resources and reflects on the Triple Aim, the concept of a healthcare campaign, the Breakthrough Series Collaborative model, and other frameworks and fresh thinking that have been replicated around the world.

<https://www.ihl.org/>

Videos

Innovative models of practice in social care are at the forefront of developing personalised, asset-based care, delivering services based on the strengths and assets of an individual and their community. As these approaches have been replicated in other areas, they have highlighted valuable lessons in how best to deliver at scale in the health and social care system, without losing the core values and strengths of an innovative service. This King's Fund event explored the experiences of people who access care, provided support for providers and commissioners of social care to develop and scale innovation and highlighted examples of good practice. (58 minutes 44 secs)

<https://www.kingsfund.org.uk/events/scaling-innovation>

IHI's Dr Kedar Mate reflects on the innovations highlighted in the short video. (1 minute 54 secs)

<https://www.ihl.org/resources/Pages/Publications/10-IHI-Innovations-to-Improve-Health-and-Health-Care.aspx>