

Resources

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

1. How psychologically safe is it for those in your team/organisation?
2. To what extent do you have a shared vision, values and goals within the team/organisation, and what do you need to do to develop them better?
3. To what extent within your team/organisation do you make time for reflection/reflexivity; do you promote and value continuous learning; do you support people's ideas for new and improved ways of doing things?
4. Do you make enough time for building trust and relationships within the team, across teams, within the organisation, and across organisations by having regular, positive, supportive contact? What can you do better?
5. Do you truly and openly value diversity and difference in all its forms within the team/organisation? To what extent do you value diversity in professional background, ethnicity, gender, disability, difference of opinion, sexuality, etc? How can you improve the climate of positive diversity within the team/organisation?
6. How well do you deal with conflict in the team/organisation? Do you approach conflict openly, courageously, ethically, and creatively with a commitment to work through it and achieve a better understanding and more trust? How can you ensure conflict is managed effectively within the team/organisation in a positive and courageous way?
7. To what extent do you support each other and behave generously and altruistically within the team/organisation, particularly when you work across boundaries (between teams, departments, organisations and sectors)? How can you improve that in a significant and sustained way?
8. What else can you do to better ensure a climate of psychological safety in the team/organisation in the future?

Questionnaires

The first three copyrighted instruments described below are based on the work of Michael West and colleagues over the last 35 years on teamworking in health and social care (for further information, see <https://www.affinaod.com>).

The Affina Team Performance Inventory (ATPI) - a comprehensive online assessment tool for measuring a team's potential to deliver effective performance. The ATPI's design is based on research into what we know about high performing teams. It assesses:

- Team inputs - including task design, team effort and skills, organisational support and resources
- Team processes - including team objectives, reflexivity, participation, task focus, team conflict and creativity and innovation
- Leadership processes - including leading, managing and coaching
- Team outputs - including team member satisfaction, attachment, team effectiveness, inter-team relationships and team innovation.

The Affina Real Team Profile Plus (ARTP+) - an online assessment tool for measuring team effectiveness. The ARTP+ measures the seven structural features that are essential for 'real teams':

- Team identity
- Team contribution
- Team autonomy
- Team objectives
- Team member interdependence
- Team member role clarity
- Team leader clarity.

It also measures the six process dimensions that predict team success:

- Team communication
- Team focus on quality
- Team innovation
- Team reflexivity
- Lack of team conflict
- Inter-teamworking.

The Affina Team Journey - an online team assessment and development tool for team leaders and HR/OD leads to use with their teams. It improves performance by giving teams a structured, evidence-based experience.

The journey:

- Leads teams through a 10-stage structured programme based around team discussion
- Invites team members to provide feedback and use reports to support team discussion
- Provides team leaders with structured tools and techniques to develop effective teamworking
- Supports teams in-house
- Improves performance system-wide through effective teamworking and inter-teamworking
- Aligns team objectives and team climate to organisational aims and values
- Tracks progress and monitors return on investment.

The Fearless Organization Scan, based on Amy Edmondson's work, maps how team members perceive the level of psychological safety.

<https://fearlessorganization.com/>

Guidance on using these questionnaires is provided in Appendix 1.

Websites

1. Affina Organisation Development

AffinaOD aims to create sustainable change through the implementation of team-based working by providing team tools and techniques; training staff in health and social care organisations to use the team tools and support teams in-house; and collaborating with research partners to increase the knowledge base around team effectiveness.

<https://www.affinaod.com/>

2. The Fearless Organization

This website has been developed in partnership with Amy Edmondson of Harvard Business School. It argues that psychological safety is required for team high-performance. Psychological safety is defined as 'a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.'

The website describes the tool for measuring psychological safety.

<https://fearlessorganization.com/>

See also Amy Edmondson's web page at Harvard Business School.

<https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6451>

3. The Point of Care Foundation

An independent charity since 2013, the foundation delivers training and support for health and care organisations in the NHS to offer Schwartz rounds for their staff.

<https://www.pointofcarefoundation.org.uk/our-work/schwartz-rounds/>

Videos

Taken from a series of short videos, produced by AffinaOD, with Michael West on teamworking: Team-based working in modern organisations and how it relates to human evolutionary history. (49 seconds)

<https://www.youtube.com/watch?v=x2vp-Qnc4Is>

How teams improve staff engagement and why it matters.

(1 minute 48 secs)

<https://www.youtube.com/watch?v=Gmw7EsfUfNg>

The difference between a 'real team' and a 'pseudo team'.

(2 minutes 16 secs)

<https://www.youtube.com/watch?v=bqipJlb1oMM>

How to prevent teams from becoming dysfunctional. (2 minutes 45 secs)

<https://www.youtube.com/watch?v=RgdVnMmZUN0>

Four outcomes of psychological safety in teams – learning, risk management, innovation and job satisfaction, with Amy Edmondson, Harvard Business School. (3 minutes 17 secs)

<http://www.ihl.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Amy-Edmondson-Why-Is-Psychological-Safety-So-Important-in-Health-Care.aspx>

Building psychological safety in the workplace with Amy Edmondson, Harvard Business School. (11 minutes 26 secs)

<https://www.youtube.com/watch?v=LhoLuui9gX8>