

The Revolution and Evolution of Improvement Teams



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The Revolution and Evolution of Improvement Teams

Objective: Integrate expert knowledge of team functioning and its application to NICU quality improvement teams.

How you turn a team of experts into an expert team?

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Disclosure

Nothing to disclose



Learning Objective

INTEGRATE EXPERT KNOWLEDGE OF TEAM FUNCTIONING AND ITS APPLICATION TO NICU QUALITY IMPROVEMENT TEAMS.



Why should you care about teamwork?

- The data are compelling...
 - Meta-analysis of 130 studies -- better teamwork processes **20 to 25% more likely to succeed** (LePine et al., 2008)
 - Teamwork can **save lives** (e.g., Hughes et al, 2016; Nelly et al. 2010)
 - Organizations that boosted collaborative performance had 5% greater annual **revenue increases** than those emphasizing individual achievement alone (Corporate Executive Board, 2013)
- True teamwork boosts performance – not just “feel good”
 - Google studied their teams – Tip: It’s not whether you hand out together



Today...

- I. Share 3 **observations** about teams
- II. Describe the **psychological science** underlying teamwork – the 7C’s
- III. Direct you to set of tips/advice to **apply** the science of teamwork – what matters



I. Five Observations

“No individual can win a game by himself.”

~ Pele

“You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.”

~ Babe Ruth



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Observation #1

Most organizations want a culture of collaboration

- P&G: Aspires to collaborate..."inside and out, better than any other company in the world"
- Microsoft: "...working together with more collaboration and agility"
 - Not just "easy to get along with." To get results, build better products, drive value.

Easy to say, but collaboration is not always "natural" (and isn't just about technology)



Observation #2

Organizations are using teams more than ever and collaboration expectations are rising

- All types of teams
 - Stable, temporary, co-located, virtual

Two-thirds of 23,000 employees report increased collaboration requirements (CEB Survey)

Time spent in collaborative activities has ballooned 50% or more (Cross et al, 2016)

Deloitte study (2016) of 7000+ orgs reveals move towards more team-based designs



Observation #3

The best teams engage in constructive conversations that allow them to self-adjust

- Even great teams need to self-correct
- Great teams are adaptive, resilient...



- Fortunately, there is a strong, growing body of team research to help us!



II. The Science of Teamwork



"Teamwork makes the dream work in space flight."
– CMDR Scott Kelly



The Seven "C's" of Teamwork (Drivers)

| Driver | Key Question |
|-------------------------|--|
| 1. Capability | Right people with the right mix of KSA's? |
| 2. Cooperation | Right attitudes about and willingness to team? |
| 3. Coordination | Demonstrate necessary teamwork behaviors ? |
| 4. Communication | Communicate effectively with each other and outside? |
| 5. Cognition | Possess a shared understanding (e.g., priorities, roles, vision)? |
| 6. Coaching | Leader and/or team members demo leadership behaviors ? |
| 7. Conditions | Have favorable conditions (e.g., resources, culture)? |



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Interesting Findings...(Cooperation)

- **Collective Efficacy** is the belief that our team will be successful
- Collective Efficacy **predicts** team performance
 - Meta-analysis of 67 prior studies (Gully et al., 2002)
 - When **interdependence** low then self-efficacy is more important (Katz-Navon & Erez, 2005)

Tip: Allocate time to discuss and celebrate wins

Our team can save lives!



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Interesting Findings...(Cooperation)

- **Psychological Safety** is quite important
 - “A sense of confidence that the team will not embarrass, reject, or punish someone for speaking up” (Edmonson, 1999)
 - Or for seeking feedback, asking questions, requesting help
 - Can you be and express yourself on this team?
 - Positively related to team learning and performance
 - Google study found this to be one of the top differentiators!

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Interesting Findings...(Coordination)

| Conflict about... | Performance |
|-------------------|----------------------|
| Interpersonal | ↓ ↓ It depends |
| Process | |
| Task | |

deWit et al., 2012
Meta-analysis of 8800 teams

- **Psychological safety** (Bradley et al., 2013)
- **How conflict is handled** (DeChurch et al., 2013; 3200 teams)
 - Styles: Compete – Avoid – Collaborate


What is the predominant conflict style in your area?

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Interesting Findings...(Communication)

- **Info sharing** a key to team success
- Meta analysis of 72 studies (Mesmer-Magnus & DeChurch, 2009)
 - Keys: Sharing of *unique* info (not just talking) and *closed loop* communications (to ensure understanding)
- Be aware...
 - People naturally **assume** others “know” stuff
 - In hierarchical teams, must actively **encourage** speaking up
- Counterintuitive finding, in high performing teams...
 - Sometimes less communication is more – the quiet kitchen

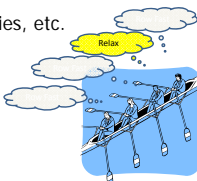
Tip: Get in the habit of asking, “who else should know about that?”



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Interesting Findings...(Cognition)

- Teams that possess a **Shared Mental Model** (SMM) perform better, particularly when coordination is required
 - Meta-analysis - 23 studies (DeChurch & Mesmer-Magnus, 2010)
- SMM about: task, if-then, vision, roles, priorities, etc.
 - Allows for “implicit coordination”
 - Quiet kitchen
 - Blind pass in basketball
 - Scalpel ready before request



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The Seven “C’s” of Teamwork

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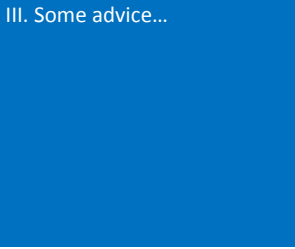
Where are the opportunities for improvement?
Where might an adjustment help your team?

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III. Some advice...



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Some Advice...

1. Learn how to **Debrief** and **Huddle!**- Simple, Powerful, & Underutilized
 - What worked?
 - What can be improved?
 - Focus on as many C's as possible.
 - Debriefing works! (Tannenbaum, 2012)
 - 25% Performance improvement

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Some Advice...

2. Ensure your QI team is **deployed** appropriately...
 - ...Kick-off meeting
3. Understand the **coordination** demands in your QI team...
4. Create **psychological safety**, will help in conflict resolution
5. Make sure **roles** are clear...
6. Guided by team **coach (leader)** – promotes, develops, reinforces

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Some Advice...

7. Develop team **norms, performance conditions** – clear, known & appropriate
8. **Shared understanding** of task, mission & goals – hold shared mental models
9. Share **unique** information – efficient information protocols
10. Surround by optimal **organizational conditions** – policies, procedures, signals

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Three Take-Away's from Today

- Focus on the **7 C's** – science of teamwork
- Teamwork matters!



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