

## APPENDIX 2

### APPENDIX 2 (QIIP, 2009)

#### **Activity 5.1: Effective Teams**

Preparation:

- Review Part A, Module 5

Activity Time Required:

- 10minutes

Materials:

- Handouts
- Pens

This activity requires the following handouts for participants:

- Team Effectiveness Survey
- Common Barriers to Interprofessional Health Care Teamwork Worksheet

Goal(s):

- This activity can help a team and its leaders assess how well the team is performing, the team's strengths, and areas where improvement may be required.
- This activity can give you an idea of:
  - the team's level of cohesiveness;
  - where there are differences/similarities of perspective in team members' views on specific issues.

**Steps:**

1. Use this to discover participants' candid opinions of the team by rating its characteristics on a seven-point scale
2. Have everyone on the team complete the *Common Barriers to Interprofessional Health Care Teamwork Worksheet and Team Effectiveness Survey* anonymously and return to one person. Ask them to complete the survey and worksheet while thinking about how effective the team is 'in general.'
3. Have a small group of people representing different components of your team analyze and summarize the data.
4. Report the findings of the survey and worksheet to the team at the next meeting, and generate discussions among team members (see below).

Other things that you can do to identify and resolve barriers and challenges to team effectiveness include\*:

1. Asking team members to complete the survey and worksheet and then discussing the answers;
2. Using the same survey and worksheet to identify topics to discuss with the team to identify what isn't working well;
3. Using small groups within the team to identify a list of possible problems and priorities them.

\*You will need more time to complete these discussion-based activities (approximately 30min).

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## **Activity 5.1: Effective Teams**

### **Team Effectiveness Survey**

**Instructions:** Please give your candid opinion of this team by rating its characteristics on the seven-point scale shown below. Circle the appropriate number on each scale to represent your evaluation. Do not put your name on this. Return the survey in the envelope provided.

#### **1. Goal Clarity**

Are goals and objectives of the team clearly understood and accepted by all members?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
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Goals and objectives are not known,  
Understood or accepted

Goals and objectives are clear and accepted

#### **2. Participation**

Is everyone involved and heard during group discussions or is there a "tyranny of a minority"?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
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A few people tend to dominate

Everyone is active and has a say

#### **3. Consultation**

Are team members consulted on matters concerning them?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
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We are seldom consulted

Team members are always consulted

#### **4. Decision Making**

Is the group both objective and effective at making decisions?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
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The team is ineffective at  
Reaching decisions

The team is very effective at reaching decisions

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## 5. Roles and Responsibilities

When action is planned, are clear assignments made and accepted?

1	2	3	4	5	6	7
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Roles are poorly defined

Roles are clearly defined

## 6. Procedures

Does the team have clear rules, methods and procedures to guide it? Are there agreed-upon methods for problem-solving?

1	2	3	4	5	6	7
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There is little structure  
and we lack procedures

The team has clear rules and procedures

## 7. Communications

Are communications between members open and honest? Do members listen actively?

1	2	3	4	5	6	7
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Communication are not open;  
Not enough listening

Communications are open; people listen to each other

## 8. Confronting Difficulties

Are difficult or uncomfortable issues openly worked through or are conflicts avoided? Are conflicts worked through?

1	2	3	4	5	6	7
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Difficulties are avoided;  
Little direct conflict management

Problems are attacked openly and directly

## 9. Openness & Trust

Are team members open in their transactions? Are there hidden agendas? Do members feel free to be candid?

1	2	3	4	5	6	7
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Individuals are guarded and hide motives

Everyone is open and speaks freely

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## 10. Commitment

How committed are team members to deadlines, meetings, and other team activities?

1	2	3	4	5	6	7
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Deadlines and commitments  
often missed

Total commitment

## 11. Support

Do members pull for each other? What happens when one person makes a mistake? Do members help each other?

1	2	3	4	5	6	7
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Little evidence of support

Lots of support

## 12. Risk Taking

Do individuals feel that they can try new things, risk failure? Does the team encourage risk?

1	2	3	4	5	6	7
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Little support for risk

Lots of support for risk

## 13. Atmosphere

Is the team atmosphere informal, comfortable and relaxed?

1	2	3	4	5	6	7
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The team spirit is tense

The team spirit is comfortable and relaxed

## 14. Leadership

Are leadership roles shared, or do the same people dominate and control?

1	2	3	4	5	6	7
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A few people dominate

Leadership is shared

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### 15. Evaluation

Does the team routinely stop and evaluate how it's doing in order to improve?

1	2	3	4	5	6	7
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We never evaluate

We routinely evaluate

### 16. Meetings

Are meetings orderly, well planned and productive?

1	2	3	4	5	6	7
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Waste of time

Couldn't be better

### 17. Fun

Is there an "*esprit de corps*", sense of fun, on this team?

1	2	3	4	5	6	7
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(Bens I, 2000)