



TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

ACTION PERIOD GUIDE

Webinar 4: Trust and Leadership

By the end of this session, participants will be able to:

- Understand the importance of trust in teams
- Identify ways to build trust within your team
- Recognize how leadership can build team trust
- Demonstrate how you can be a leader within your team

Summary of webinar content:

- Definition of trust & distrust
- The neuroscience of trust
- Five dysfunctions of a team
- Ways to build trust in a team
 - Have fun
 - Establish a foundation of psychological safety
 - Implement strategies of effective teamwork and communication
 - BRAVING acronym
 - Authentic leadership
 - Engaging distributed leaders

Action period outcomes:

- Increase awareness of trust in your team
 - Practice using new skills and tools to build trust within your team
 - Identify concepts to promote authentic leadership and informal leaders within your team
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Your Action Period Challenge This Week

Instructions: There are two required activities for this week. Pick at least one other optional activity to do as a team in order to help apply the learning from the webinar.

Applied learning activities: see following pages for detailed instructions

Required – 1. Personal Reflection & Team Assessment Questionnaire

Required – 2. – Team debrief of the Team Assessment Questionnaire

- Pick at least one
- Optional – 3. Personal Histories Exercise
 - Optional – 4. Tag Team Game
 - Optional – 5. Guided Discussion



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Required - Personal Reflection & Team Assessment Questionnaire:

1. Think about the trust level within your team.
 - Is there strong trust between all team members?
 - What are actions being done on the team to build trust? What behaviours are hurting trust on the team?
 - What did you learn at this week's webinar that you could start personally applying?
2. Individually, take the attached Team Assessment Questionnaire. The assessment uses the 'Five Dysfunctions of a Team' by Lencioni framework discussed in the webinar.
 - Are you surprised at all with the results of the assessment?
 - What steps need to be put in place in order to help build your team into a high performing and trusting team? What role can you play in this change?

*Click on the link in
the attachment tab
to open the file*



Team Assessment
Questionnaire.pdf

Required – Team Debrief of the Team Assessment Questionnaire

(estimated time is 15-20 minutes)

1. Come together with your team and discuss the results of your team assessment questionnaire.
 - Are there areas where your team is doing really well? What is allowing your team to flourish in these areas?
 - Are there areas that have been identified as needing attention? What needs to happen in order to create change around these items?
2. Revisit your teamwork agreement
 - As a result of this team assessment, does any of the language need to be updated? Do new ground rules need to be established?

Resources needed for this action:

- Completed Team Assessment Questionnaire (Found above in the personal reflection section)
 - Teamwork agreement
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Activity: Personal Histories Exercise

(estimated time is 15 - 20 minutes)

Go around the table and have everyone answer three questions about themselves.

- Where did you grow up?
- How many siblings do you have and where do you fall in that order?
- Please describe a unique or interesting challenge or experience from your childhood.
- Ask team members to share what they learned about one another that they didn't already know. One of the important skills in team building is making you vulnerable to the team which can facilitate the team building process.
- Reflect on how this new information can be used to build trust within your team.

More often than not, team members will reveal interesting personal information that was otherwise not known. This personal information is a way to promote vulnerability which is important in the building of team trust. The team needs to continue building trust as it is a fluid process and cannot be built and maintained at any one point in time.

Resources needed for this action:

- An open mind
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Activity: Tag Team Game

(estimated time is 20 - 30 minutes)

This activity brings a team together to explore the importance of giving and receiving feedback and support in order to achieve successful outcomes.

- Split your team into groups of 4-8 people. Ask each member of the group to share what their individual strengths and the positive attributes that they feel they would lend to the success of their group.
- Record the strengths and attributes on a piece of paper.
- After the group discussion, provide each group with a large piece of paper, markers, and a pen.
- Each group is now tasked with making the 'ultimate team member' by combining each group member's strengths and positive attributes into one imaginary person. This 'person' should also receive a name, have a picture drawn of them, and have their different attributes labeled. The group should also write a story about this person, highlighting all of the things their imaginary person can do with all of their amazing characteristics.
- At the end of the exercise, each group should share their person with the group and read the accompanying story.

This exercise will help coworkers adapt to weakness they feel they or a team member may have by understanding that as a group, they are capable of having more strengths and positive attributes than they would have working solo.

Resources needed for this action:

- Large sheets of paper
- Pens
- Markers



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Activity: Guided Discussion

(estimated time is 10-15 minutes)

Use the following questions as a guide to discuss the various topics discussed during the webinar and how they might be playing a role in your team.

1. What role does trust play on your team? Do we have a high trust team or a low trust team?
2. How can we promote informal leadership within our team? What steps need to be put in place to do so?
3. Read the following case study. As a team, use the BRAVING acronym to discuss the case study.
 - a) Which parts of BRAVING are at risk of being compromised?
 - b) What would the impact be to the relationships as a result of these components being compromised?
 - c) How would you handle this situation?

Case Study:

A team member comes to you about a personal issue. She tells you that she is applying for a job and would like you to help her write up her resume and cover letter to assist in the application process. The issue is that another member of your team, who you are good personal friends with, is also applying for the same position. Both have asked you to keep their application process to yourself and not to tell anyone. You are aware that you may have the ability to help both people in their pursuit of a new position, however you think your personal friend will perform better than the other co-worker in the position.

BRAVING

- **Boundaries:** You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.
- **Reliability:** You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.
- **Accountability:** Your own your mistakes, apologize, and make amends.
- **Vault:** You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me information about other people that should be confidential.
- **Integrity:** You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.
- **Non-judgement:** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.
- **Generosity:** You extend the most generous interpretation possible to the intentions, words, and actions of others.

Resources needed for this action:

- None - just an open mind



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*There will be **one informal support webinar** held on **June 29th from 2-3pm**. There will be no formal agenda. Feel free to attend if you have questions or want to share your experience or have a tricky situation you want to talk through. An organizational development consultant who works with the Council will also be on hand to provide group support.*

Additional Articles:

If you are interested in doing some further reading on the topics we covered today, here are a few articles that we recommend.

The Neuroscience of Trust

<https://hbr.org/2017/01/the-neuroscience-of-trust#comment-section>

Have you experience fun in the workplace?



Have you
experienced fun in th

The influence of authentic leadership behaviors on trust and work outcomes of health care staff



The influence of
authentic leadership l

Inspiring talk on 'The Anatomy of Trust', by Bréne Brown

<http://www.oprah.com/own-supersoulsessions/Bréne-Brown-The-Anatomy-of-Trust-Video>

The Power of Vulnerability, TED talk by Bréne Brown

<https://www.youtube.com/watch?v=iCvmsMzIF7o>