



## ACTION PERIOD GUIDE: 1

### Foundations of Strong Teamwork and Communication

**After Learning Session 1, participants will be able to:**

- Recognize the importance of team culture – and how it influences patient outcomes, staff experience and work quality
- Identify the factors that can influence non-technical skills and impact culture

**Summary of Learning Session content:**

- The impact of culture on health care
- Definition of non-technical skills and their importance in health care
- Power distance index
- Mitigated speech
- Silence
- Psychological safety

**Action Period outcomes:**

- Raise awareness of how your own team functions.
- Identify how non-technical skills impact how you work as a team.

**Working towards a certificate of completion:**

Each week there is **one required group activity**. The group activity needs to be completed and submitted for each Action Period by your team leader in order to receive your certificate of completion. We do encourage your team to do at least one additional optional activity to maximize your learning throughout the Action Series. You are not required to submit optional activities. Questions? Don't hesitate to ask [culture@bcpsqc.ca](mailto:culture@bcpsqc.ca).

All learning sessions are mandatory, and attendance is required for certificate of completion. Please provide confirmation of attendance on your action period homework submission that all team members attended the learning session for this module or viewed the recording.



## Your Action Period Work:

*Each Action Period will have one mandatory team activity. Sometimes there will be a personal activity required as pre-work prior to coming together to work on the team activity. The personal activity is **not** required to be submitted. The **team activity** must be submitted by the **team leader** to [culture@bcpsqc.ca](mailto:culture@bcpsqc.ca) to receive credit for a certificate of completion. We also provide a list of options for additional team-based activities and encourage you to try at least one!*

## Personal Activity (Pre-Work Required)

### Culture Change Venn Diagram

(estimated time is 10-15 min)

1. Prior to meeting with your team to work on the required team activity below, complete the Culture Change Venn Diagram exercise.
  - Look at the list of words. Choose 10 that describe your current team culture. Write them on the Venn diagram.
  - Then look at the list of words again. Choose 10 that describe your desired team culture.
  - Examine your two lists of chosen words. Are there any that overlap? Write the overlapping words in the keep section of the diagram
  - We do not require this exercise to be submitted; however, it may help to inform your discussion of creating a teamwork agreement.
2. Think about the team you currently work on.
  - What do you love about working on this team?
  - What aspects of the team's culture could be improved?
3. Is Power Distance Index (PDI) an issue on your team?
  - What steps could you take to mitigate PDI on your team?
4. Are you mitigating your speech with your team?
  - What purpose is it serving?
5. Do you feel psychologically safe to speak up on your team?
  - What needs to change for you to feel safe?



## Team Activity: (Required)

### Activity 1 (Required): Create a teamwork agreement

*(estimated time is 30-40 minutes)*

Using the “Creating a Teamwork Agreement” worksheet and template, create a teamwork agreement for your team. Teamwork agreements are a powerful way to have a set of ground rules that all team members can agree to that will help them move forward in their work. It can help facilitate collaboration and teamwork within a team.

*Please note: The “Creating a Teamwork Agreement” worksheet is adapted from the IPC on the Run resources<sup>1</sup>. This is an excellent free online resource designed for any health care practitioner to enhance their ability to practice collaboratively.*

#### In-person: Resources needed for this activity:

- Creating a Teamwork Agreement template
- Letter size paper (8.5x11)
- Tape
- Post-it notes
- Pens
- Marker(s) or dots for dot-voting
- Your team!

#### Virtual: Resources needed for this activity:

- Virtual platform to host meeting
- Virtual whiteboard OR
- Pen and paper
- Slide presentation – include the steps to creating a teamwork agreement

**Important:** Please have your team leader submit your teamwork agreement homework template (2b) to [culture@bcpsqc.ca](mailto:culture@bcpsqc.ca) by **NOVEMBER 9, 2020** to ensure you get credit towards your certificate of completion.

## Team Activities: (Optional)

Optional – Activity 2. TRIZ

Optional – Activity 3. 15% Solutions

Optional – Activity 4. Guided discussion on webinar topics

Optional – Activity 5. Watch and discuss “How Does Your Team Communicate” Video

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<sup>1</sup> IPC on the Run. University of British Columbia, 2017. <http://www.ipcontherun.ca/>

## Activity 2 (Optional): TRIZ

*(estimated time is 20-30 minutes)*

A TRIZ is a fun way to flip things on their head by asking your team how you can achieve the worst result imaginable!

**Step 1:** Answer this question as a team

**“How can we ensure we have the worst teamwork and communication possible?”**

Make a list of all you can do to make sure this happens. Be brave. Be bold. Be wild in your ideas.

**Step 2:** Go down this list item by item and ask yourselves, ‘Is there anything that we are currently doing that in any way, shape, or form resembles this item?’ Be brutally honest. Circle all your counterproductive activities/programs/procedures.

**Step 3:** Go through the circled items and identify actions you can take. If your list is very long, prioritize 2-3 items to start working on.

*In-person: Resources needed for this activity:*

- Flipchart paper or a whiteboard
- Marker(s)

*Virtual: Resources needed for this activity:*

- Virtual platform to host meeting
- Virtual whiteboard

*[www.liberatingstructures.com](http://www.liberatingstructures.com)*

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## Activity 3 (Optional): 15% Solutions

*(estimated time is 20-30 minutes)*

**Step 1:** In the personal reflection portion of the Action Period work, we asked you to reflect on your 15% solution (see question 5 of the personal reflection portion of the guide for instructions).

The questions you were asked to reflect on were:

**Where do you have discretion and freedom to act? What can you do without more resources or authority that would help improve the culture on your team?**

**Step 2:** With a partner, share your 15% solution. If you are a very small team, you may want to share as a group.

**Step 3:** Share your 15% solution or the theme(s) that emerged from your partner exchange with the rest of your team.

**Step 4:** Reflect as a team: Are there any common themes of what actions people want to take? Are there any ideas that resonated with you that you want to try out?

[www.liberatingstructures.com](http://www.liberatingstructures.com)

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### **Activity 4 (Optional): Guided Discussion** *(estimated time is 20-30 minutes)*

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

1. What does your ideal team look like? What does it feel like to work on that team? Where is your team missing the mark on being that ideal team?
2. As a team discuss if and how Power Distance Index plays a role on your team. Is it an issue? What strategies could you use to mitigate its effect on your team?
3. As a team, discuss if mitigated speech plays a role on your team. Is it an issue? What strategies could you use to mitigate its effect on your team?
4. How can you ensure that everyone on the team feels safe speaking up?
5. Collate the ideas from each team member and decide as a team how you can put these ideas into action.
  - a. Prioritize which of the change ideas the team wants to start with
  - b. Discuss as a team the role of each team member to put the change ideas into action
  - c. Track your progress and adapt your approach as needed

*In-person: Resources needed for this activity:*

- Flipchart paper or a whiteboard
- Marker(s)

*Virtual: Resources needed for this activity:*

- Virtual platform to host meeting
  - Virtual whiteboard
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### **Activity 5 (Optional): Watch and Discuss the “How Does Your Team Communicate” video**

*(estimated time is 20-30 minutes)*

This short video, produced by the BCPSQC, uses a non-health care example to illustrate power distance index, mitigated speech, and silence. Watch the video as a team, allow a minute for everyone to reflect on what they’ve observed, and then use the following questions to facilitate a discussion (these questions can also be found in the video companion guide, attached below):

1. What did you see and experience in this video?
2. What did you notice about communication?
3. What went well? What could have gone better?
4. Were roles and responsibilities understood?
5. Were errors made or avoided?

Now, watch the video again. Did anyone notice something new that was not mentioned in the previous discussion? In more detail, let's look into each role:

6. What did you observe in how the head mechanic communicated?
7. What did you observe in how the assistant mechanic communicated?
8. What did you observe in how communication with the customer occurred?
9. What thoughts do you think each of these individuals had around the communication that was occurring?

Resources needed for this activity:

- How does your team communicate video (Internet connection required to watch the video)  
<https://www.youtube.com/watch?v=gp9x3fvKjm4>
  - Video companion guide
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*There is a Coaching Session on **November 5, 2020 from 12:30pm-1:30pm.**  
There is no formal agenda. This is an opportunity for you to customize your Action Series experience and tailor your learning to your team. During the Coaching Session you can ask questions, share your experiences or talk through a tricky situation your team may be experiencing. An organizational development consultant who works with the Council will be leading the discussion and provide group support.*

*The next Learning Session will be on **November 12, 2020 from 12:30pm-1:30pm.***

## Additional Resources

If you are interested in doing some further reading on the topics we covered today, here are a few articles that we recommend. Click on the attachment on the side to open the file. The last three articles are not open access, so we have provided the citation for your convenience.

### **Tips for Achieving Culture Change**

*How guiding coalitions promote positive culture change in hospitals: a longitudinal mixed methods interventional study*

### **Importance of Culture on Patient Outcomes**

*Association between organisational and workplace cultures, and patient outcomes: systematic review*

### **Power Distance Index & Psychological Safety**

Appelbaum N, Dow A, Mazmanian P, Jundt D, Appelbaum E. The effects of power, leadership, and psychological safety on resident event reporting. *Med Educ.* 2016 50:343-350.

### **Mitigated Speech**

Fischer U, Orasanu J. Say It Again, Sam! Effective Communication Strategies to Mitigate Pilot Error. *Proceedings of the 10th International Symposium on Aviation Psychology.* 1999.

### **Psychological Safety**

Aranzamendez G, James D, Toms R. Finding Antecedents of Psychological Safety: A Step Toward Quality Improvement. *Nursing Forum.* 2014 50:171- 178.