

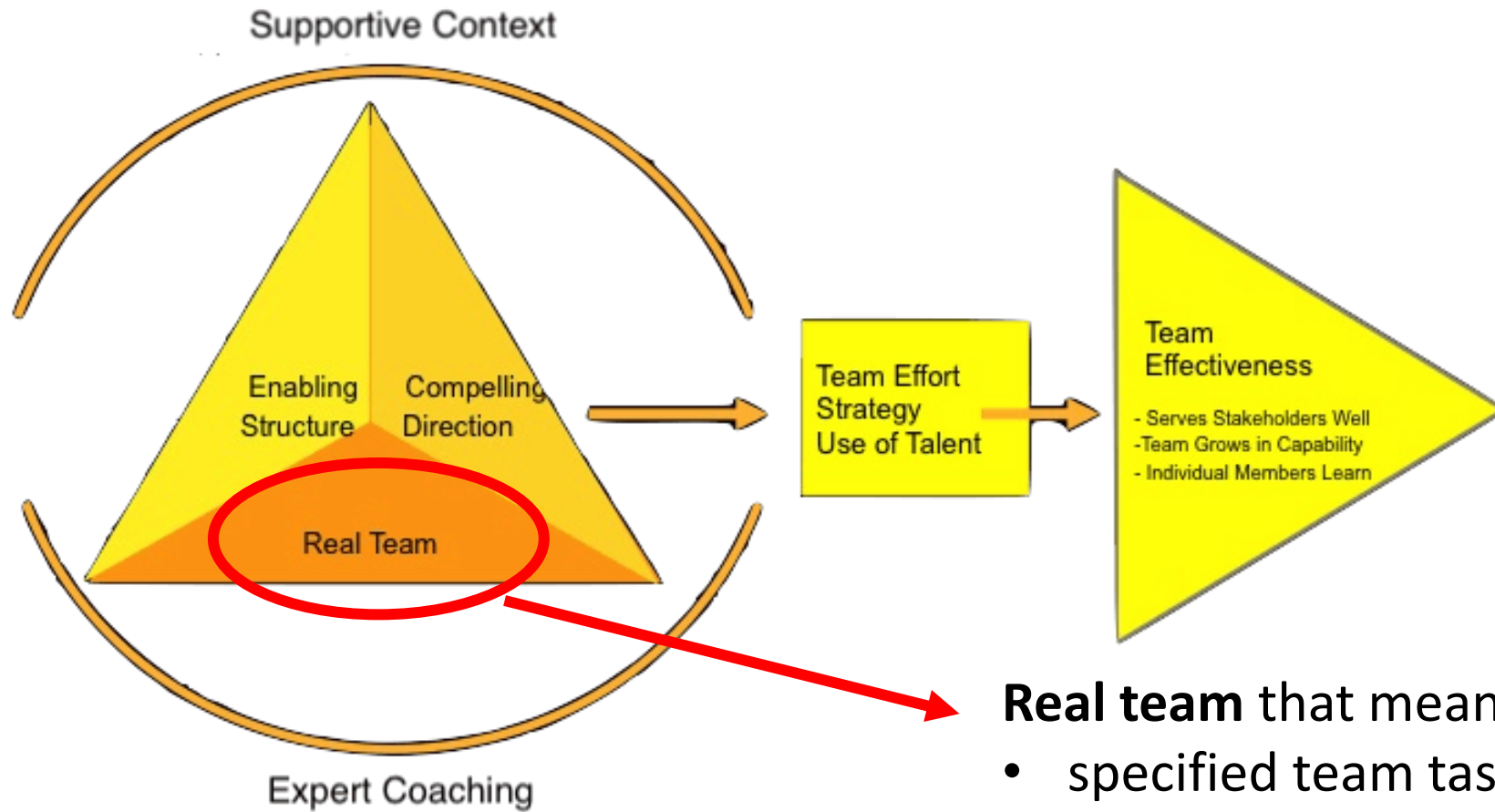


Checklist for real teams

Christian Jacobsson & Maria Åkerlund,
GDQ Seminar, Stockholm 2022-09-22

Real team?

J. Rickard Hackman, Team effectiveness model (2002).



- Real team** that means existence of
- specified team tasks, clear terms,
 - distribution of roles and rights and
 - membership stability.

Real team – or pseudo team?

West & Lyubovnikova (2012)

Industrial and Organizational Psychology, 5 (2012), 25–55.
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COMMENTARIES

Real Teams or Pseudo Teams? The Changing Landscape Needs a Better Map

MICHAEL A. WEST
Lancaster University

JOANNE LYUBOVNIKOVA
Aston University

JHOM
27,1

134

Illusions of team working in health care

Michael A. West
Lancaster Management School, Lancaster University, Lancaster, UK
Joanne Lyubovnikova
Aston Business School, Aston University, Birmingham, UK

Abstract

Purpose – The ubiquity and value of teams in healthcare are well acknowledged. However, in practice, healthcare teams vary dramatically in their structures and effectiveness in ways that can damage team processes and patient outcomes. The aim of this paper is to highlight these characteristics and to extrapolate several important aspects of teamwork that have a powerful impact on team effectiveness across healthcare contexts.

Real teams or pseudo teams?

REAL TEAMS

Typical tasks require team members to work in a closely-coordinated and timely manner towards common goals and objectives.

Interdependence



There are one or more clear shared team objectives that team members agree upon.

Shared objectives



Team members systematically review team performance and adapt future objectives and processes accordingly.

Reflexivity



At any given moment, team members are clear about who is a member of the team and who is not.

Boundedness



PSEUDO TEAMS

Typical tasks require team members to work alone or in dyads towards disparate goals and objectives.

There are as many different accounts of team objectives as there are team members.

Team members occasionally meet to exchange information, often through obligation or habit, and with no consequent innovation.

Team boundaries are highly permeable, with team members being unclear about who is part of the team and who is not.

Real team or pseudo team?

24-Karat or fool's gold? Consequences of real team and co-acting group membership in healthcare organizations
(Joanne Lyubovnikova, Michael A. West, Jeremy F. Dawson & Matthew R. Carter, 2015)

Using data from 62,733 respondents from 147 acute hospitals:

The results revealed that individuals reporting the characteristics of real team membership, in comparison with those reporting the characteristics of co-acting group membership:

- witnessed fewer errors and incidents,
- experienced fewer work-related injuries and illness,
- were less likely to be victims of violence and harassment, and
- were less likely to intend to leave their current employment.

At the organizational level, hospitals with higher proportions of staff reporting the characteristics of real team membership had lower levels of patient mortality and sickness absence.

The results suggest the need to clearly delineate real team membership in order to advance scientific understanding of the processes and outcomes of organizational teamwork

GDQ Associates – Developable Team Check list

The right conditions for teamwork are required to enable teamwork to be developed in a group. Implementing development initiatives in work groups that do not need to function as a team can give rise to negative consequences, e.g. in the form of powerlessness and frustration.

Below is a check list that can provide answers on the extent to which a work group has the right conditions for being a team and whether it has them to a sufficient extent to justify development initiatives. If the extent to which the criteria are met is unclear, it may be worth trying to obtain information from the client and/or the group before any decision on development initiatives is made.

One prerequisite in order for a team to respond to the GDQ is that it must consist of more than two members. If that criterion is met, use the check list below to see the extent to which the team can be regarded as a developable team. |

Select the extent to which each criterion is met in the team in question.

	Not at all (1)	Partly (2)	Completely (3)
1. Members of the work group have shared goals and tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The goals of the work group involve tasks that require the members to collaborate, communicate, share information and discuss matters in order to make joint decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The tasks of the work group involve a measure of autonomy for the team in the way it sets up its work to solve them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The boundary around the team is clear (it is clear which members and other resources, tasks and responsibilities belong to the team and which do not belong to the team)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The objectives and tasks of the work group require different skills and or distribution of responsibilities that can be represented by different members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Responsibility is required at team level and not (just) at individual level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Interpretation of results

6 – 11 points = Developable to a relatively small extent (6 = not at all – 11 = to some extent)

12 – 18 points = Developable to a relatively large extent (12 = to a fairly large extent – 18 = to an extremely large extent)

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3. The tasks of the work group involve a measure of autonomy for the team in the way it sets up its work to solve them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The boundary around the team is clear (it is clear which members and other <u>resources</u> , tasks and responsibilities belong to the team and which do not belong to the team)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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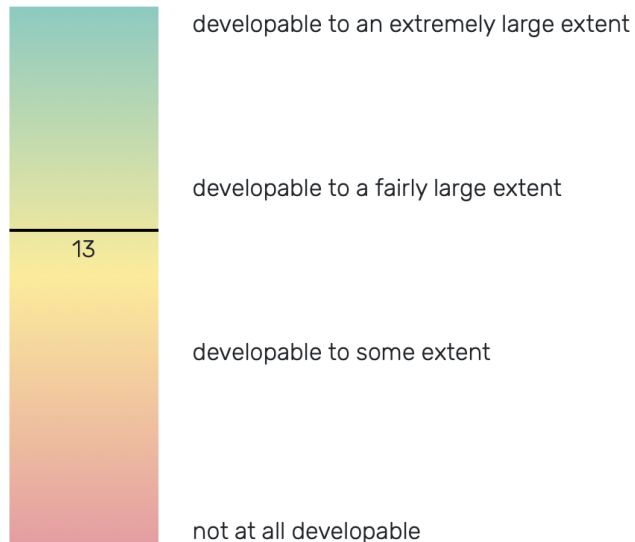
1. Members of the work group have shared goals and tasks
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3. The tasks of the work group involve a measure of autonomy for the team in the way it sets up its work to solve them.
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5. The objectives and tasks of the work group require different skills and or distribution of responsibilities that can be represented by different members
6. Responsibility is required at team level and not (just) at individual level

Result example



Developable team check list

Result: 13



< Back

Start over

Results from a pilot study (n=41), September 2022

Mean value on the 6 items combined
= 14,35

Interpretation of results:
Developable to a relatively large extent

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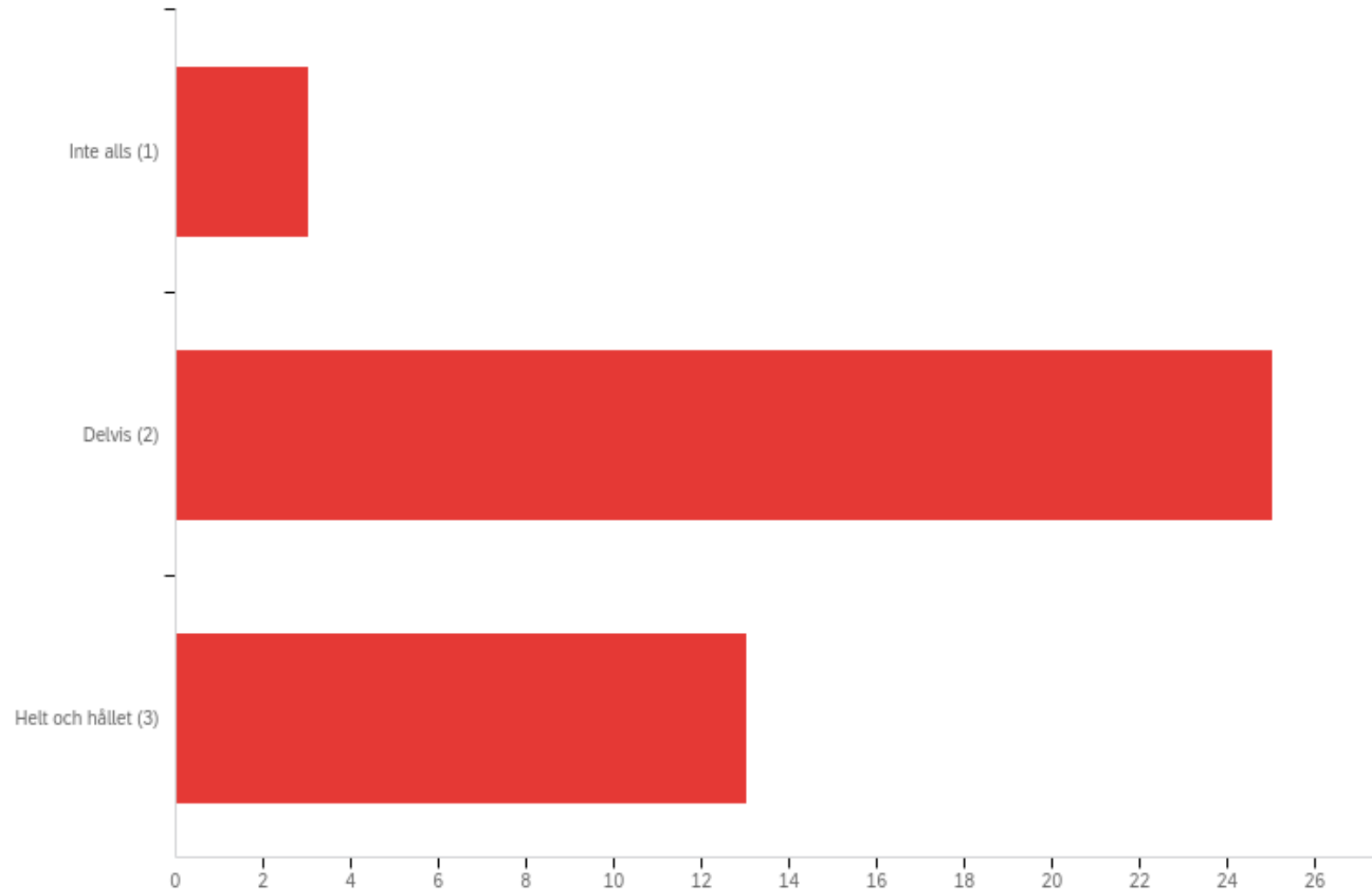
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Sammanställning av resultat – Utvecklingsbart team.

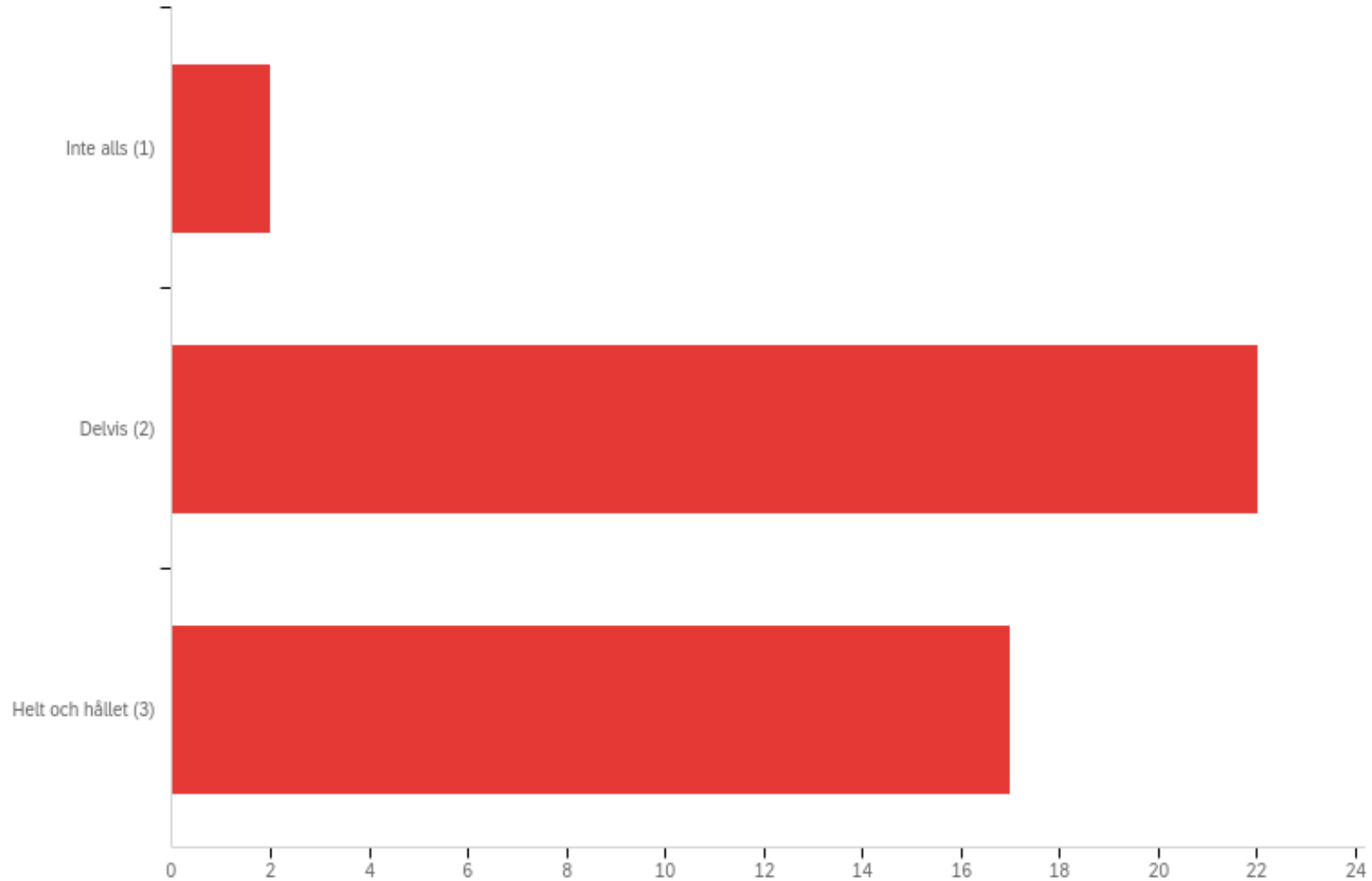
1. Arbetsgruppens medlemmar har delade mål och uppgifter
2. Arbetsgruppens mål innebär uppgifter som gör att medlemmarna måste samarbeta, kommunicera, dela information och diskutera för att fatta gemensamma beslut
3. Arbetsgruppens uppgifter innebär ett mått av autonomi för teamet i hur det lägger upp sitt arbete för att lösa dem
4. Gränsen runt teamet är tydlig (det är tydligt vilka medlemmar och andra resurser samt uppgifter och ansvar som hör till teamet resp. inte hör till teamet)
5. Arbetsgruppens mål och uppgifter ställer krav på olika färdigheter och eller fördelning av ansvar som olika medlemmar kan företräda
6. Ansvar utkrävs på teamnivå och inte (bara) på individnivå

Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1.	1.00	3.00	2.24	0.58	0.33	41
2.	1.00	3.00	2.37	0.57	0.33	41
3.	2.00	3.00	2.54	0.50	0.25	41
4.	1.00	3.00	2.46	0.63	0.40	41
5.	1.00	3.00	2.59	0.54	0.29	41
6.	1.00	3.00	<u>2.15</u>	0.72	0.52	41

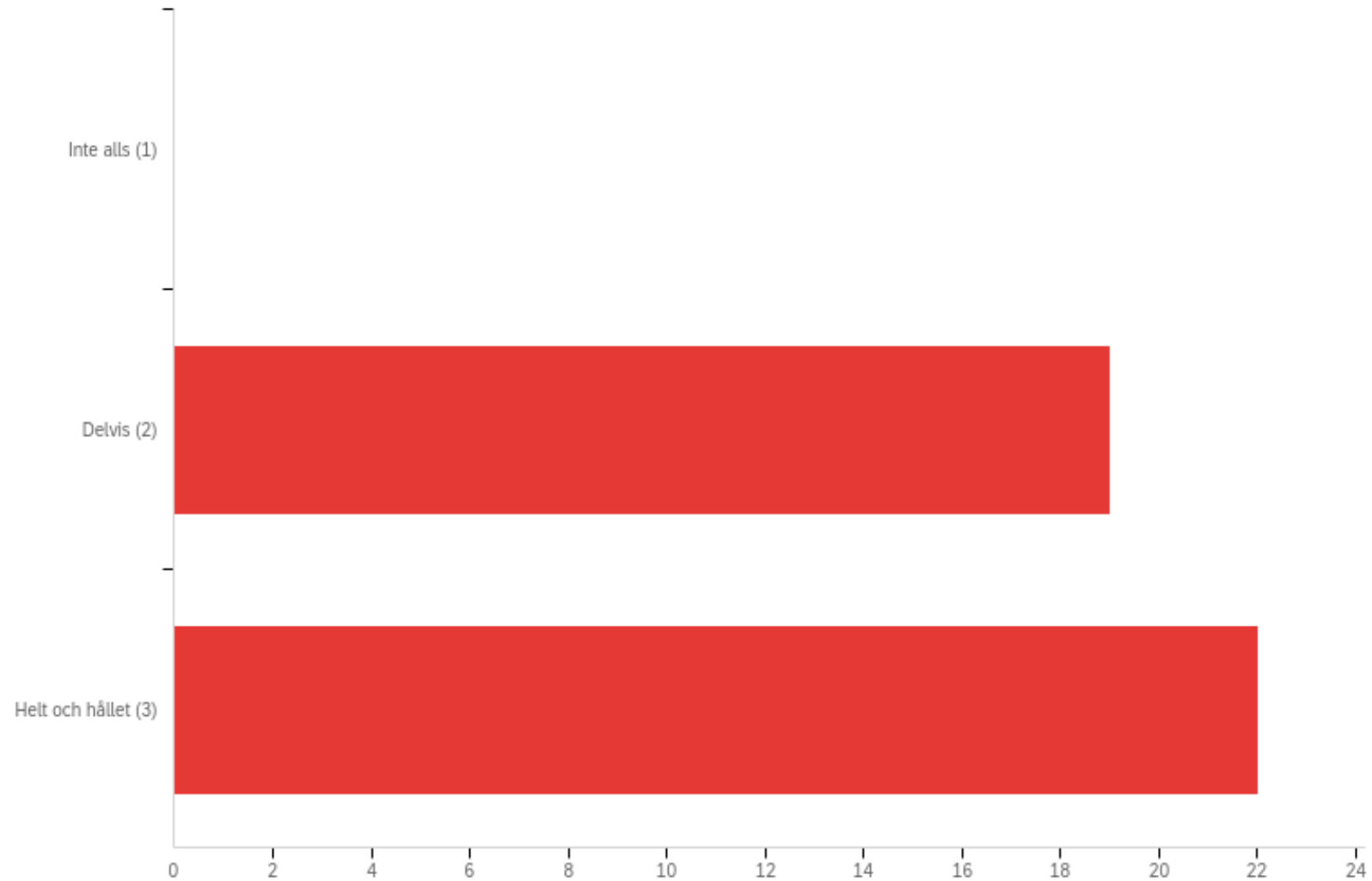
Arbetsgruppens medlemmar har delade mål och uppgifter



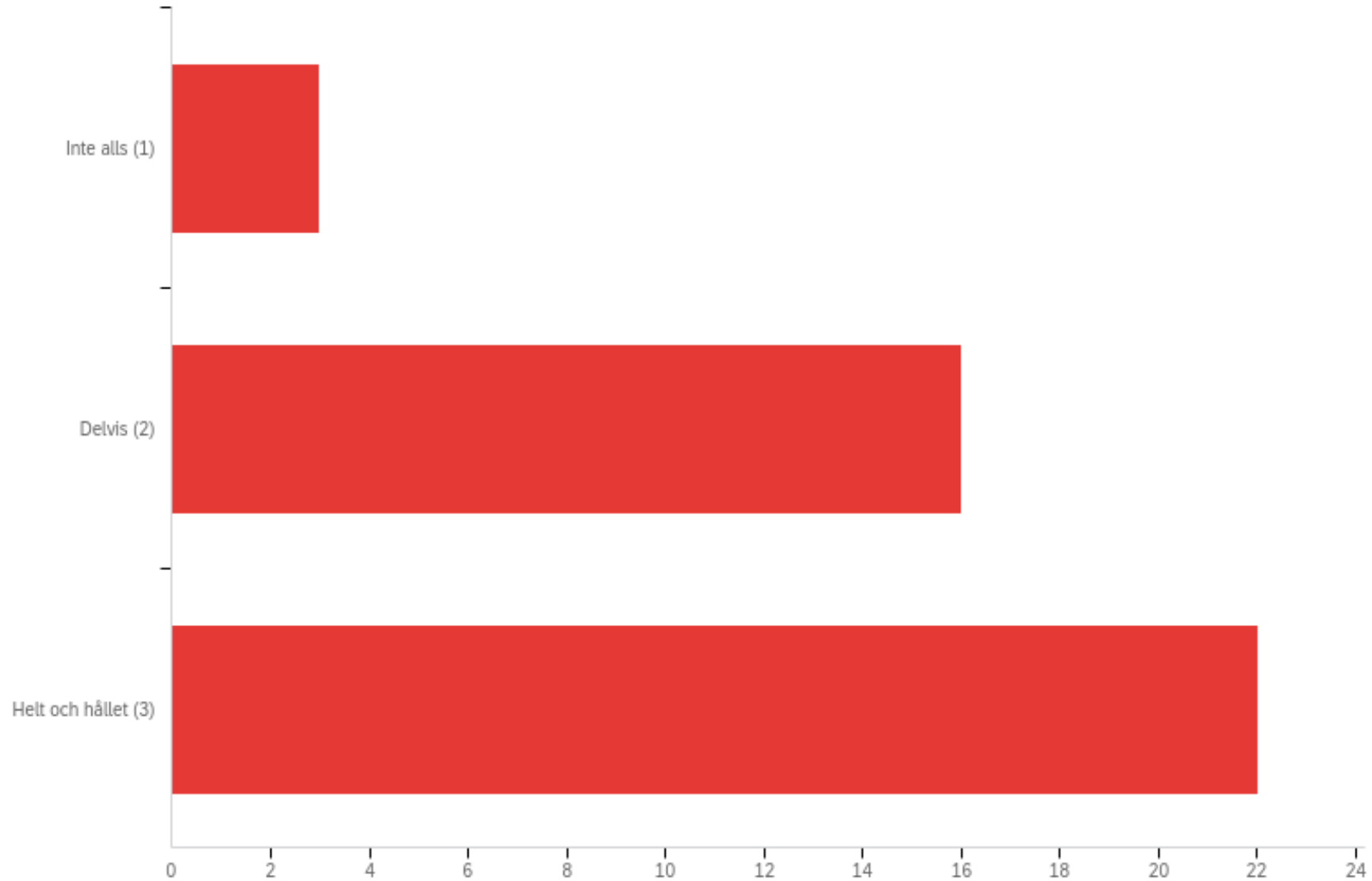
Q2 - 2. Arbetsgruppens mål innebär uppgifter som gör att medlemmarna måste samarbeta, kommunicera, dela information och diskutera för att fatta gemensamma beslut



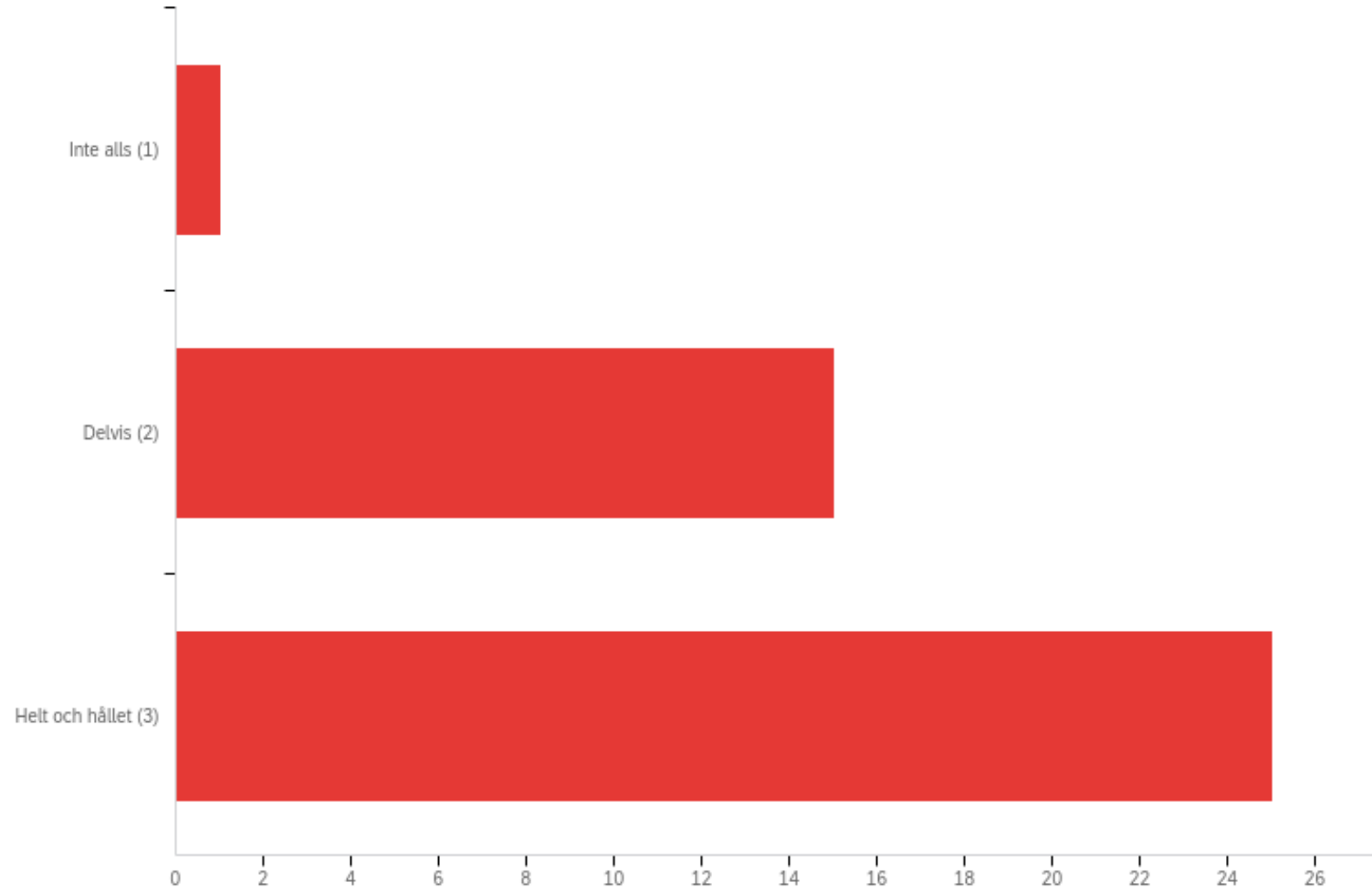
Q3 - 3. Arbetsgruppens uppgifter innebär ett mått av autonomi för teamet i hur det lägger upp sitt arbete för att lösa dem.



Q4 - 4. Gränsen runt teamet är tydlig (det är tydligt vilka medlemmar och andra resurser samt uppgifter och ansvar som hör till teamet resp. inte hör till teamet)



Q5 - 5. Arbetsgruppens mål och uppgifter ställer krav på olika färdigheter och eller fördelning av ansvar som olika medlemmar kan företräda



Q6 - 6. Ansvar utkrävs på teamnivå och inte (bara) på individnivå

