

# TEAM toolkit



**Theory** – models and studies on processes and people that will help you understand how your team works and how this impacts on effectiveness and success.



**Evidence** – why teamwork is important within the NHS; how it improves productivity, morale and patient care.



**Application** – ideas and interventions to use to develop and promote good teamwork within your workplace.



**Motivation** – a list of links to further information to inspire, stimulate and educate.

# Theory

The following four examples are all well known theories that can help you work effectively with your team. There is a huge amount of information on the internet- we have used factsheets from [www.mindtools.com](http://www.mindtools.com) to give you a basic understanding of how you can apply these theories to your own work. Further information can be found in [this article](#) from the Open University and in [this factsheet from CIPD](#).

## Bruce Tuckman's Team Formation theory (1965)

*Forming, storming, norming, performing, adjourning (mourning)*

This theory explores the five stages that all teams go through, from formation, to disbanding. It is particularly useful for managers so that they can understand the needs of their team at each stage and adapt their way of working accordingly. By recognising all of the stages, managers can help their team become effective quickly.

## Blake-Mouton Managerial Grid (1960s)

Blake and Mouton's grid is a useful tool for managers to look at their management style and work on achieving a balance between task-orientated and people-orientated leadership. High and equal levels of each style has the best effect on team productivity and effectiveness.

## Benne and Sheats "Functional Roles of Team Members" (1940s)

This theory looks at how people behave within teams; identifying 26 different group roles, both positive and negative. It can be used to look at group effectiveness by identifying which roles are currently being fulfilled and which need to be added or eliminated. It also provides team members with a way of looking at and evaluating their own behaviours within the team.

## Belbin's Team Roles (1970s)

More info at [www.belbin.com](http://www.belbin.com)

Meredith Belbin identified nine "roles" that people within teams tend to assume. Each role has different characteristics and ways of working; Belbin suggested that an effective team needs a good balance of all these roles. Managers can apply this theory to understand the ways individuals in the team prefer to work, as well as using the theory to ensure there is a good balance of roles across the team.

## Evidence

This section aims to demonstrate why team development and good practice in leadership and teamwork are important for successful delivery of outcomes in the NHS. We have sourced articles, case studies and examples to show why investing in teamwork is vitally important to improving services.

- [This report](#) by Michael West and Jeremy Dawson demonstrates how “good management of NHS staff leads to higher quality of care, more satisfied patients and lower patient mortality.”
- “The Rewards, Challenges and Opportunities of investing in real Team Working” from NHS Northamptonshire is a [real life case study](#) showing how good teamwork and leadership contributed towards positive outcomes for patients.
- Leicester University have produced [a video](#) showing perceptions from all the stroke team members about team working within University Hospital of Leicester NHS Trust.
- The Health Care Team Effectiveness Project produced [a report](#) showing the value of team working within the NHS.
- [Team work at Stockport NHS Foundation Trust](#) – Paula Bennett, ED Nurse Consultant, talks about life at Stockport NHS Foundation Trust and the importance of team work
- The NHS Stroke Improvement Programme have produced a [slideshow](#) about how they improved their service through team development.
- Professor Michael West has written a [blog for Do OD](#) about the importance of teamwork in the NHS.

“Alone we can do so little; together we can do so much” **Helen Keller**

# Application

In this section, you can find ideas for team development interventions, as well as toolkits for working effectively with your team.

The Royal College of Nursing have produced a comprehensive toolkit on [Developing and Sustaining Effective Teams](#) – there are great tips on exercises to carry out with your team, including worksheets and case studies.

This [short best practice guide](#) from the Management Standards Centre links the National Occupational Standards with team working.

APT group have written [a summary](#) of the types of team building interventions to help you decide what is best to use with your team.

This [toolkit](#) from NHS Wales can be used to help teams set objectives and achieve organisational goals.

Mind Tools have a [great article](#) on team building exercises with tips on how to make them effective.

They also have a [team effectiveness tool](#) for you to assess how well your team is working!

The [NHS Leadership Academy's paper](#) gives a brief summary of team development principles and suggestions of approaches to use. They have also produced [a toolkit for organisations](#) to use, which shows how the Leadership Framework can inform team development.

“My model for business is The Beatles. They were four guys who kept each other’s kind of negative tendencies in check. They balanced each other and the total was greater than the sum of the parts. That’s how I see business: great things in business are never done by one person, they’re done by a team of people” **Steve Jobs**

# Motivation

A selection of inspiring, educational and useful links to encourage you to learn more about team development. If you have your own links to share please email us and we will add them to the list!

- Michael Rogers' site [teamworkandleadership.com](http://teamworkandleadership.com) has a huge range of articles, blogs and videos on team works. There is also a [You Tube channel](#) and a [LinkedIn group](#).
- Here is a [list of articles](#) on team building from The Team Building Directory.
- [Teampedia](#) is a collaborative encyclopaedia of free team building activities, free icebreakers, teamwork resources, and tools for teams. They also have a page of [inspiring quotes](#).
- A [huge list](#) of NHS evidence on team working from NICE.
- [AstonOD.com](#) is a site providing organisations with tools to measure team effectiveness.
- Here's a TED talk by Tom Wujec – [Build a Tower, Build a Team](#) – some surprisingly deep research into the “marshmallow problem” – a simple team-building exercise that involves dry spaghetti, one yard of tape and a marshmallow.