Enhancing Team Effectiveness Through Assessment and Development: Analysis of 1000+ team assessments
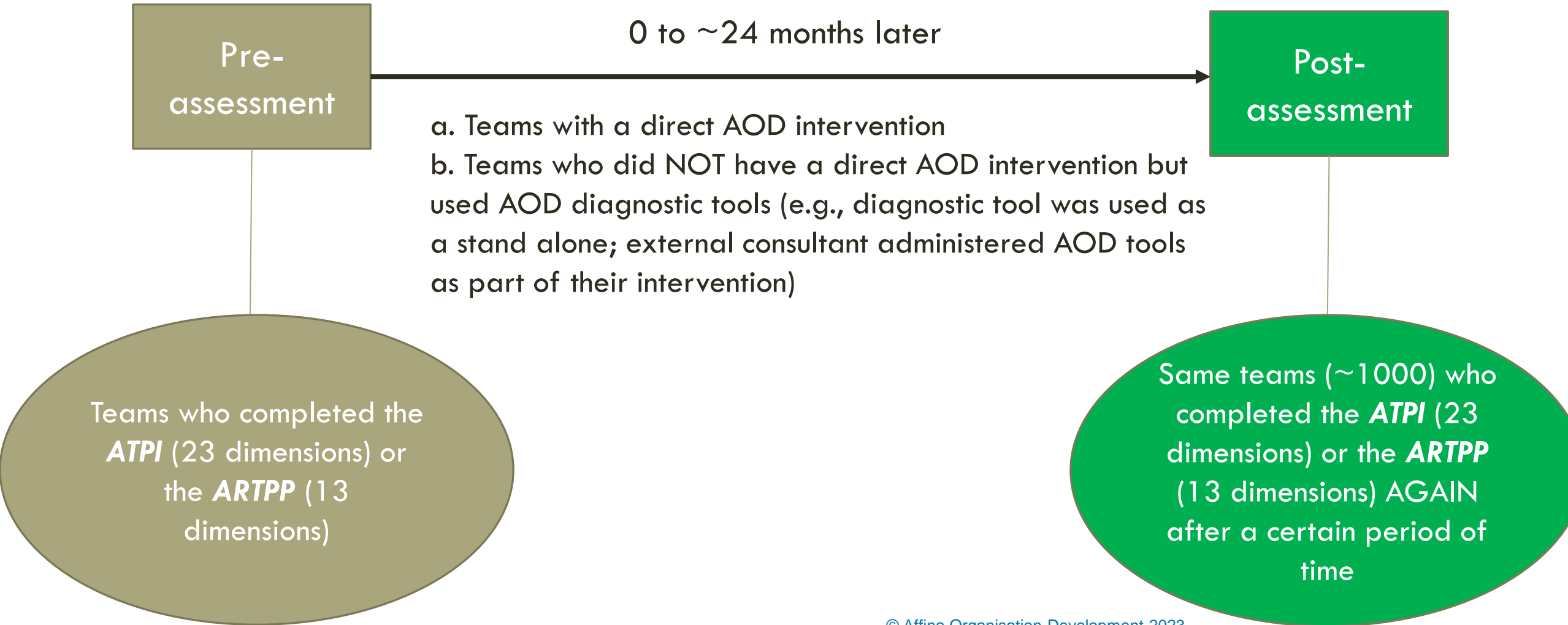
Do OD Conference – May 2024

AOD INTERVENTIONS:
PRE AND POST INTERVENTION ASSESSMENT DATA

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REASSESSMENT DATA - CONTEXT

Pre-assessment

0 to ~24 months later

Post-assessment

a. Teams with a direct AOD intervention
b. Teams who did NOT have a direct AOD intervention but used AOD diagnostic tools (e.g., diagnostic tool was used as a stand alone; external consultant administered AOD tools as part of their intervention)

Teams who *completed the ATPI* (23 *dimensions) or the ARTPP* (13 dimensions)

Same teams (~1000) who completed the *ATPI* (23 dimensions) or the *ARTPP* (13 dimensions) AGAIN after a certain period of time

REASSESSMENT DATA – WHAT WE LOOKED FOR

ATPI
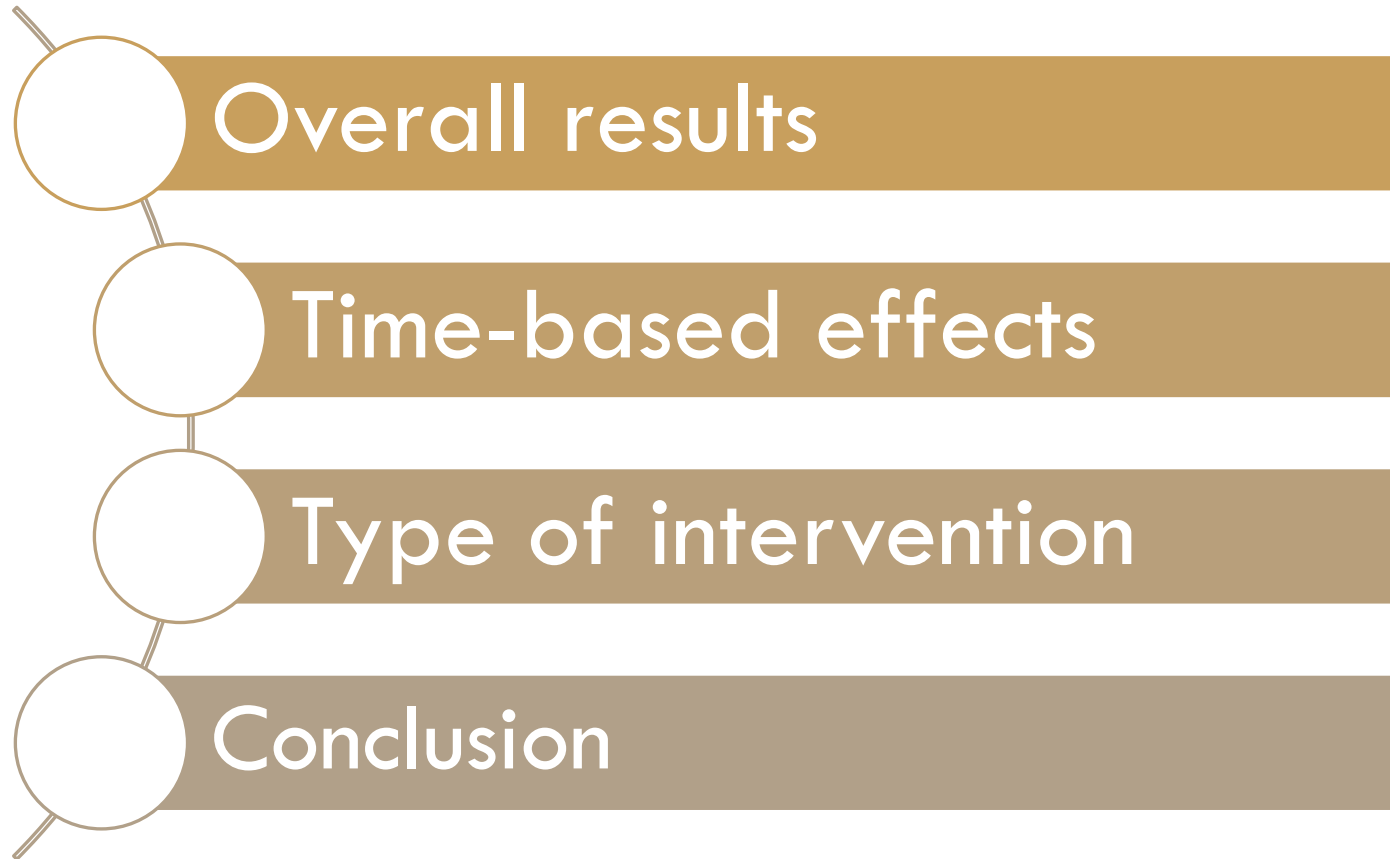- e.g., team objectives, team reflexivity, leading, task design

ARTPP
- e.g., team objectives, team reflexivity, team interdependence, team role clarity

Investigate:
Do we find significant changes to pre- and post-assessment scores?

Rated on a scale from 1 (strongly disagree) to 5 (strongly agree)

OUTLINE

- Overall results
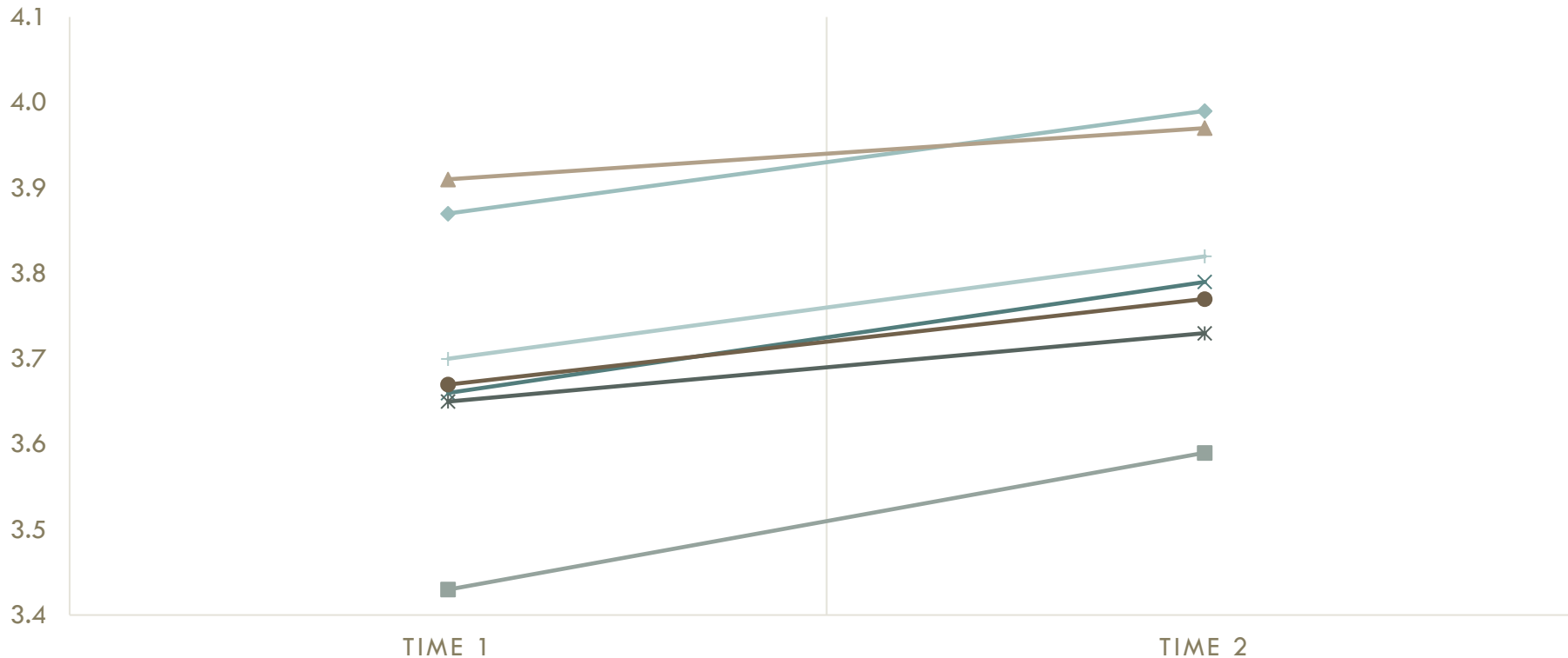- Time-based effects
- Type of intervention
- Conclusion

I(A). ARTPP REASSESSMENT DATA

CHANGES IN MEANS OF VARIABLES BETWEEN T1 & T2

Legend: Team Objectives, Team Reflexivity, Team Interdependence, Team Role Clarity, Team Conflict, Team Innovation, Team Communication
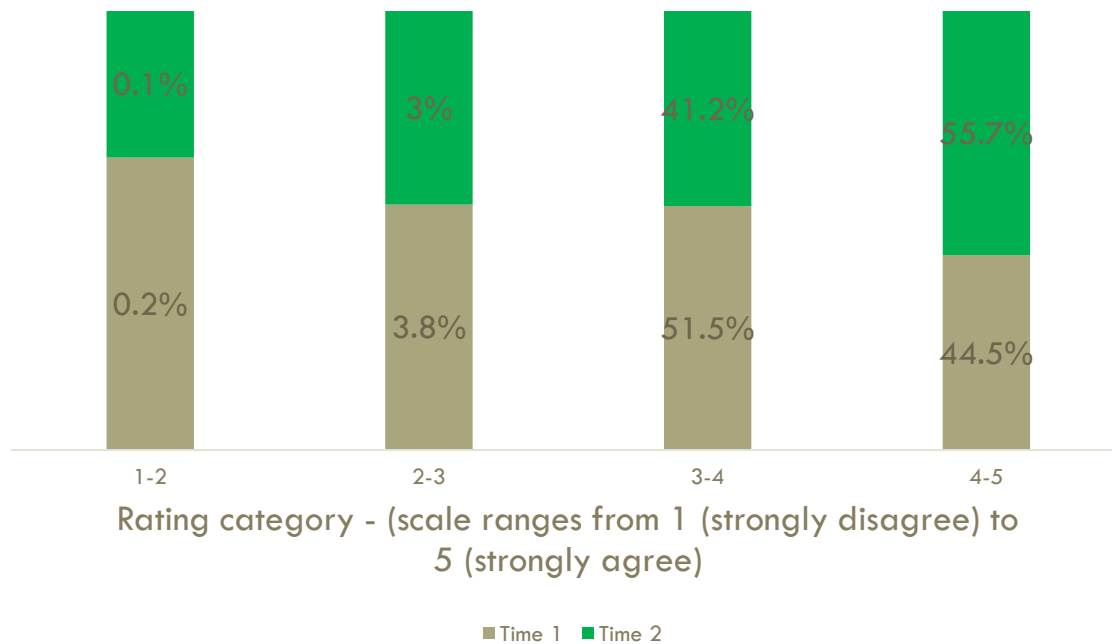
<u>Significant increase (i.e., the results are unlikely to be explained by chance but are likely due to the intervention)</u> in the mean of all key variables post engaging with AOD interventions or material.
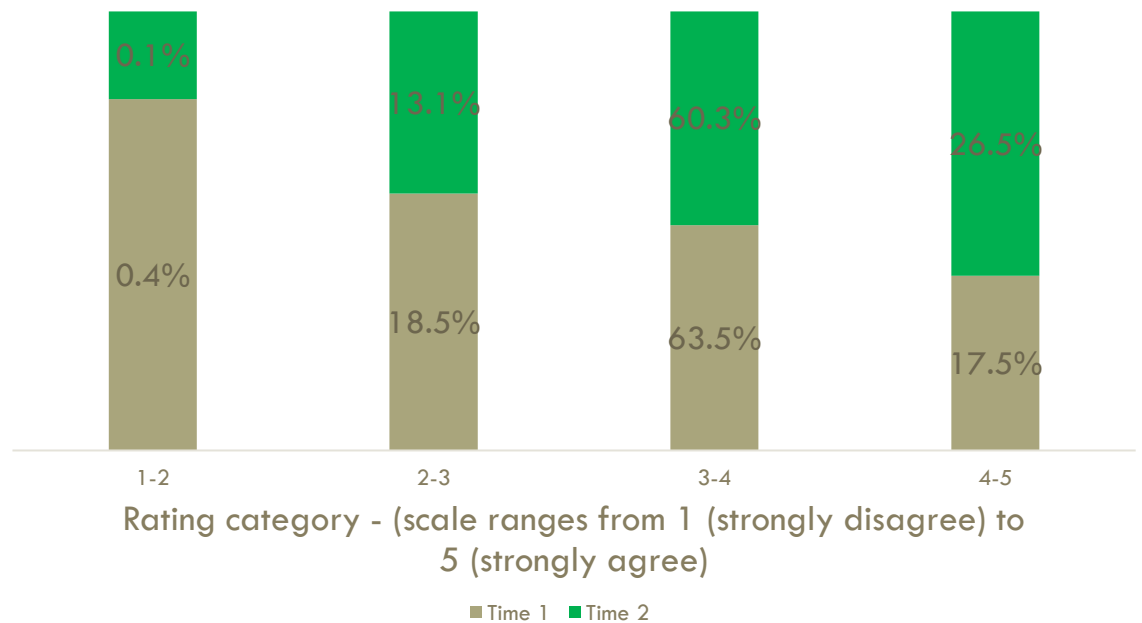
I(A). ARTPP REASSESSMENT DATA: TEAM PROCESSES

An upward distribution of scores (**primarily to the 4-5 category**) is observed for all variables

**DISTRIBUTION OF RATINGS OF TEAM OBJECTIVES - T1 & T2**

Rating category	1-2	2-3	3-4	4-5
Time 2	0.1%	3%	41.2%	55.7%
Time 1	0.2%	3.8%	51.5%	44.5%

Rating category - (scale ranges from 1 (strongly disagree) to 5 (strongly agree)

Time 1   Time 2

DISTRIBUTION OF RATINGS OF TEAM REFLEXIVITY - T1 & T2

Rating category	1-2	2-3	3-4	4-5
Time 2	0.1%	13.1%	60.3%	26.5%
Time 1	0.4%	18.5%	63.5%	17.5%

Rating category - (scale ranges from 1 (strongly disagree) to 5 (strongly agree)

Time 1   Time 2

I(B). ATPI REASSESSMENT DATA

CHANGES IN MEANS OF VARIABLES BETWEEN T1 & T2

Legend:
- Team Objectives
- Team Reflexivity
- Team climate
- Team Autonomy
- Team Feedback
- Team Communication
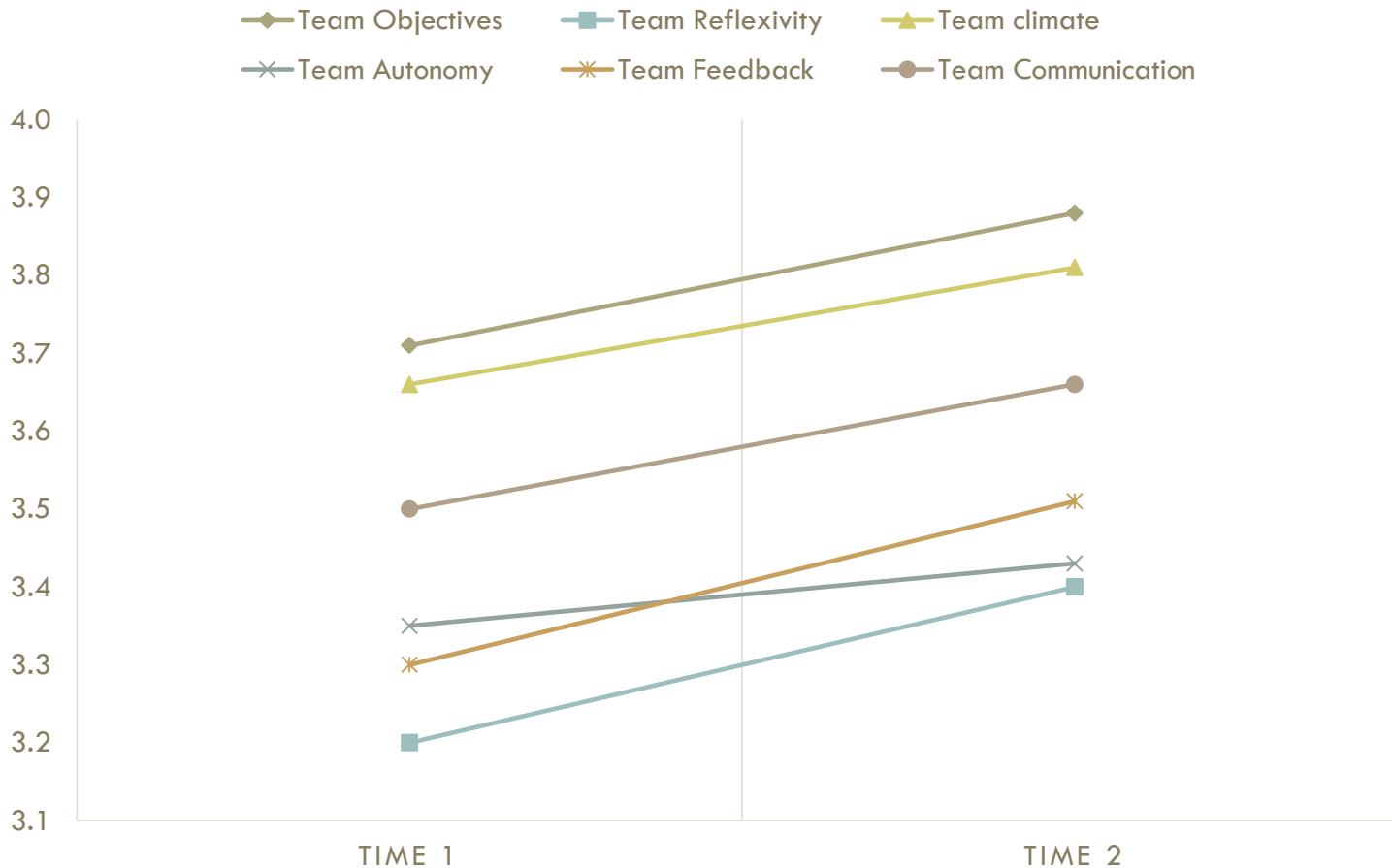
The reassessment data clearly reflects <u>a significant increase</u> in the mean of key variables post the AOD intervention/support. This indicates that teams rated key team processes **significantly higher** after they had the intervention.

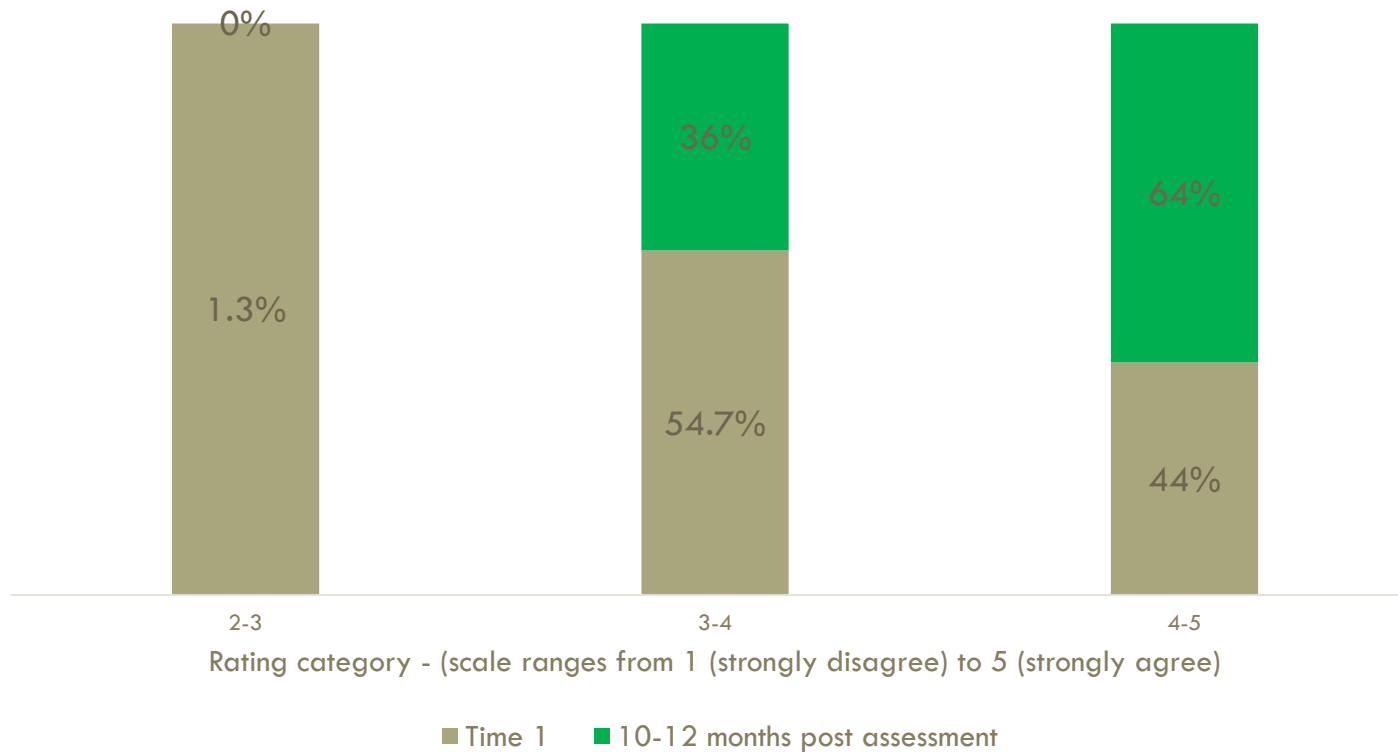# II. ARTPP: A DEEPER LOOK AT THE RESULTS: TIME AFTER INTERVENTION/ENGAGEMENT

CHANGES IN MEAN OF VARIABLES POST AOD INTERVENTION

■ Team Objectives ■ Team Reflexivity ■ Team Role Clarity ■ Team Innovation
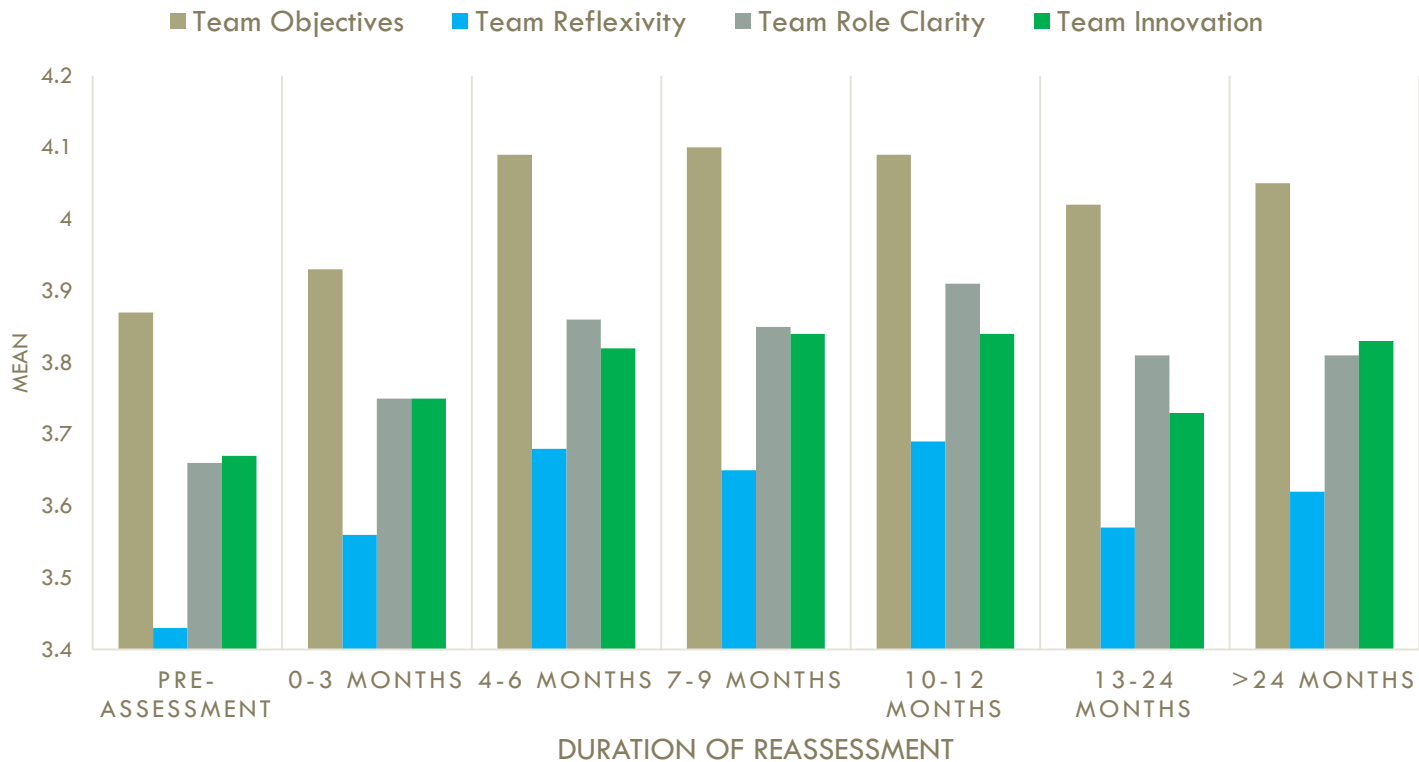
We note a **significant positive increase** when reassessment is **between 4 months and 12 months** of intervention. It is worth noting that effects remain strong even after 24 months
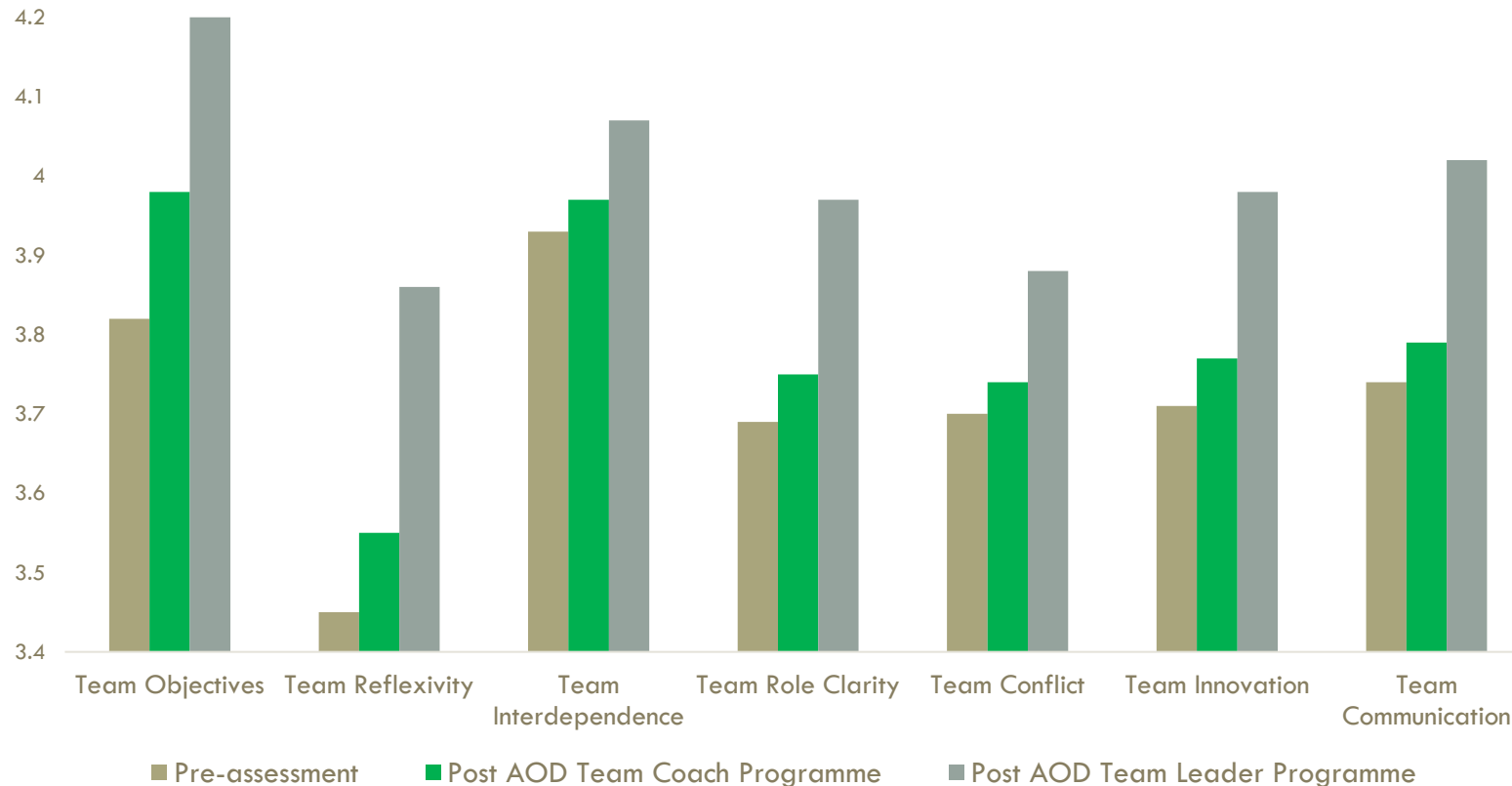
II. ARTPP: TIME AFTER INTERVENTION/ENGAGEMENT (TEAM OBJECTIVES)

DISTRIBUTION OF RATINGS OF TEAM OBJECTIVES - T1 & 10-12 MONTHS POST ASSESSMENT

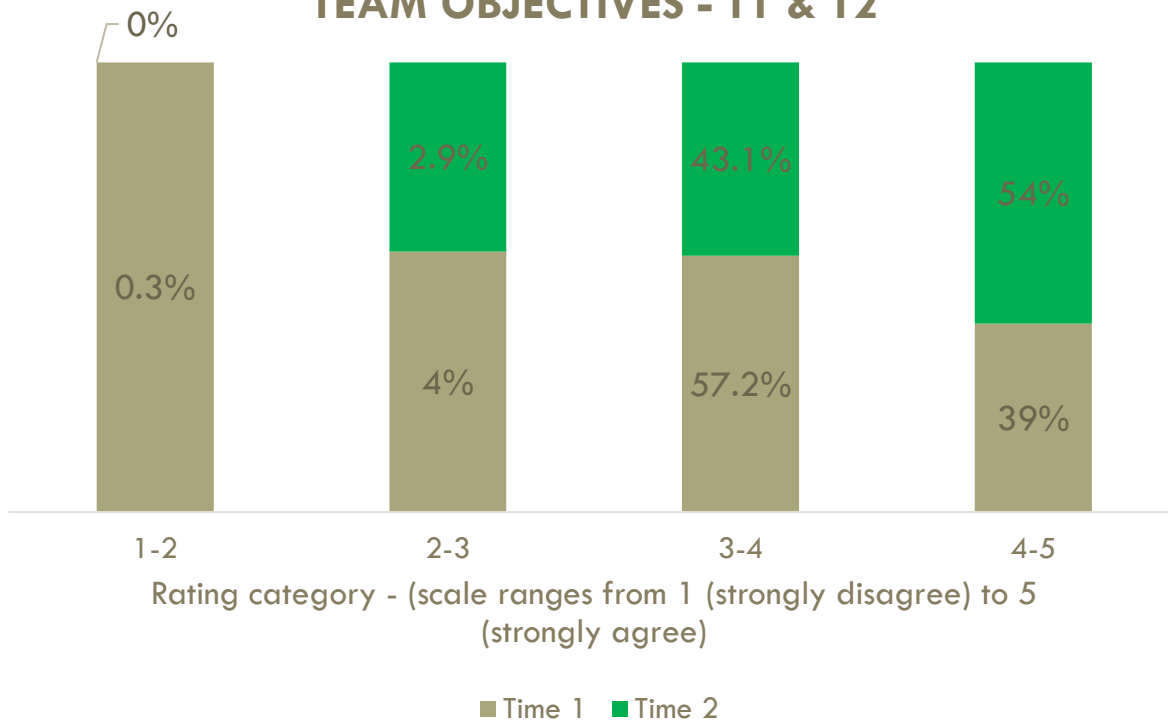Rating category - (scale ranges from 1 (strongly disagree) to 5 (strongly agree)

■ Time 1   ■ 10-12 months post assessment

III. ARTPP: TYPE OF INTERVENTION

CHANGES IN MEAN OF VARIABLES POST TYPE OF AOD INTERVENTION

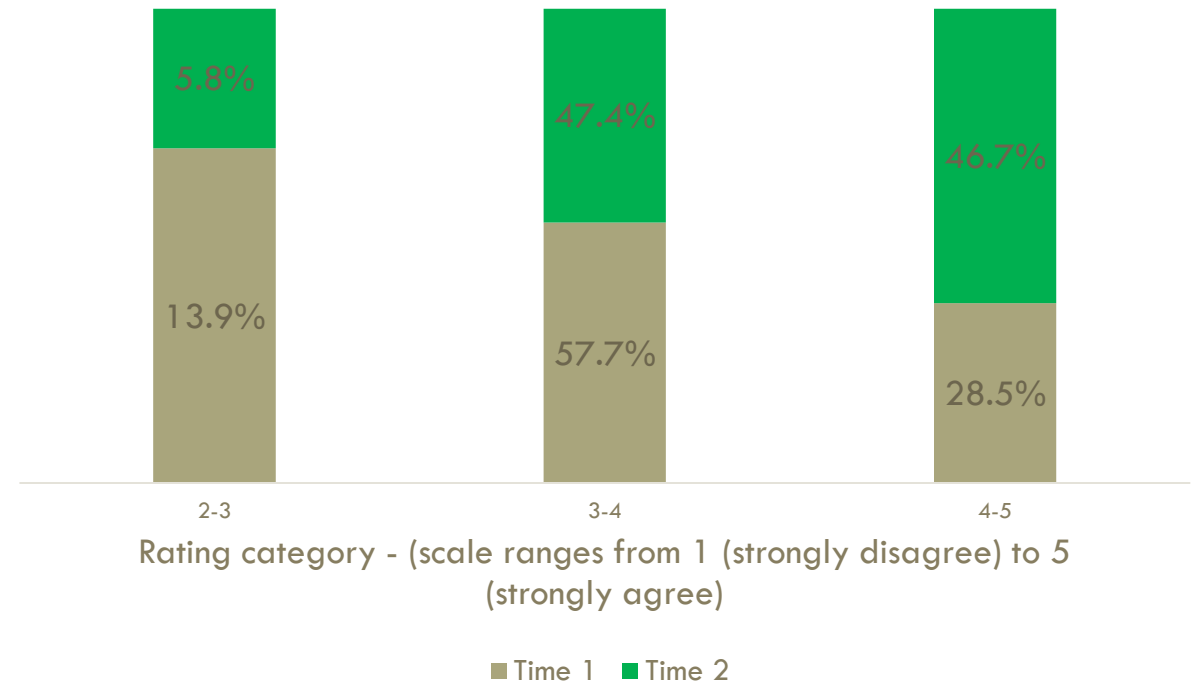Legend: Pre-assessment | Post AOD Team Coach Programme | Post AOD Team Leader Programme

This data considers select programmes run by AOD and shows the difference in means where pre and post assessment data is provided ($N = 688$ teams). Overall, a clear pattern is observed where the **mean of variables is higher after all AOD interventions.**

III(A). ARTPP — AOD INTERVENTIONS: TEAM PROCESSES

**TEAM COACH - DISTRIBUTION OF RATINGS OF TEAM OBJECTIVES - T1 & T2**

- 1-2: 0% / 0.3%
- 2-3: 2.9% / 4%
- 3-4: 43.1% / 57.2%
- 4-5: 54% / 39%

Rating category - (scale ranges from 1 (strongly disagree) to 5 (strongly agree)

Time 1 Time 2

TEAM LEADER - DISTRIBUTION OF RATINGS OF TEAM REFLEXIVITY - T1 & T2

- 2-3: 5.8% / 13.9%
- 3-4: 47.4% / 57.7%
- 4-5: 46.7% / 28.5%

Rating category - (scale ranges from 1 (strongly disagree) to 5 (strongly agree)

Time 1 Time 2

III(A). ARTPP – TEAM COACH: TIME AFTER INTERVENTION/ENGAGEMENT (TEAM OBJECTIVES)

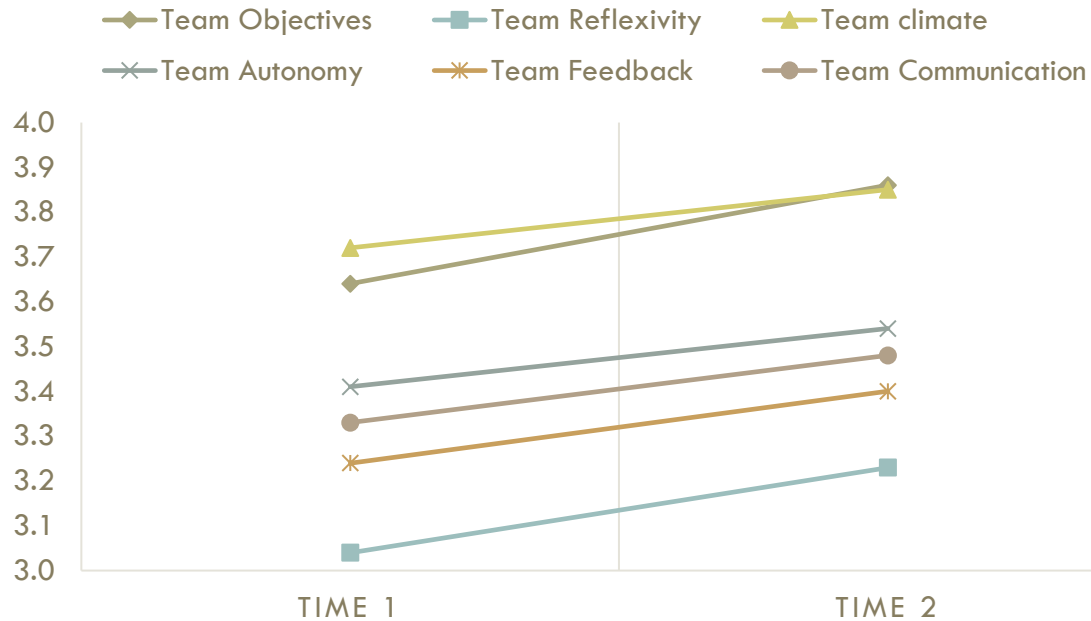**DIFFERENCE IN MEAN OF TEAM OBJECTIVES BETWEEN T1 & T2**
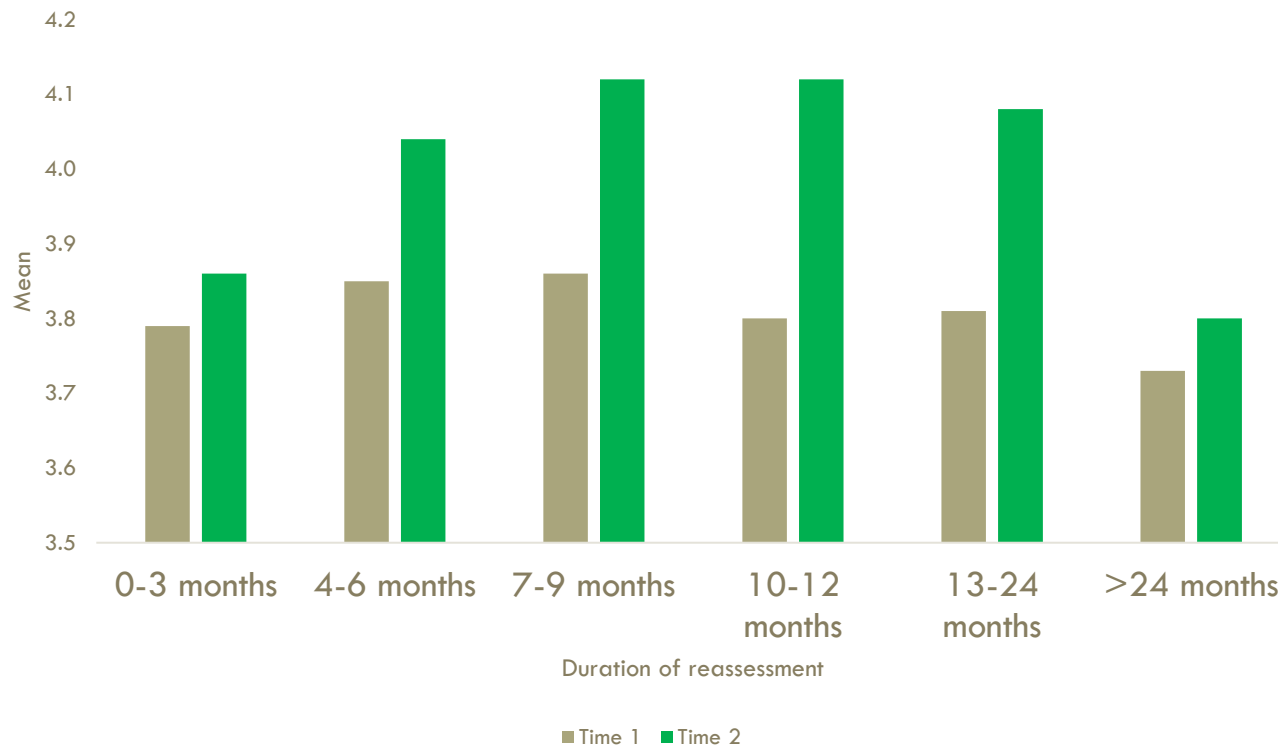
There are differences in the mean across all categories but the difference is **much more stronger between 4 & 24 months period of reassessment.**
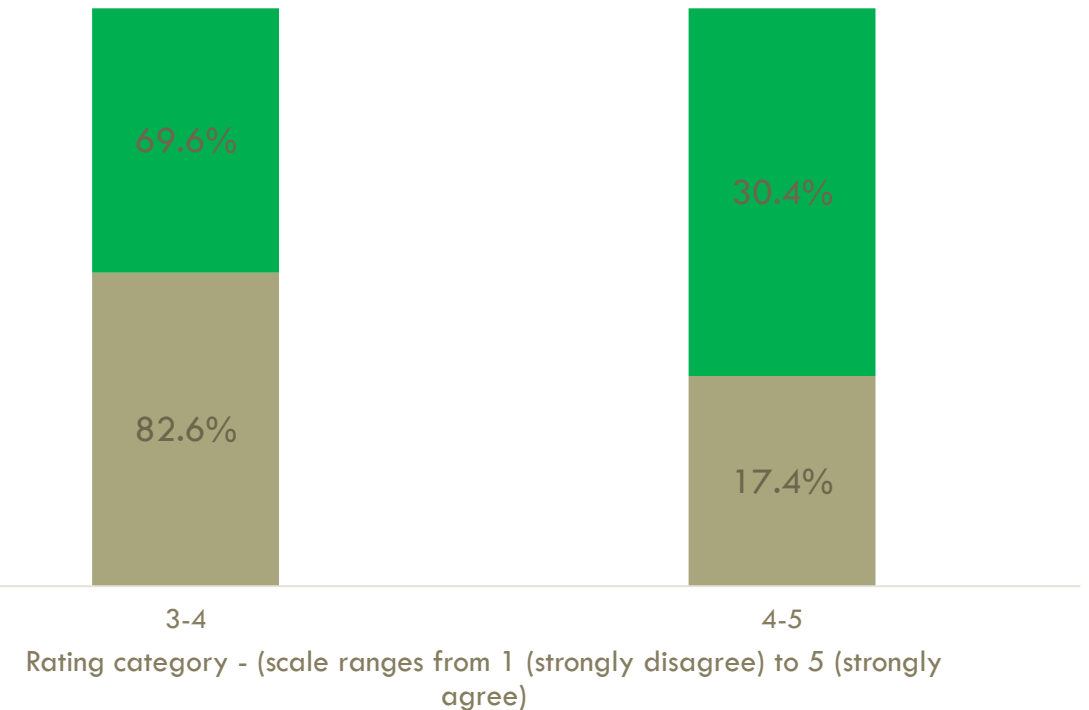
Note that the majority of organisations (n = 101) assessed between 0-3 months

III(B). ATPI -AOD DIRECT INTERVENTION: GENERAL ASSESSMENT OF KEY VARIABLES

CHANGES IN MEANS OF VARIABLES BETWEEN T1 & T2

- Team Objectives
- Team Reflexivity
- Team climate
- Team Autonomy
- Team Feedback
- Team Communication

DISTRIBUTION OF RATINGS OF TEAM OBJECTIVES - T1 & T2

69.6%
82.6%
30.4%
17.4%

Rating category - (scale ranges from 1 (strongly disagree) to 5 (strongly agree)

- Time 1
- Time 2

IV. CONCLUSION: SUMMARY OF RESULTS

❖In line with research evidence, teams who are well supported do well!

❖Overall, teams who had *any* intervention did well after the intervention. And we have evidence that those who had AOD interventions significantly improved on all team processes – as evidenced in the **increase in the number of responses in the 4-5 category**

❖All team processes **improved** post intervention

❖There are notable increases in the assessment of team processes **over the course of a year after an intervention,** and even longer after that (but we need more teams assessing at ~24 months

❖We can be confident about the quality of this data because the tools are **reliable** and **valid**

Thank you for listening.
Any questions?

From theory to practice applying the Affina approach

AOD | Affina Organisation Development

My world with teams…

- OD Lead in NHS for 20 years
- Working in public sector across the system, including social care & housing
- Academic role at different Universities
- Commercial clients nationally

- Working as an Affina associate

So what?

- Teams and Teaming is the future in different systems

- We can work well in teams – and really badly

- Every team is different

- We have no time and resource to think about this

- Development needs to be **meaningful** and delivers
   results

Where the Team Journey has helped…

- Within a new-build for a hospital

- Working across the system on discharge process

- During change

- Team-led team development

- Leadership teams and wider teams

- Manager induction

- Preparation for recomissioning

Using the Team Journey practically…

Structure

- Identity
- Objectives
- Role clarity

Process

- Decision making
- Communication
- Constructive debate

Inter-personal difference / behaviour

- Operating principles
- Team climate
- Communication skills
- Reflexivity

What happened…

- Completed the initial diagnostic and designed the programme together
- We built the learning into their team meetings
- Reviewed the leadership team structure and involved Team Leaders in this
- Considered how messages were communicated across the service
- Individual and collective expectations were addressed
- Examined the relationships across their team community
- Processes were improved, changed or ditched
- The service was recommissioned

Why the approach worked…

- The strength of the evidence-base

- We developed a team-led programme - it's not an A-Z process.

- The team worked as enablers and there was a sure sense of collective leadership

- It was manageable and not overwhelming

- We had the data – and the chance to gain more as we went through the journey

- It delivered tangible and practical results that were meaningful for the team

- Increased trust and psychological safety in the team

- Help and timely support from the Affina core team

Some things to consider…

"But we don't have time for this!"

Any questions?