



People Promise



EMPOWERING TEAMS FOR SUCCESS



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EMPOWERING TEAMS FOR SUCCESS

WORKSHOP KEY QUESTIONS

- When it comes to teams experiencing challenges within their **relationships**, **identity** and **purpose**, how as OD practitioners do you support teams to help improve team cultures and effectiveness?
- How can you **empower** teams to take **ownership** for their development journey?
- How can you **supersize** your approach to team development to make a real and lasting impact?



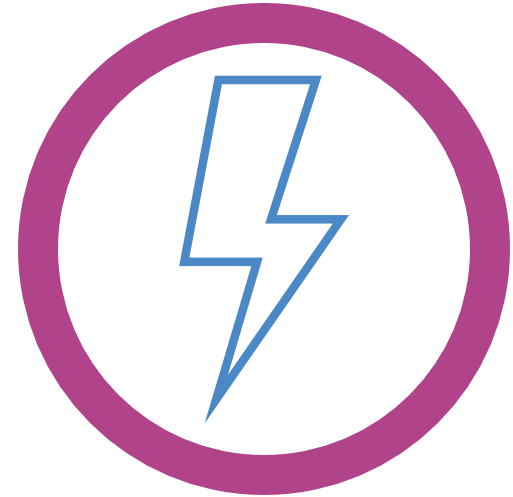
CONVERSATION 1

IDEAS STORM

In pairs discuss -

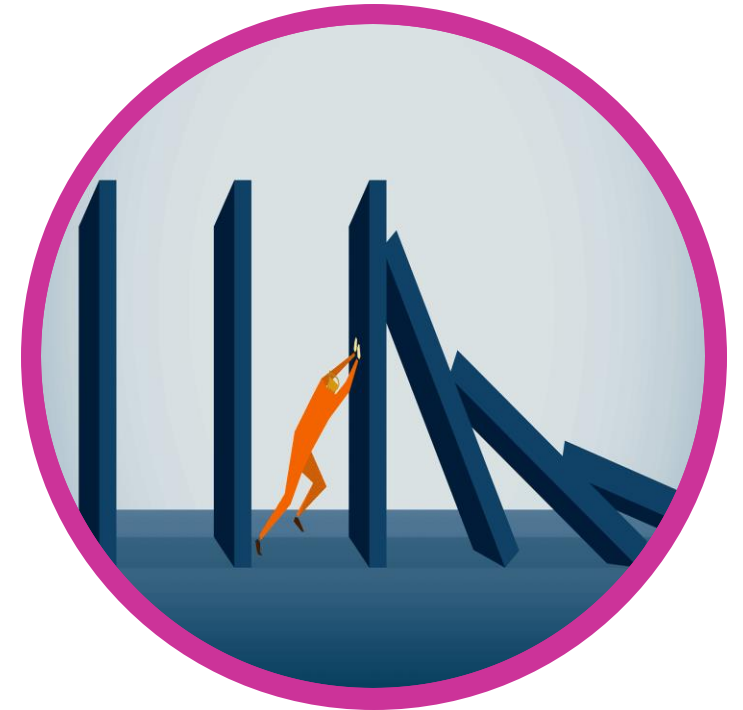
What are the most common team development issues you see?

- What interventions or team development activities do you find you use the most?
- What might you cover in team away days?



CHALLENGES

- Lack of OD capacity / Volume of requests
- Time it takes to create individual interventions
- Lack of consistency in approaches
- Lack of impact measures (Short term/Long term)
- Team Leaders not taking ownership of the problem
- Difficulty to move a team forward when OD steps out
- Getting to the root cause of issues
- Revolving door – Same teams, same problems



CONVERSATION 2

EXPLORING

On each table we are going to look at three common areas of team development and explore our approaches as practitioners

- Team Purpose
- Team Communication / Ways of working
- Team Challenges/Relationships (Elephants)



**TEAM
PURPOSE**



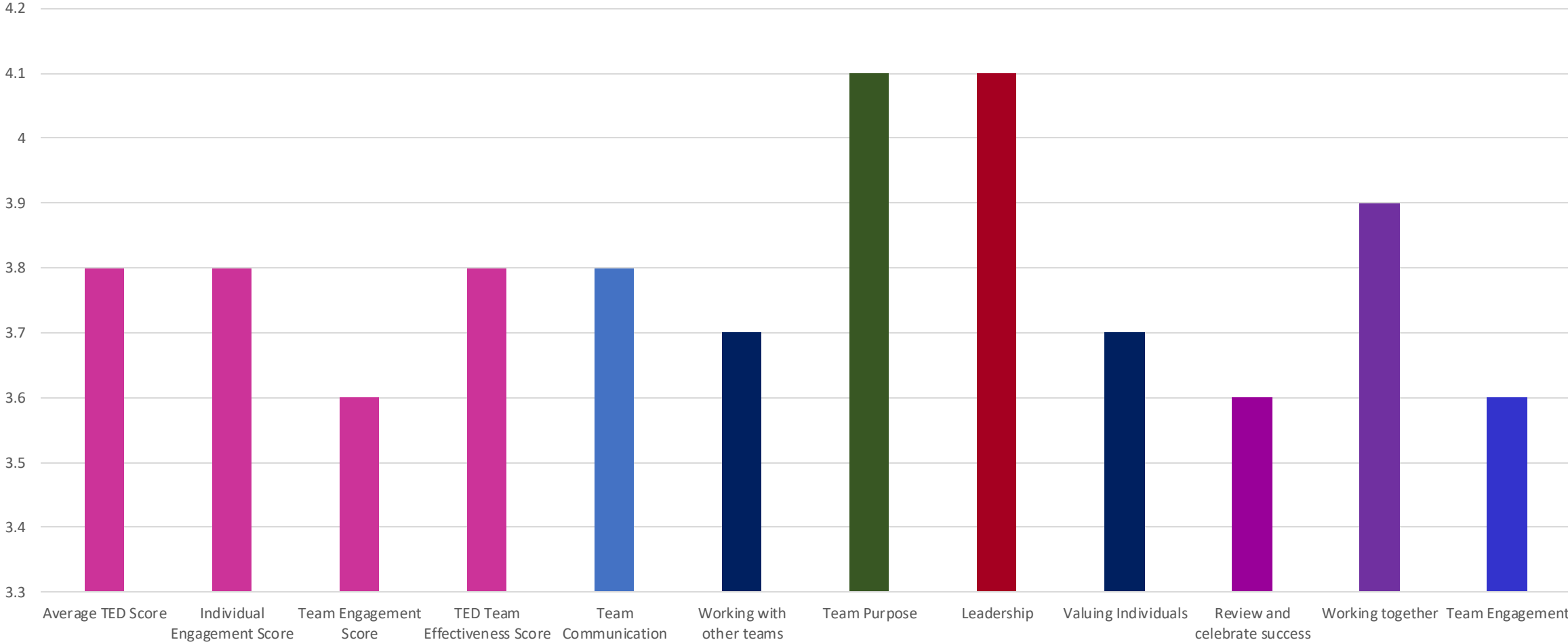
ENGAGEMENT



**WORKING
TOGETHER**

TEAM DEVELOPMENT – WHAT FACTORS COUNT?

Levels of Engagement - TED Factors 2023 – Lancashire Teaching Hospitals



SHARING LEARNING

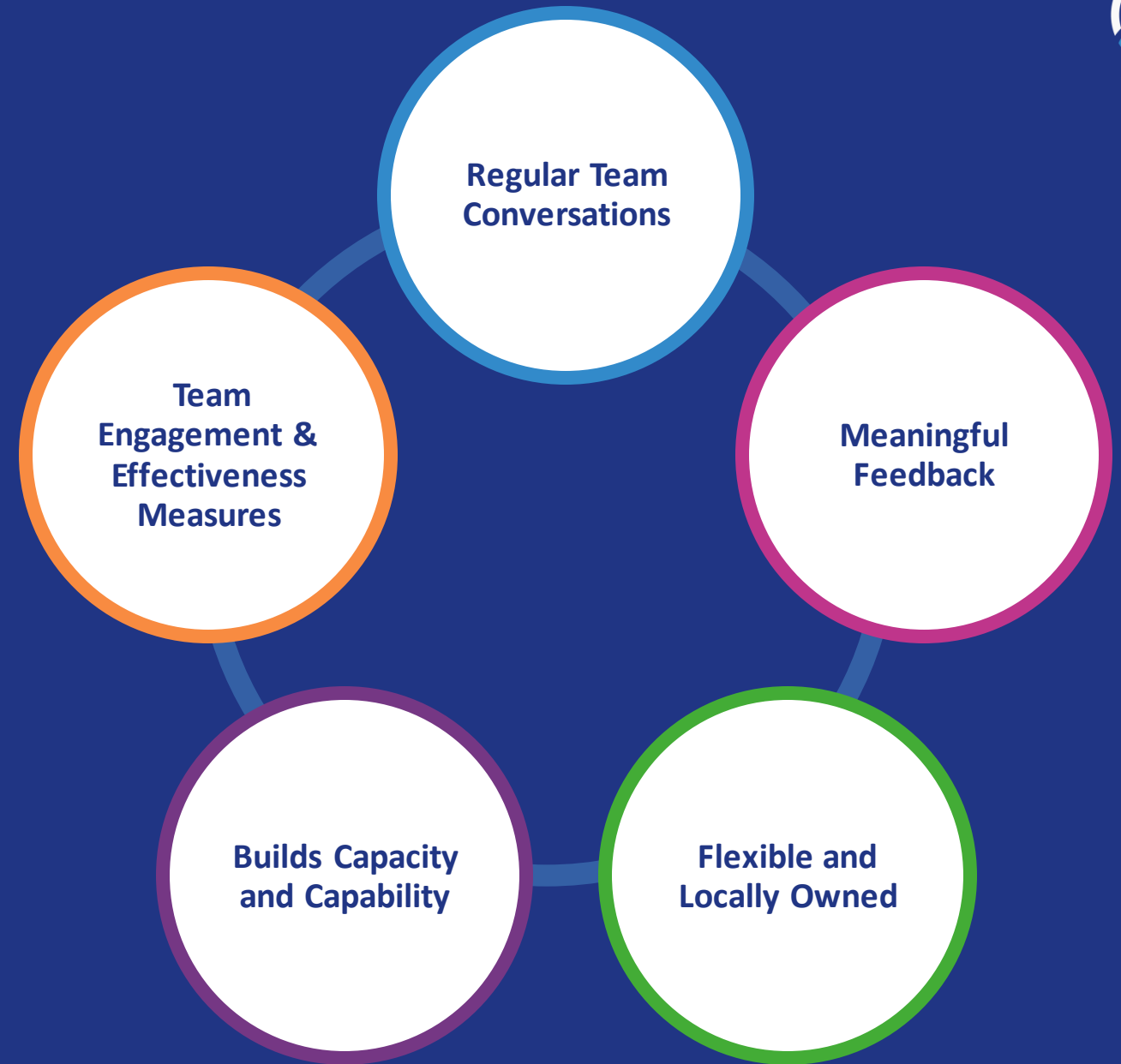
DOING THINGS DIFFERENTLY



TED®
TEAM ENGAGEMENT
& DEVELOPMENT

**DOING THINGS
DIFFERENTLY**

**‘HOW CAN YOU
EMPOWER TEAMS TO
TAKE OWNERSHIP
FOR THEIR
DEVELOPMENT
JOURNEY?’**



WHAT BENEFITS HAVE WE SEEN?

TEAM	TEAM LEADER	ORGANISATION	ORGANISATIONAL DEVELOPMENT
Empowers team members and gives them a voice	Structured framework to work through	Standardised approach to measure engagement	Resources for OD to use in leadership development, coaching conversations, culture change, strategy development work
Places team members at the centre of decision making	Provides a toolkit for managing high performance	Organisational intelligence at a team level	Builds capability of new OD colleagues
Supports team based reflection and improvement	Helps you to engage your team	Ability to align to other organisational priorities	Data to prove impact, volume, outcome and progress
Tools to support team members own development	Builds leadership capability and understanding of responsibilities	Improved patient outcomes and improved staff satisfaction	

THE DIAGNOSTIC

HOW TED WORKS

- » Team engagement score
- » Team effectiveness score
- » Individual engagement score
- » Scores split by 8 factors which define high performing teams
- » RAG rated
- » Shows range of scores for items
- » Free text comments
- » Instant reports delivered on a self service basis





COMMUNICATION



LEADERSHIP



VALUING INDIVIDUALS



**WORKING WITH OTHER
TEAMS**



**REVIEWING &
CELEBRATING SUCCESS**



TEAM PURPOSE



WORKING TOGETHER

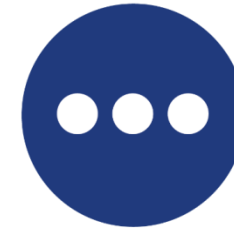


ENGAGEMENT

What makes you proud to be part of this team?

If we could do one thing to improve how we work as a team, what would it be?

TED PROCESS - FOR LEADERS



1	2	3	4	5	6	7	8
Attend half day training session	Leader briefs their team and sets up their team diagnostic survey	Team members complete a short TED tool survey	Team Leader downloads results and attends drop-in session for advice	Leader facilitates team session using resources and creates action plan	Potential bespoke support via OD team coach	Implement action plan	Run team development exercises as needed

...and repeat (recommend every 6 or 12 months)

SHARING LEARNING

**HOW CAN YOU SUPERSIZE
YOUR APPROACH TO
TEAM DEVELOPMENT TO
MAKE A REAL AND
LASTING IMPACT?**



HOW WE SUPERSIZED OUR APPROACH

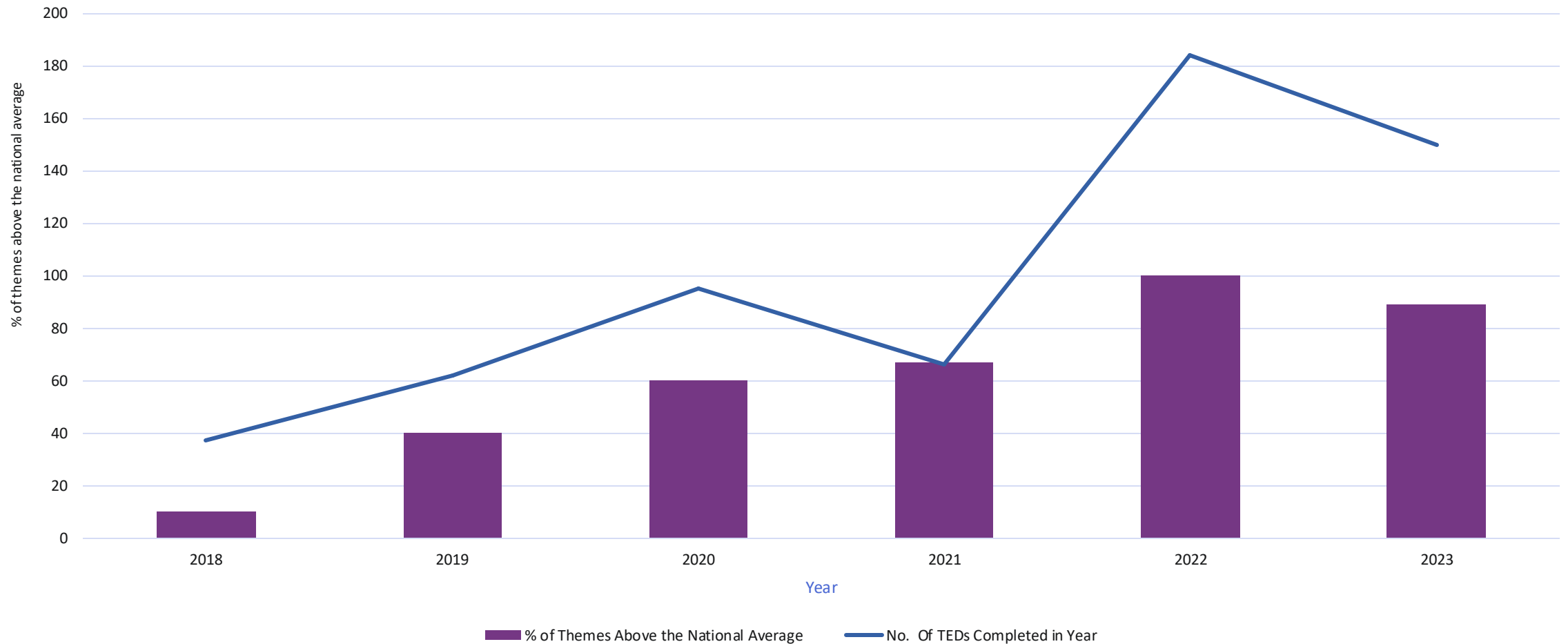
- **Local Ownership** – We've used TED to push ownership for staff satisfaction and experience down, so it is everyone's job.
- **Team Level** – Focusing at team level using TED is enabling us to see organisational wide impact via NSS.
- **Frequency of Training** - Regular TED team leader training helped us to embed and scale TED
- **Communication** – Regular and consistent communication about TED across a range of channels and asking others to advocate for you.
- **Alignment** – we've seen the importance of aligning colleague experience and team engagement into everything we do, then keep at it.
- **Integration** - Get others to help us and nudge the importance of using TED, through integrating TED into their strategic priorities.
- **Reporting** – monthly internal reporting has kept us focused.
- **Don't give up** - we need to constantly evolve our approach to colleague engagement and embedding solutions.



RELATIONSHIPS MATTER...

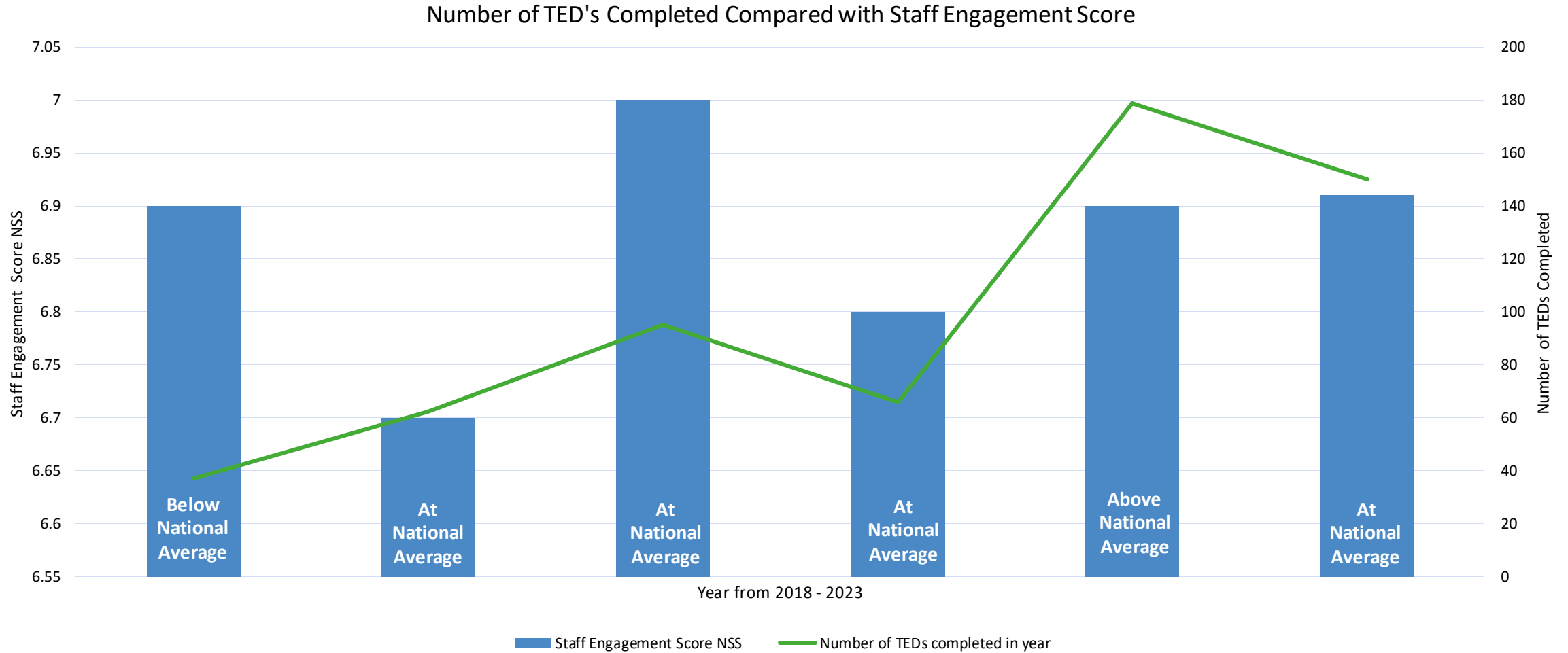
NUMBER OF TEDS COMPLETED AND % OF THEMES ABOVE THE NATIONAL AVERAGE

Proportion of TEDs completed compared with % of Themes above the National Average



RELATIONSHIPS MATTER...

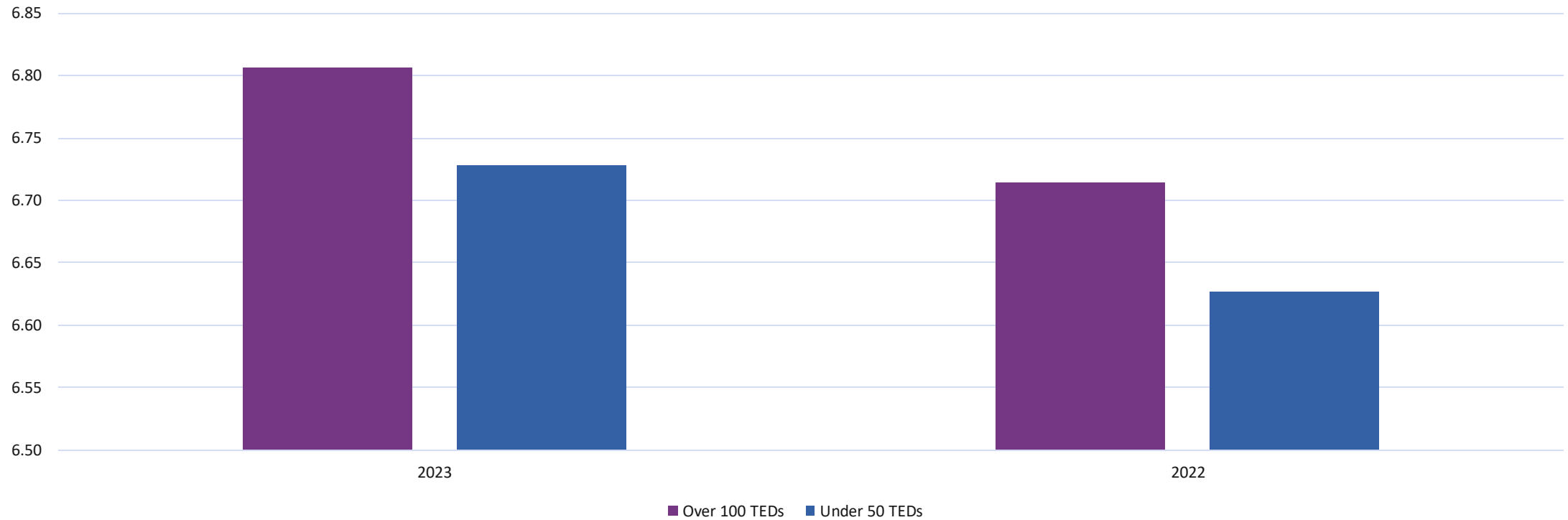
NUMBER OF TEDS COMPLETED AND LEVELS OF STAFF ENGAGEMENT



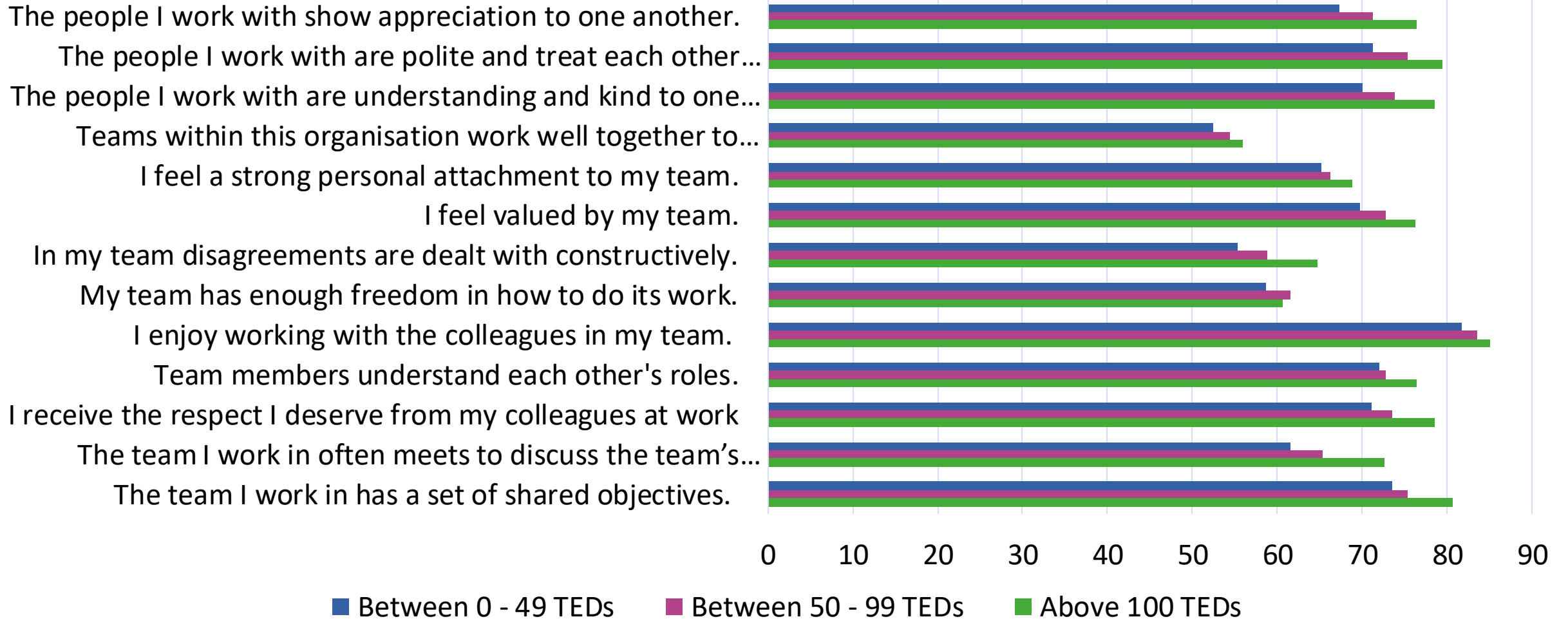
RELATIONSHIPS MATTER

VOLUME OF TEAM DEVELOPMENT COMPARED WITH 'WE ARE A TEAM' SCORES

RELATIONSHIP BETWEEN NUMBER OF TEAM INTERVENTIONS AND 'WE ARE A TEAM' PEOPLE PROMISE ELEMENT IN NSS (2023 DATA SET)



RELATIONSHIP BETWEEN NUMBER OF TEAM INTERVENTIONS AND NSS TEAM WORK ITEMS



TEAM DEVELOPMENT SWEET SPOT?

- Find your organisations team **tipping point** to deliver improved organisational level improvements.
- **More** structured team development delivers **bigger differences** to 'We Are a Team'.
- Team members **engage at a team level first** before the organisation, get the focus at team level right to bring about organisational improvements.
- Potential relationship between investing in supporting teams to have a common purpose, improving how they work together and leadership approach delivers improved NSS results.
- **Empowering team leaders** to 'have a go' at developing their team, delivers wider benefits (increased line manager effectiveness) that team development delivered via OD alone.





People Promise



TED TEAM STORY

SOMERSET UNIVERSITY

NHS FOUNDATION TRUST

- Support Team Development
- Improve retention
- Financial savings

MSK PHYSIOTHERAPY SERVICE

- Somerset have been using TED for 2 years as part of a national pilot in partnership with NHS England
- The local management team fully engaged with TED completing 36 TEDs within 18 months
- Used as part of a continuous improvement approach, providing feedback, taking forward actions and repeating TED to see team effectiveness scores have improved across their departments



“
 We have found TED so useful in being able to; A: Bring our team back together & B: Chart our own development based on what us as a Team want.
 ”

Amie Johnstone
 Locality Lead



MSK PHYSIOTHERAPY SERVICE

What did you want to gain from TED?

'I was hoping that we could gain some feeling of taking charge...or being positive about our situation and that we could do something about it.

I knew that TED was going to be no silver bullet, but I did feel that this was something that gave people a voice – that they felt listened to – and that they would identify some solutions to help them in their roles.

I was hoping that they would see this as 'their thing' rather than a management thing.'

How did you use TED?

'TED allowed us to explore what this felt like and look at ways in which we could bring ourselves back together as a Team and give us the opportunity to look at ways in which we could become closer. It was important that we felt supported by each other.

Although I could gauge overall feeling within the team, I wanted total honesty and a true reflection of feelings. Without TED I don't see how this could have been achieved.'

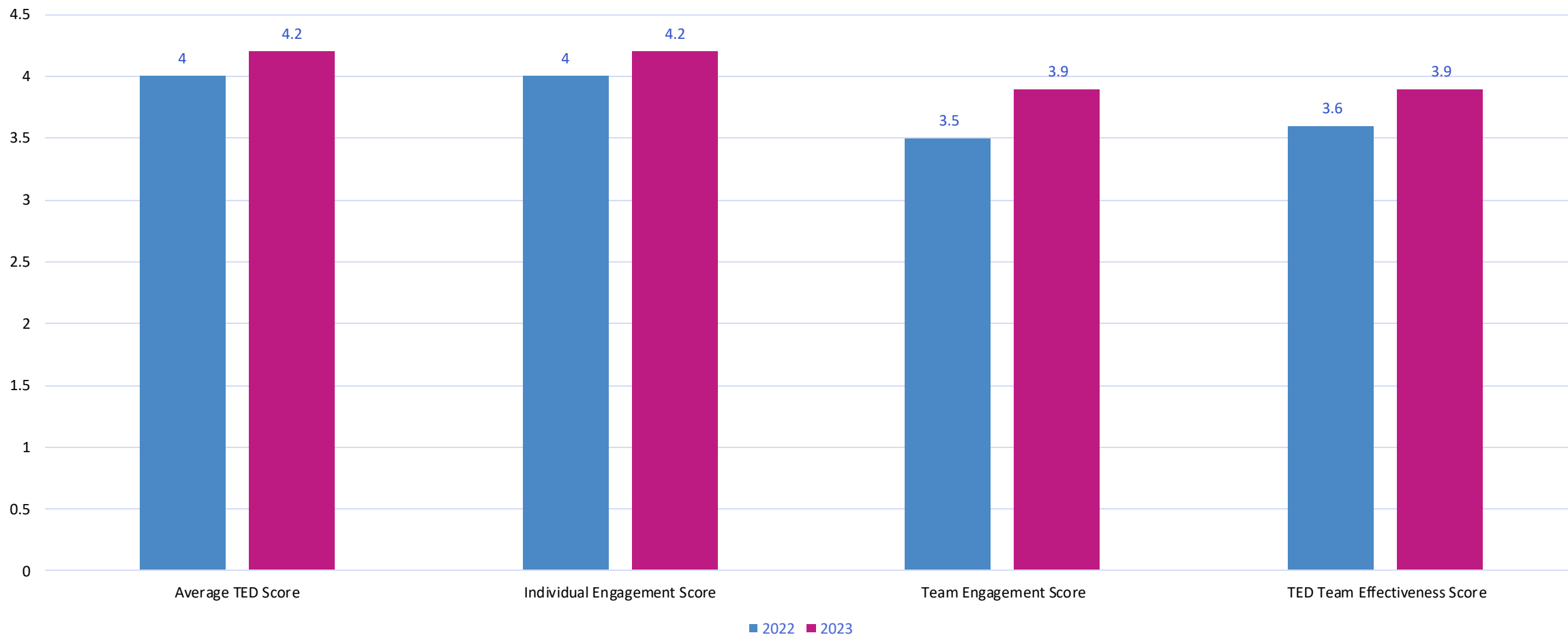
“

It's not always the big things that people want...sometimes the little things can have such a big impact.

Amie Johnstone
Locality Lead

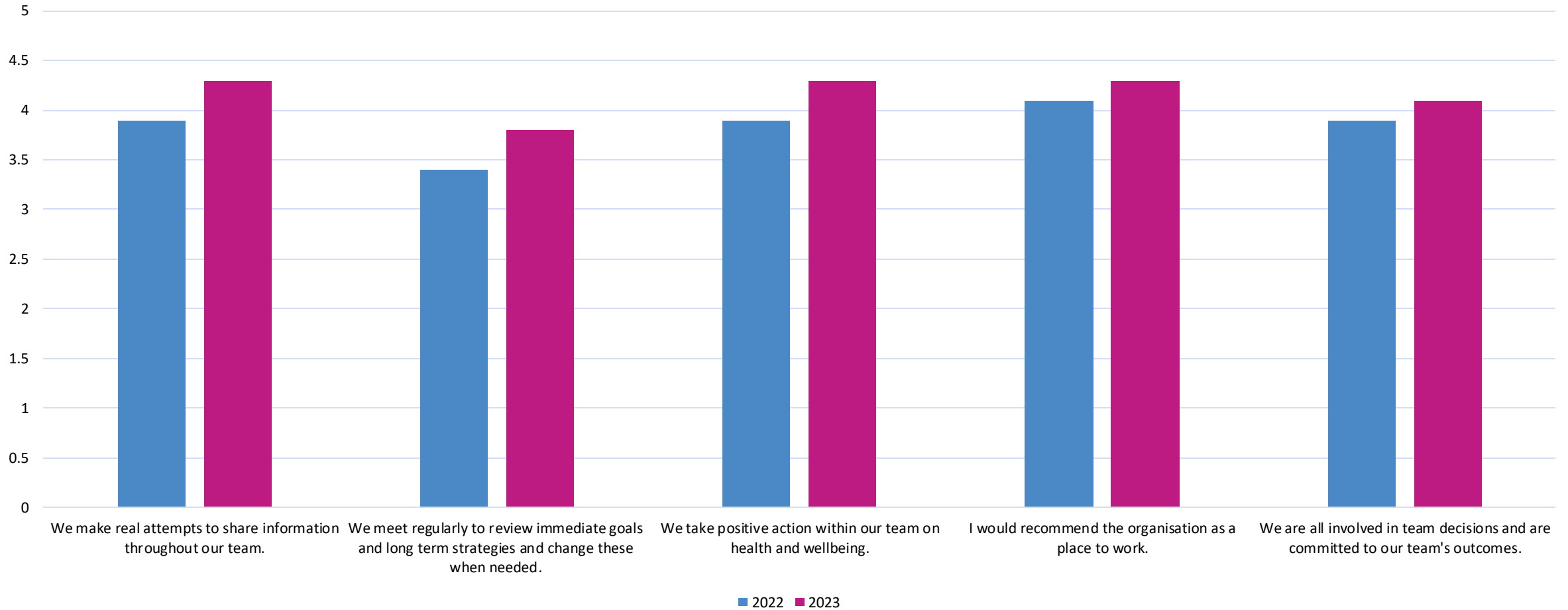
MSK PHYSIOTHERAPY SERVICE

MSK Physiotherapy Community Team - TED Headline Results



MSK PHYSIOTHERAPY SERVICE

MSK Physiotherapy Community Team - TED Results



MSK PHYSIOTHERAPY SERVICE

	Date	Rolling Sickness Absence	Average FTE (Exc Jr Drs)	Leavers FTE (last 12 months)	Turnover	Current FTE
1 year prior to first TED	Apr-21	2.6%	85.20	14.10	16.6%	87.0
Point of starting TED	Apr-22	4.4%	88.20	14.81	16.8%	88.55
Last TED report generated	Jan-24	3.2%	88.23	9.07	10.3%	90.63

The team have reported a savings of **£18,060**



CONVERSATION 3

REFLECTIONS

With the person next to you...

- How as a practitioner could you transform your OD approach to empower teams?
- How could 'letting go' enable you to supersize your approach to make more impact?
- What's getting in the way?



THANK YOU!



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WANT TO KNOW MORE?

Please come and speak with us to find out more or see a demo of our TED Tool



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Deputy Chief People Officer,
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Lee Hunt

Organisational Development
Practitioner (TED Lead), Lancashire
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Samantha Kenny

Head of Organisational
Development Programmes,
Lancashire Teaching Hospitals

Print for table activities

TABLE 1

TEAM PURPOSE

1. What do you do with teams to help a team to understand their team purpose?

Round Robin to share an idea

2. Team Development Conversations: Share TED Resource 'Team Canvas'

Explore how this tool – how it could support teams - could they see team leaders being able to have a team conversation using this?

3. Amazing if...

Wouldn't it be amazing if... all teams had a team canvas conversation once a year...

Wouldn't it be amazing if... team leaders were holding the pen and running this activity instead of you

Wouldn't it be amazing if... You had time to help the teams who really needed it

Question: What would you need to put in place to enable managers to do this for themselves?



TEAM PURPOSE

TABLE 2

WAYS OF WORKING

1. What do you do with teams to help a team to develop their ways of working?

Round Robin to share an idea

2. Team Development Conversations: Share TED Resource 'Developing Operating Principles'

Explore how this tool – how it could support teams - could they see team leaders being able to have a team conversation using this?

3. Amazing if...

Wouldn't it be amazing if... all teams had a conversation about their ways of working once a year...

Wouldn't it be amazing if... team leaders were holding the pen and running this activity instead of you

Wouldn't it be amazing if... You had time to help the teams who really needed it

Question: What would you need to put in place to enable managers to do this for themselves?



WORKING TOGETHER

TABLE 3

TEAM CHALLENGES ‘ELEPHANTS’

1. What do you do with teams to help a team to discuss their ‘elephants in the room’?

Round Robin to share an idea

2. Team Development Conversations: Share TED Resource ‘What’s getting in the way?’

Explore how this tool – how it could support teams - could they see team leaders being able to have a team conversation using this?

3. Amazing if...

Wouldn't it be amazing if... teams could bring out in the open and talk constructively about their ‘elephants’
Wouldn't it be amazing if... team leaders were holding the pen and running this activity instead of you
Wouldn't it be amazing if... You had time to help the teams who really needed it

Question: What would you need to put in place to enable managers to do this for themselves?



ENGAGEMENT

EMPOWERING TEAMS FOR SUCCESS

Feeling jaded by 'team away days'?
Want to think about how you could supersize your approach
to team development to make a real and lasting impact?
This fast paced, interactive session will focus in on the core
factors that drive up team effectiveness and engagement.
Helping you empower teams to take ownership for their
development journey.



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