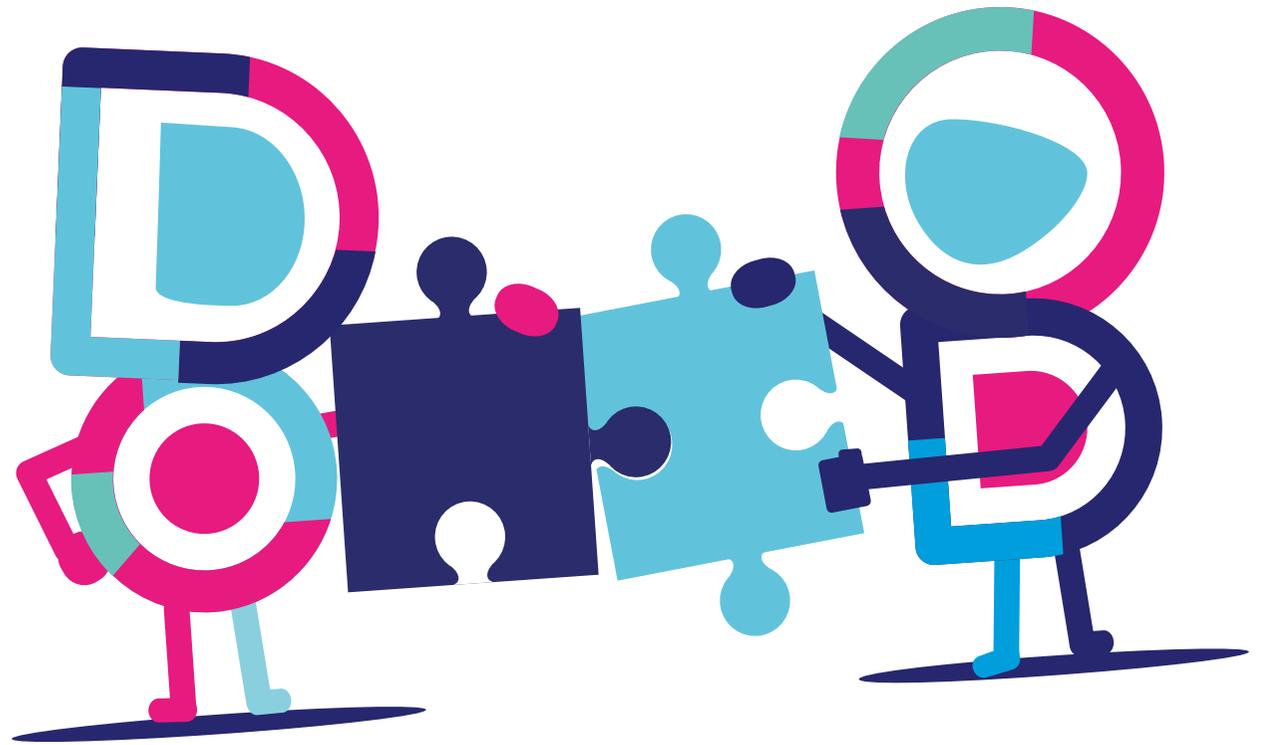




**ORGANISATION
DEVELOPMENT**

TEAM Toolkit

Updated 2021



Welcome

Welcome to our updated TEAM toolkit! As part of the 2021 update, we have added a section on **team resilience and health and wellbeing** to help support you through the COVID-19 pandemic and beyond.

The following sections contain links and resources that will be useful to you when working with teams. They also illustrate the contribution that good team working can make to the delivery of compassionate patient care.

If you work in a team, lead a team, want ideas to make your team work better, or are looking for ways to overcome difficulties in your team, then this resource is for you.

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 develop and promote good teamwork within your workplace.

Motivation

A list of links to further information to inspire, stimulate and educate.

Effective team working through a crisis: resilience and team health and wellbeing

As part of the 2021 update to this toolkit, we have added links to tools and resources that will help with effective teamworking in today's 'new normal' - how you can support your team through a global crisis, how you can work together virtually, and how you can ensure staff wellbeing.

- Our NHS People site has compiled a [range of resources for leaders](#) to help them lead their teams compassionately and inclusively. There is also a [guide on team resilience](#).
- [This blog and video from Michael West](#) describes the key components of effective teamworking during the COVID-19 crisis.
- This [guide on virtual working](#) provides you with top tips to stay connected, feel productive, and maintain your wellbeing.
- The King's Fund has produced an [article on leading virtual meetings](#), as well as a [short guide to leading teams virtually](#).
- Roffey Park's [article talks about supporting resilience in teams](#) and [this article looks at connecting in a virtual world](#).
- The NHS Employers website has [information on supporting your team's wellbeing at home and work](#).
- NHS Horizons has a list of [resources to help teams work together virtually](#).
- This article by Joe Nandhakumar and Richard Baskerville [looks at nurturing trust in virtual teams](#).
- The [#Caring4NHSPeople webinars](#) are a great resource for looking at supporting the wellbeing of your staff and cover a variety of topics.
- East London NHS Foundation Trust has collated [information and guides on virtual working](#) with stories, learning and recommendations from its experiences so far.
- This article from CIPD looks at the [impact of team homeworking on performance](#).
- This free course from Future Learn looks at [collaborative working in a remote team](#).

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 to give you a basic understanding of how you can apply these theories to your own work. Further information on team theory can be found in [this article from TeamWorkDefinition.com](#), [this blog from Professor Michael West](#), and [this introduction to team development from the NHS Leadership Academy](#).

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 to understand the needs of their team at each stage and adapt their way of working accordingly. By recognising all 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 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 explores 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.
- [Leicester University's video](#) shows the perceptions of different team members working within the University Hospital of Leicester NHS Trust.
- [The Health Care Team Effectiveness Project's report](#) shows the value of team working within the NHS.
- [Team work at Stockport NHS Foundation Trust](#) features an emergency department nurse consultant talking about life at Stockport NHS Foundation Trust and the importance of teamwork.
- [A report from the Royal College of Physicians](#) shares the three core factors that determine the working of good teams and the effect this has on patient care.

Application

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

- NHS Wales has produced a [toolkit to help teams set objectives](#) and achieve organisational goals.
- This article from Mind Tools shares [tips on team building exercises](#) and how to make them effective. Fill in the [team effectiveness tool](#) to assess how well your team is working!
- [The NHS Leadership Academy's toolkit](#) for organisations shows how the [Leadership Framework](#) can inform team development.
- Aston Business School wrote an article on [how to successfully manage change](#) through developing innovative teams
- Change Designs has a [guide to choosing appropriate OD interventions](#) for your team development needs and a list of [articles on team leadership](#) .
- Regional leadership and lifelong learning teams within NHS England and NHS Improvement have a wealth of collaborative and team leadership resources. The London team produced [tools, guides, and resources for developing team effectiveness](#) , including setting a team purpose and a team action plan.
- The World of Work website has lots of [useful links for team development](#) as well as a podcast. [Episode 6 looks at team building activities](#) .

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!.

- Here is a [list of articles on team building](#) from The Team Building Directory.
- Teampedia is a collaborative encyclopedia of [free team building activities](#), including free icebreakers, teamwork resources, and tools for teams. There is also a page of [inspiring quotes](#).
- This [TED talk playlist](#) contains several videos to boost your team's productivity.
- There is a huge [list of NHS evidence on team working](#) from NICE.
- Here's a [TED talk by Tom Wujec](#) – Build a Tower, Build a Team – with some surprisingly deep research into the 'marshmallow problem' – a simple team building exercise that involves dry spaghetti, one yard of tape, and a marshmallow.
- Future Learn has a [free course on leading diverse teams](#) in the workplace and why cultural diversity matters.
- This [podcast from CIPD](#) discusses the recipe for building the perfect team.
- NHS England and Improvement has put together a [guide on building collaborative teams](#).



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This guide has been produced by Do OD, the expert resource on organisation development (OD) for health and care, delivered by NHS Employers in partnership with NHS England and NHS Improvement.

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