

## The objective

To enable teams to understand themselves better to introduce high performance team working.

## The approach

TeamQ questionnaire, based on the work of Patrick Lencioni, which generates feedback against the team behaviours of trust, open debate, commitment, accountability and results.

## The business impact

Valuable feedback has helped Your Healthcare to understand and improve the performance of individual teams.



## TeamQ helping to improve performance at Your Healthcare

Your Healthcare is a social enterprise employing over 750 people to deliver NHS community healthcare and social care services including Health Visiting, District Nursing, Physiotherapy, residential dementia care and day care in the London Borough of Kingston.

Following restructures to the District Nursing teams, the organisation began looking for a tool to facilitate improved team working. "I spent a long time searching for the right tool and when I found that TLC's TeamQ was based on Lencioni's work I knew I'd found the perfect product," says Liz Ogilvie, Learning and Development Consultant. "Even if teams are functioning very well there's always more that can be done for them to be a high performing team and TeamQ provides the framework to do this to achieve results.

"It's a fantastic diagnostic tool to build awareness in teams... the different levels of the high performing team model are sometimes difficult for teams to understand - the importance of open communications, transparency and open debate – that's really quite difficult in some teams and when you present them with the TeamQ feedback they get it."

To date TeamQ has been used by teams in District Nursing, the Leg Ulcer Clinic, and Speech and Language Therapy as well as the internal Information Team, and the outputs generated have been extremely useful. "It has been hugely, hugely beneficial to Your Healthcare," Liz continues. "The organisation is going through a lot of change and this helps to begin to think about the teams and how they're working and present them with real, clear feedback – there's no arguing with it: it is what it is.

"It has made a lot of difference to the teams afterwards. It has helped the teams perform better because there's a greater awareness of the issues and the importance of addressing them. There's been a much better atmosphere in teams, therefore people perform well, people are more motivated and the managers perform better ultimately. The delight that some of the managers have had from seeing that they've worked hard and have brought their teams together is fantastic. We've had tears from both sides!"

Claire Marr, Your Healthcare's Education and Training Manager, agrees. "TeamQ is very useful in binding teams together and helping managers understand how people are feeling as well as getting them to think about team values and what's important in a team. It has enabled people to action plan and it has brought issues to the surface. It gives you a tremendous insight into how teams are working, how teams are truly functioning."

Heather Cummins is a District Nurse Locality Team Manager and two of her teams have used TeamQ to great effect. "The tool is thought provoking; it gives us the opportunity to express opinions and explore issues which previously hadn't been raised because it is safe...We have learnt things and identified where the challenge is, and have sorted problems out" Heather says.

Feedback from individuals has been very positive too. "Just from word of mouth people are asking for it to happen with their teams too" comments Claire. Your Healthcare have already identified three more teams that will be using TeamQ in the next month. "It is a real ongoing process and great support for our business" Claire concludes. There are also plans to run repeat TeamQ surveys one year on, in order to measure change.

Liz is looking forward to working with TLC on a regular basis. "TeamQ has given me access to information that I would never have got normally, and TLC are brilliant to work with. They are flexible, professional and their response times are excellent. It's a fantastic tool supported by service to match."

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## About TLC:

Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC specialises in organisational talent development and helps to align individuals, teams, organisations and cultures behind the business strategy. The shifting economic landscape has forced our clients into organisational restructuring for cultural and commercial reasons and we're helping by up-skilling line managers. TLC is where shift happens...helping to shift organisations from where they are now to where they want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables them to diagnose and get to the root cause of the specific issues affecting both professional and business success, as well as equipping them to deal with any behaviour that comes up during the course of their delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; communication skills; sales development; individual and group coaching, while our online subsidiary offers organisational feedback tools such as 360 and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients ranging from well known brands to public sector organisations. Examples include Telefonica O2, E.ON, Southern Railway, Diageo, Catalyst Housing Ltd and Kent County Council.