



Improve performance by giving team leaders a structured, practical 'tool-kit' they will value

Affina Team Journey

An online 'tool-kit' for team leaders

The Affina Team Journey is a team assessment and development tool for team leaders to use with their teams. It improves performance by giving teams a structured, evidence-based experience they will value and enjoy.

A clear, ten-stage layout enables teams to work through the practical and interactive materials at their own pace, usually in four to six months.

Designed specifically for organisations wanting to provide their teams with the best foundations for improving service, the Team Journey is a great resource for building capacity quickly.

Because teams are supported in-house, it gives OD and service improvement managers a sustainable option that delivers rich development, while keeping costs to a minimum and making deployment and ongoing management much easier.



THE TEAM JOURNEY DELIVERS:

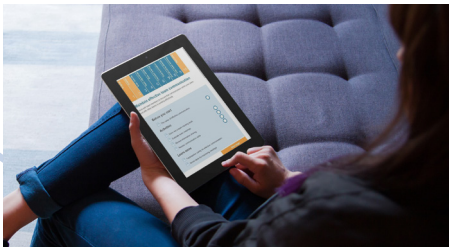
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- Service improvement focus**
Give your teams an all-in-one tool-kit for improving performance.
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- Evidence-based precision**
Benefit from extensive research into high performing teams.
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- Return on investment**
Show evidence of tangible improvement.
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- Management insight**
Track and support progress of all teams in real time.
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- Sustainability**
Develop your own capacity for large scale implementation.
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Team Journey

Research evidence is conclusive. Organisations that structure work effectively around high-performing teams are far more successful than those that do not.

When team leaders lead their teams through the journey, they're benefiting from what we already know about the highest performing teams.



Whether newly-formed or well-established your teams will benefit from team development to enhance or sustain performance even if they are already working well together.

The Team Journey helps teams to achieve their objectives, remain engaged and respond quickly and appropriately to change.

What makes an effective team?

Structure and processes influence behaviour in teams.

Good structure and processes bring about psychological safety, synergy and innovation.

Poor structure and processes eventually lead to destructive interpersonal conflict.

The Team Journey is designed to help team leaders to build structure and processes and so improve team and inter-team performance.

About the Team Journey

The Team Journey is a 10 stage online tool-kit for assessing current team performance, developing the 7 areas identified in research as essential for success and reassessing to measure progress. Here are the stages:

1. Engage: Plan for your team journey
2. Assess team effectiveness
3. Confirm team identity
4. Agree team objectives
5. Increase role clarity
6. Improve decision making
7. Maintain effective team communication
8. Increase constructive debate
9. Improve inter-team working
10. Reassess team effectiveness

Structure and processes influence behaviour in teams

- Structure
 - Identity
 - Team objectives
 - Role clarity

- Processes
 - Decision making
 - Communication
 - Constructive debate
 - Inter-team working

- Interpersonal behaviour
 - Operating principles
 - Role reviews
 - Team climate
 - Positive communication
 - Constructive challenge

“I have thoroughly enjoyed coaching and facilitating a team at Lancashire Care through the Team Journey. It was a dream to do and your materials are excellent.”

Emma Dawkins
HR and OD Specialist

How it works

Registration

Your team leaders are assigned an online Team Journey and lead their teams through the structured programme of work-based activities, with the focus on team discussion.

Timing

Every journey is different but teams usually complete the journey in between 4 to 6 months. They can return to complete specific tasks or for more information as often as they wish.

Interaction with team members

Leaders invite team members to provide feedback about different aspects of team working and use the automatically generated reports to support team discussions. Full guidance is provided.

Materials

Leaders access their journeys whenever they like and work at their own pace using the research highlights, assessment tools, discussion aids, check-lists, templates and examples - all designed to make their job easier.

Assessment

The Team Journey includes the Affina Real Team Profile Plus (ARTP+) - right - a respected tool used to benchmark performance before and after team development. Teams can also generate reports on detailed aspects of team working, including: role clarity, decision-making and inter-team relationships.

Tracking

Coaches and managers provide timely help and support to team leaders by tracking their progress through the journey in real time.



The Affina Real Team Profile Plus for Sample A Team Name

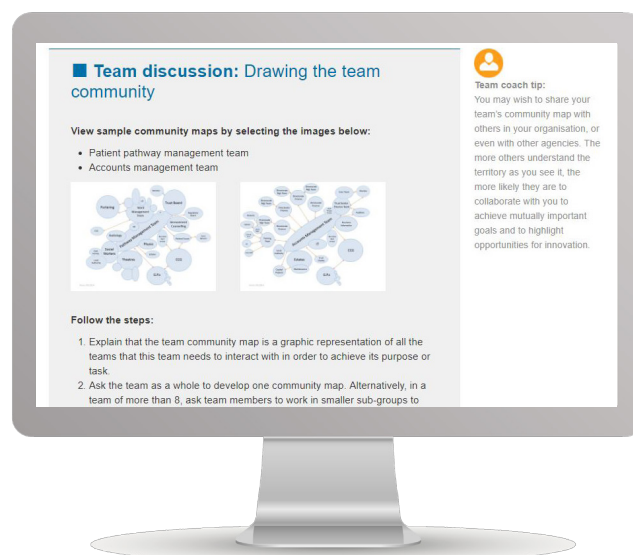
Team Structure	Dimension definition	1	2	3	4	5
3 Team identity	The extent to which team membership is clear and the team is recognised as a team by others in the organisation.				3.5	
4 Team objectives	The extent to which the team has clear, agreed team objectives, to which all team members are committed.		2.6			
4 Team contribution	The degree to which team members believe that the team's task makes a valuable contribution to the overall success of the organisation.					4.0
5 Team member role clarity	The extent to which team member roles are clear, distinguishable and understood by everyone within the team.			2.9		
5 Team leader clarity	The degree to which all team members are clear about and agree about who is the leader of the team.			2.9		
6 Team autonomy	The degree of control and discretion the team has in carrying out team tasks.				3.4	
6 Team member interdependence	The extent to which team members rely on one another to complete team tasks and meet team objectives.					3.5

Further indications of potential team effectiveness

Team Practices	Dimension definition	1	2	3	4	5
7 Team communication	The extent to which team members communicate effectively about the team task.			2.9		
7 Team focus on quality	The degree to which team members are focused on high quality orient outcome.				3.1	
8 Team innovation	The extent to which the team implements new and improved ways of working.			2.7		
8 Team reflexivity	The degree to which the team collectively reflects upon their immediate and long term objectives, processes and strategies and adapts these as required.			2.5		
Lack of team conflict	The degree to which team members feel that there is little destructive conflict within the team.				2.9	
9 Inter-team working	The degree to which the team engages in effective, co-operative working with other relevant teams.					3.3

This report has been produced from information provided by 11 team members.
 ◆ average of team member responses — range of team member responses

Leading researchers in team working have perfected the Team Journey to provide practical, trustworthy and evidence-based materials



“Great healthcare needs great teams. Team based working is just essential to ensure teams operate effectively both within and beyond Mersey Care.”

Joe Rafferty
Chief Executive
Mersey Care NHS Trust



How we work with you

Our approach is to work with your OD or management team so that they can lead and deliver the programme of team development in your organisation. Our role is simply to provide the tools and support you need to make this happen.

Assessing improvement

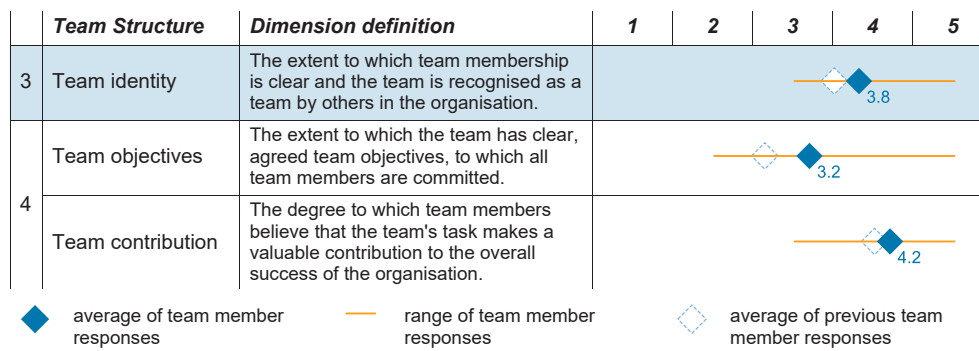
Starting with your objectives and vision, we'll help you to identify and track measures to evaluate performance and return on investment. Measures might include staff engagement, service user experience and financial performance.

We will help you to:

- Identify the best way to embed the Team Journey to achieve the organisation outcomes you want.
- Train coaches to support team leaders as they lead their teams through the Team Journey. See our website for more details about the Affina Team Journey Coach Programme.
- Monitor and assess the impact of improved team working.

Visit our website for Team Journey case studies.

To find out more about the Team Journey or how AOD could work with your organisation, please contact us on 01252 727270.



As an organisation you can see the improvement in assessment scores before and after team development, as well tracking the progress of individual teams

Found 20 team leaders

Leader's email	% Complete	Coach	Last used
alex.silva@example.com	45	Tom White	22/02/16
sara.black@example.com	30	Ali Rose	16/02/16
mo.green@example.com	70	Ali Rose	01/02/16