

## Leadership Assessment and Development

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### Assess Team Readiness

Practice teams are better able to implement change when ten key factors are in place. Use this *Team Readiness Assessment Tool*<sup>1</sup> to check your ‘team readiness’ for practice change. The factors that ‘need work’ become the focal points for practice change.

<i><b>Team Readiness Assessment.</b> Assess your team on each factor. Then focus your leadership energy on making sure all ten factors are in place.</i>	✓ In place ? Not Sure X Needs Work
1. <b>Leadership.</b> We have the leadership direction and support we need to execute this initiative.	
2. <b>Team.</b> We have the right people on the team to execute this initiative.	
3. <b>Aims.</b> We have defined the specific aims of this initiative.	
4. <b>Value.</b> The expected value of the initiative is clearly defined for patients and the practice.	
5. <b>Vision.</b> We have a shared vision of what team success should look like.	
6. <b>Focus.</b> We have everyone on the team focused on and committed to this initiative.	
7. <b>Capacity.</b> We have the team capacity (people, know-how, systems, time, etc.) we need to execute this initiative.	
8. <b>Culture.</b> We have a team culture of collaborative innovation where people work together to generate, test, and spread improvement.	
9. <b>Measurement.</b> We measure performance and share results with people who can influence improvement.	
10. <b>Patients.</b> We have a team culture of keeping patients first at every stage of the improvement process.	

Notes:

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### Build Team Readiness

If you assess that your team is not quite ready for change, try these promising practices to build team readiness.

If your team needs work on this....	Try this...
1. <b>Leadership.</b> Getting the leadership direction and support we need to execute this initiative.	Determine the near-term and short-term strategic priorities of the leadership team. Engage the leadership team in discussions about how this quality initiative advances the strategic priorities of the organization as a whole. Give them a concise list of the kinds of direction and support the team needs to succeed. Then ask them to proactively support the project.
2. <b>Team.</b> Getting the right people on the team to execute this initiative	Think through the functional requirements of your initiative from multiple perspectives – patient, physician, nurse, office staff, executive team, payers, etc. Proactively recruit the people who could influence the initiative, remembering that office staff can often be critical members of a quality team.
3. <b>Aims.</b> Defining the specific aims of this initiative	Engage your team in a group discussion about your quality aims. Write down your aims and communicate them frequently both verbally and in writing.
4. <b>Value.</b> Defining the expected value of this initiative for patients and the practice	Engage your team in a brainstorming session about why this quality initiative could be a good investment for your patients and your practice. Generate a list of expected benefits of the initiative and share that list back with everyone on a regular basis.
5. <b>Vision.</b> Creating a shared vision of what team success should look like	Begin by making sure you (as the leader) have a clear vision of success. Then proceed to ask your key team members to define in their own words what they think success should look like – for themselves, for the team, and for the organization. Do this on a regular basis.
6. <b>Focus.</b> Getting everyone on the team focused on and committed to this initiative	Ask your team members if they are clear about the initiative – what it is, why it is happening, what the overall strategy is, and what their role is. Listen carefully, and try to clear up any confusion. Then ask for their commitment to make the initiative happen.
7. <b>Capacity.</b> Building team capacity (people, know-how, systems, time, etc.) we need to execute this initiative	Ask your team members if they feel equipped and empowered to fulfill their role in the quality initiative. If they express concerns, work together on solutions aimed at helping them execute their part of the initiative.
8. <b>Culture.</b> Creating a culture of collaboration where people work together to generate, test, and spread improvement.	Collaborative innovation requires empowerment, creativity, intelligent experimentation, and trust. Instruct your team about these values and behaviors. Live these values and behaviors in your daily words and actions. Notice when people demonstrate these values and behaviors and show appreciation. Most importantly, make sure everyone on the team feels valued for their ideas and contributions to quality improvement.
9. <b>Measurement.</b> Measuring performance and share results with people who can influence improvement.	Most people respond positively to measurement when it is presented in the right context. Make it clear that the purpose of quality measurement is to facilitate learning and improvement, and that the best health systems in the world use measurement for this purpose. Present measures in a balanced way and invite team members to help interpret what the measures mean for quality.
10. <b>Patients.</b> Keeping patients first at every stage of the improvement process.	Model the way by asking ‘What does this mean for patients?’ in every significant quality discussion. Encourage every member of the team to do the same. Also ask patients what they think about quality innovations that are visible to them.