

## Example

### Evidence 2.26 Reflective piece to demonstrate how I acquired the knowledge for:

11ci ,cii, ciii

Work collaboratively with people from teams and agencies other than one's own to improve health and wellbeing outcomes – demonstrating Awareness of

- i principles of effective partnership working
- ii the ways in which organisations, teams and individuals work together to improve health and wellbeing outcomes
- iii the different forms that team may take

I was lucky enough to be part of the organisational development programme put in place by x Primary Care Trust (course outline attached) and facilitated by Cap Gemini. This programme- Let's work together- resulted in me taking 12 weeks out of my usual role, to be part of a "hot house" of a cross section of staff from the PCT. The aim of the programme was to embed in the organisation the skills needs that issues identified by staff across the organisation which impacted negatively on the way they were able to complete their roles.

Many of the issues revolved around the organisational culture of silo working, resulting in loss of corporate memory when people moved on, poor coordination of activity resulting in duplication and service gaps.

It was very much focussed around the development of high performance teams which it defined as being a team which

- Has a team performance challenge and objective to keep the team focused- working together to define the challenge and objectives ensuring that they are owned by all team members
- Has clear agreement about team objectives and roles through the use of a RACI
- Has team members who are frank and open in expressing their ideas and concerns
- Has team members who listen respectfully to differing views and are willing to surface ideas and deal with conflicts constructively
- Has team performance as greater than the sum of the parts.

Within the programme I learnt about the different forms team take and that a team that forms to achieve a set objective is likely to come from across a range of work teams, and organisations. That teams will be formed for different reasons so there is not one size that fits all. The form of the team needs to be suitable to achieve what it is set up to do get together at frequencies that support this, allowing team members to work independently on the parts they are responsible for.

I learnt about the typical cycle of development for teams (Forming, storming, norming, performing\*, and so am able to recognise these within teams that I am part of. I am also aware of what needs to happen to move teams onto the next stage.

Tools to support each of these stages were shared on the programme, to encourage effective working and these included facilitation and coaching skills, meeting management, leadership and root cause analysis.

I was also introduced to the principles of partnership working on the course which was brought alive by a number of case studies we looked at. I have also studied the Operating principles for Health and well being boards \*\* to deepen my understanding of the principles of partnership working which has helped reinforce the importance of a focus on outcomes and accountability along with:

- Focus on the long term relationship and the quality of the partnership.
- Ensure there is a sense of shared vision that binds partners together in a common endeavour.
- The importance of building trust and mutual respect between partners, Including listening properly to different points of view and recognising the value of a diverse range of opinions.
- Agreement of remit, roles and responsibilities
- Clear terms of engagement

\*\*Operating principles for Health and well being Boards DH (2011)

\*Tuckmans model of team development (1965)