"We really turned things around. There is increased commitment and respect. We are a team!"

Affina Team Journey

An online tool 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 value.

A clear, ten-stage layout enables teams to work through the team journey at their own pace, usually in about six months.

The team journey provides teams with the best foundations for improving service and can be rolled out in a way that best meets the strategic needs of your organisation.

THE TEAM JOURNEY DELIVERS:

Service improvement focus
Give your teams an all-in-one tool-kit for improving performance.

Evidence-based precision
Benefit from extensive research into high performing teams.
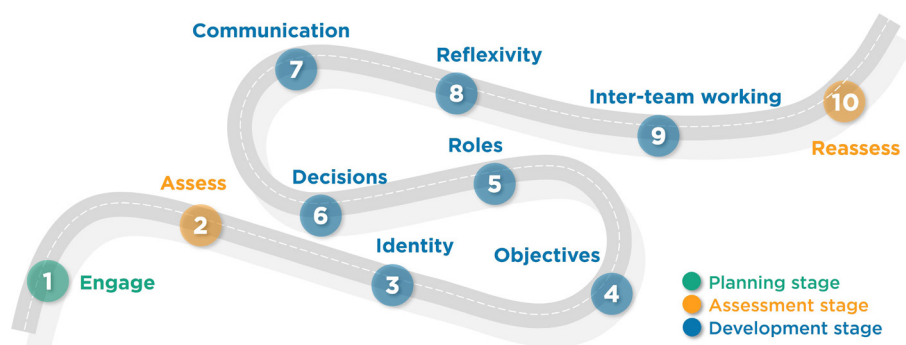
Return on investment
Show evidence of tangible improvement.

Management insight
Provide timely help and support by tracking progress in real time.

Sustainability
Develop your own capacity for large scale implementation.

Communication 7
Reflexivity 8
Inter-team working 9
Reassess 10
Roles 5
Decisions 6
Assess 2
Identity 3
Objectives 4
Engage 1

● Planning stage
● Assessment stage
● Development stage

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

"The Affina Team Journey can give leaders and their teams greater clarity and alignment to strategic priorities, as well as improved communication and engagement in their roles. Additionally, this can lead to more effective and sustainable ways of working, both independently *and* alongside other teams."

Dan Fawkes
Head of Organisational Learning and Improvement,
South Tees Hospitals NHS Foundation Trust

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 work through the journey in around six 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 questionnaires, discussion guides, check-lists, templates, tips and examples.

Assessment
The Team Journey includes the Affina Real Team Profile Plus (ARTP+) - a respected tool used to benchmark performance before and after team development. Teams can also generate reports on different 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.

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

> *"Teams are more effective and innovative when they routinely take time out to reflect upon their objectives, strategies, processes and environments and make changes accordingly."*

Professor Michael West
AOD Advisory Consultant

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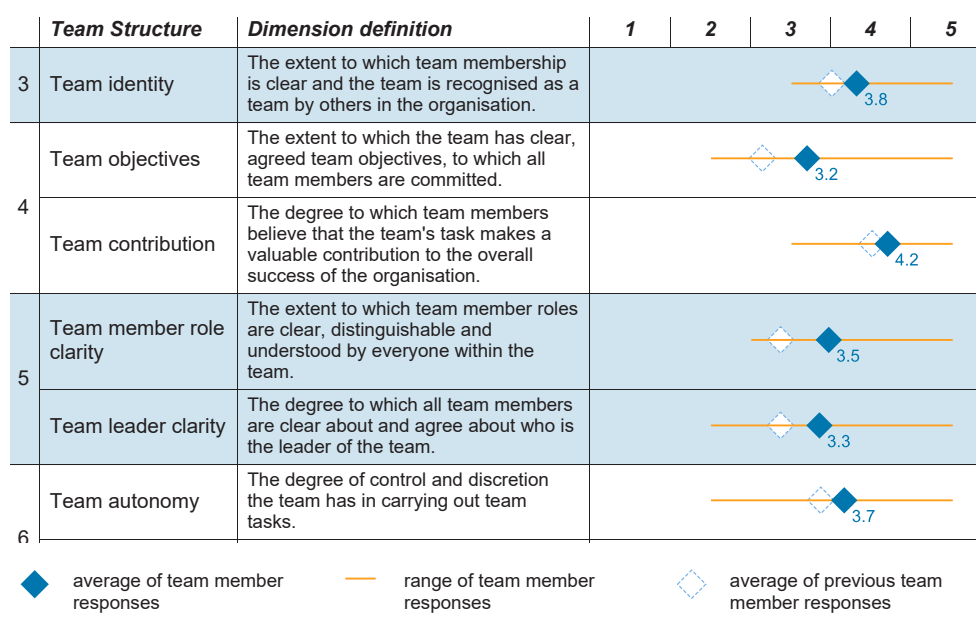
Assessing improvement
Starting with your objectives and vision, we'll help you to identify and track measures to evaluate performance and return on investment. Measures might include staff engagement, service user experience and financial performance.

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 or work directly with team leaders. See our website for more details about the **Affina Team Journey Coach Programme** and **Affina Team Journey LaunchPad.**

- 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.

	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.				3.8	
4	Team objectives	The extent to which the team has clear, agreed team objectives, to which all team members are committed.			3.2		
	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.				4.2	
5	Team member role clarity	The extent to which team member roles are clear, distinguishable and understood by everyone within the team.			3.5		
	Team leader clarity	The degree to which all team members are clear about and agree about who is the leader of the team.			3.3		
6	Team autonomy	The degree of control and discretion the team has in carrying out team tasks.			3.7		

◆ average of team member responses — range of team member responses ◇ average of previous team member responses

As an organisation you can see the improvement in assessment scores before and after team development (extract above)

> *"We are one team: more cohesive, appreciative and proactive than before and people want to stay!"*

Gareth Turner
Therapy Lead, Central and North West London NHS FT

AOD Affina Organisation Development

Specialists in team based working
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