

Holding a virtual team development session NHS Forth Valley Community Alcohol and Drug Service

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With many teams working remotely or across different physical locations, it can be difficult to meet in person and get to know each other better. However, there are still opportunities to come together for team development. This Community Alcohol and Drug Service chose to do it virtually using Microsoft Teams.

This case study will show you:

- How a team from NHS Forth Valley conducted a team development session virtually.
- How to use Kahler's 5 Drivers to explore different working styles and better understand colleagues' behaviours and motivations.



Background

NHS Forth Valley's Substance Use Service joined the Access QI programme to improve its pathways for drug and alcohol treatment. A few months into the programme, as the Community Alcohol and Drug Service team were preparing to implement some tests of change, **they felt it would be useful to learn more about each other's individual motivations and working styles**. They chose to come together for a virtual team development session and get to know one another better using communication and project management tools.



Holding a virtual team development session

Due to COVID-related restrictions, the Forth Valley team chose to hold their development session on Microsoft Teams with support from the national Access QI team. **Some team members were unable to attend, so they decided to share the slides and resources with the wider team and have follow up discussions later on with anyone who could not attend**. Those who did attend represented administration, clinical, management, and quality improvement (QI) staff.



Kahler's 5 Drivers

The session began with a discussion of [Kahler's 5 Drivers](#), a tool designed to help teams understand individual behaviour and effectively build relationships. Finding out which driver an individual identifies with most help to recognise and develop the potential of these behaviours positively and also respond constructively to any negative traits associated with the driver.

The five drivers are:

1. Please people.
2. Hurry up.
3. Be strong.
4. Be perfect.
5. Try hard.

PowerPoint slides from the team's online session

Working with Teams: Understanding each other



Drivers are effective in creating functioning and successful individuals

Recognise others behaviours and drivers

Understand what you can do to work with the team to be more productive

Understand preferences on the best way to interact and support

What are drivers?



5 common motivators that drive our behaviour

Each driver has strengths & weaknesses

Identifying drivers helps us to :

Recognise and Develop the potential of these behaviours positively

Respond constructively to the negative



Finding your drivers

Prior to the session, each team member filled out [a questionnaire](#) to identify which driver(s) had the highest score for them. Some people had high scores for two drivers and found that one spoke to them more than the other.

The team discussed that because Kahler's 5 Drivers are fairly flexible, a person's drivers can change over time as they grow older and work in different roles. Some members of the Forth Valley team felt they had exhibited behaviours from a different driver in previous jobs and had switched to a new one in their current roles.



Sharing in breakout rooms

After reviewing the 5 drivers and the traits and behaviours associated with each, the group split up into breakout rooms within Microsoft Teams according to whichever driver suited them best. In the breakout rooms, **each small group was invited to reflect upon the following prompts:**

- A meaningful compliment to us would be__.
- We are most engaged working in teams when__.
- If we are not engaged, it's because we do/don't__.



Key takeaways

This resulted in some productive conversations about how people prefer to work and communicate with their colleagues. The small group discussions touched on what helps different people feel the most engaged in their work, with many varying viewpoints and preferences represented.

The whole group then came back together and decided to continue discussing how to use this information to work as a team moving forward. Sharing the questionnaire with anyone not present will help them to do this.

Setting ground rules for working together

To begin setting some rules for effective co-working, the team's Improvement Advisor then reviewed the framework for the [7 Step Meeting Process](#), which the team had already been using to ensure efficient and effective project meetings.

7 Step Meeting Process

1. Clarify Aim/Purpose
2. Assign Roles
3. Review Agenda
4. Work through Agenda
5. Review meeting record
6. Plan Next Steps and Next Agenda
7. Evaluate



The team's Whiteboard from the Stop Start Continue activity

A screenshot of a Microsoft Teams Whiteboard Meeting interface. The interface includes a toolbar on the left with options like Redo, Create, Notes, Text, Shapes, Reactions, Images, Templates, and Documents. The main whiteboard area is divided into three columns: Stop, Start, and Continue. The Stop column has a yellow sticky note with the text "being distracted" and a pink sticky note with "Pushing forward without really understanding". The Start column has a pink sticky note with "avoiding naming conflict", a blue sticky note, a yellow sticky note with "Rating meetings and taking the time to think about whether our objectives were met", a pink sticky note with "Using the strengths of my colleagues more - particularly those who have different strengths to me", a yellow sticky note with "workforce planning and what is required to implement MAT standards", and a yellow sticky note with "To take time to reflect as a team and take opportunities such as this to stop and take time to understand everyone's position/skills". The Continue column has a yellow sticky note with "Regular meetings", a green sticky note with "Reflection time at meeting and like having clear remit of meeting", and an orange sticky note with "enjoyed the support from colleagues and do not feel on my own when trying to work out how to capture MAT data." and a pink sticky note with "considering team development and our own behaviours".

Stop Start Continue

This was followed by a group activity called **Stop Start Continue**, in which team members consider what ways of working they want to stop, which ones they would like to start, and which areas of good practice they want to continue. They completed this activity using the Whiteboard function in Microsoft Teams, which allowed every participant on the call to share their thoughts on sticky notes placed under the relevant categories.

Stop Start Continue

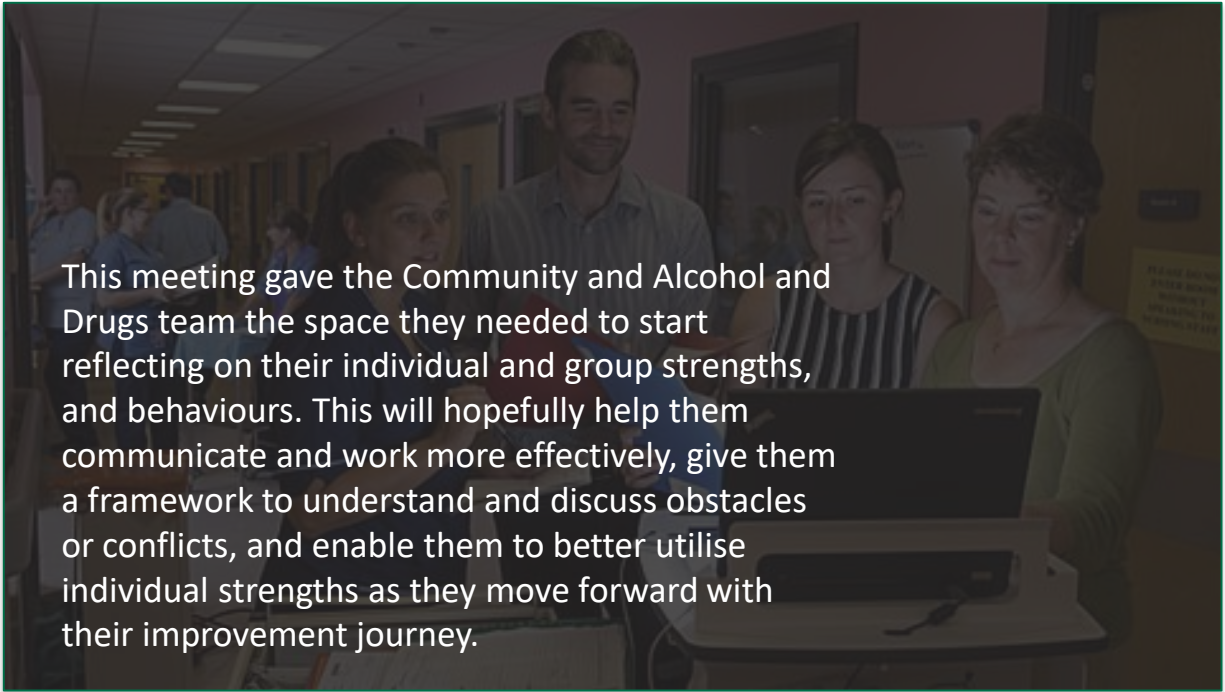
The activity illuminated things that participants already liked about their approach to working together on the Access QI project, such as holding regular meetings, considering their development as a team, and supporting each other in trying to work out how to capture data. They discussed how they would like to stop letting distractions get in their way and be upfront about naming conflicts when they arise.

They also identified a number of positive steps they could take to improve their experience of working as a team. One person wanted to start taking turns chairing meetings, while another suggested introducing a rating system for meetings in order to make sure that objectives are actually met during meetings. Other participants mentioned a desire to learn more about each other's skills and use each other's strengths more often.

Stop, Start, Continue

We want to apply all the knowledge and understanding gained today and think about most valuable ways of working from this point forward.

- What behaviours and ways of working do we want to stop?
- What ways of working do we want to start?
- Which areas of good practice do we want to continue?

A group of people, including a man and several women, are gathered around a table in a meeting room. They are looking at a laptop screen, which is partially visible. The room has a modern, open-plan feel with other people in the background.

This meeting gave the Community and Alcohol and Drugs team the space they needed to start reflecting on their individual and group strengths, and behaviours. This will hopefully help them communicate and work more effectively, give them a framework to understand and discuss obstacles or conflicts, and enable them to better utilise individual strengths as they move forward with their improvement journey.