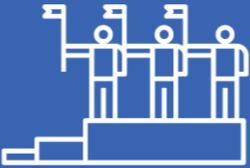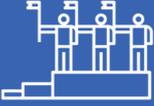# ABOUT THIS MODULE

TEAM GOAL SETTING

TEAM GOAL SETTING

What is the goal of this intervention?

This intervention aims to enhance participants' understanding of the overall vision and desired goals of the team.

What is the collective leadership focus of this intervention?

- **Cooperation and coordination between members**
- **Engagement of all team members**
- **Recognising and valuing contribution of others**
- **Sharing leadership roles and responsibilities**
- **Mix of leadership and followership: People leading on topics where they have expertise and motivation**

What areas of team behaviour does this intervention focus on?

- **Cooperation between team members**
- **Cohesion and coordination**
- **Cross-monitoring**

Who is this intervention for?

All team members. Collaborative and explicit goal setting will ensure clarity among team members in their role in helping the team achieve its goals; ensures a shared mental model/vision for the team's work.
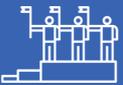
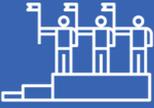## What is the patient safety impact of this intervention?

Collaborative and explicit goal setting will ensure clarity among team members in their role in helping the team achieve its goals. This will help ensure a shared mental model/ vision for the team's work.

Clarity of team goals is the single most important predictor of success in healthcare teams.[1,2] However, many teams still do not have clear goals.

Large scale reviews of the literature have found that goal-setting has a large positive effect on improving team outcomes.[3,4]

Team goal setting results in markedly higher performance than no goal setting.[5]

TEAM GOAL SETTING

What is the patient safety impact of this intervention? (contd.)

Creating cultures focused on high quality care requires clear, aligned and challenging goals at every level of the organisation that prioritise this standard of care.[6] Dawson et al.[7] found that where staff reported this type of goal in place, patients reported better care. Furthermore, patient satisfaction was found to be higher in healthcare organisations where staff indicated there were clear goals at every level, and they described experiencing good communication and high levels of involvement in their care decisions.

The most consistent predictor of team performance across many studies is the clarity of healthcare teams' goals.[8,9] Healthcare teams that have goals in place, and which seek feedback on their performance, deliver safer and higher quality health care than other health care teams.[10]

Enhancing understanding of role and responsibilities and expectations; Forum to explore misunderstandings/incorrect assumptions about colleagues' roles; Improvements in cross-monitoring behaviours and coordination of team
When roles are clear, team members are more motivated, less stressed and perform better. Role ambiguity and role conflict are key factors in the development of work stress.[11]

When objectives and roles are clear, teams perform significantly better, with fewer errors, greater productivity and higher levels of innovation.[2,12]

Role ambiguity is negatively associated with role performance,[13] team performance[14] and job satisfaction.[15]

Useful links for more information about this module

How to do a RACI chart - https://www.projectsmart.co.uk/how-to-do-raci-charting-and-analysis.php

Co-Lead
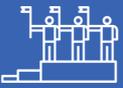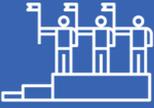
TEAM GOAL SETTING

Additional resources

If you are not sure if the role clarity intervention is needed in your team, the diagnostic tool below can be used in advance to assess the role clarity/ambiguity on the team. This can be conducted in advance to inform the session. It will take 5 minutes for individuals to complete it and approx. 30 minutes for one person to score all responses (the UCD Co-Lead team can advise and assist with this if required); 10mins discussion to evaluate whether there is need for in-depth discussion on roles and responsibilities.


Diagnostic Tool

Completion of scale by all team members to assess goal (items 1-5) and role process (items 6-10) clarity in the team.[16]

Please indicate your response to the following statements using the scale below, where 1 indicates very uncertain and 6 indicates very certain: (* indicates item should be reverse scored)

1. I am certain of my duties and responsibilities
2. I am uncertain of the goals and objectives for my job*
3. It is clear to me how my work relates to the overall objectives of my work unit
4. I am certain of the expected results of my work*
5. I am uncertain as to what aspects of my work will lead to positive evaluations*
6. I am clear on how to divide my time among the tasks required of my job
7. I am clear on how to schedule my work day
8. I am uncertain how to determine the appropriate procedures for each work task*
9. I am certain the procedures I use to do my job are correct and proper
10. Considering all your work tasks, how certain are you that you know the best way to do these tasks?

High variance in scoring between team members or a score perceived as low overall score by the team suggests need for group intervention.
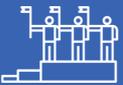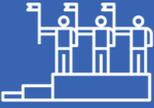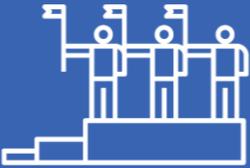

TEAM GOAL SETTING

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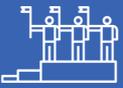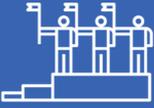
SESSION OUTLINE
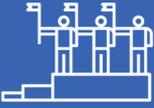
TEAM GOAL SETTING

Co-Lead

TEAM GOAL SETTING

SESSION OVERVIEW

Purpose:	This session will help teams to collectively formulate goals to work towards.
Timing:	60 min.
Setup:	Introduction > Goal setting > Goal agreement > Feedback
Outcomes:	The team will establish an agreed set of goals that align with their priorities and mission, and assign sub-groups to monitor progress.
Facilitators:	1-2 team members to facilitate; 1 team member to act as scribe to record ideas, discussion points, and outputs on a shared document online.

ADVANCE PREPARATION

|	
Materials:	Send in advance OUTCOME TEMPLATE and HANDOUT documents to all participants
Equipment:	Stable internet connection
Room:	Zoom (Premium Account for security) or Skype
Attendees:	Team members and stakeholders are invited to participate remotely via teleconference. If team members can't join, session materials should be shared in advance via email.
Timing:	It is important to monitor timings of session and move along when necessary. If goals are not decided during section 3 of the timetable, sub-groups can convene to work to refine goals and measurement of outcomes.
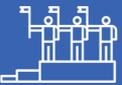
TEAM GOAL SETTING

START OF SESSION

1) Welcome and icebreaker (10 min.)

Review team vision and mission statement previously developed. Link this goal exercise to developing the means of achieving the team mission.

Ask participants to consider the question: "What would I suggest to improve this team's working/performance?" Allow 1-2 minutes for personal reflections and then ask volunteers to share their suggestions. Make sure all voices in the room are heard.

2) Set 3-5 goals for the team (20 min.)

Refer to the HANDOUT, give 5 minutes to read and facilitate group discussion (15 minutes) on what the teams' goals should be. Communicate that these goals will be the team's targets to work towards for the year.
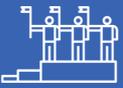
3) Group agreement on goals (25 min.)

Agree on the set of goals for the team that align to priorities and mission. Assign sub-groups to work on, monitor and report to team on progress at least on a monthly basis (sub-groups may need to meet/be in contact outside formal team meeting times where appropriate)
• Set specific and measurable outcomes to monitor performance
• Set specific, realistic time targets within which goals may be achieved

4) Close of session (5 min.)

Notes can be collected and collated by one individual to maintain a record of the discussion. Take note of the goals and share with the team via email. This can be useful for inducting new members by making explicit the roles (and sub-teams/responsibilities) of everyone on the team. Confirm goals set by team for the year and ideas on how best to monitor progress towards those goals. Give brief feedback on the session.