



Key Tip!

Don't forget to ask—**What do YOU think?** Co-leads and teams are empowered to make changes when you include them in a thought-partnering process. Try it and watch what happens!



“Unless high-profile managers consistently model the desired behaviors and actively recognize employees who engage in the behaviors, no real cultural change is possible.”

Mark L. Feltman and
Michael F. Spratt,
Five Frogs on a Log 1999

Outstanding UBT Sponsorship Defined

WHEN ASKED, UBTs SAY GREAT SPONSORS:

- » Are available and accessible
- » Help problem solve or thought partner when asked
- » Obtain resources and break down barriers, as needed
- » Are cheerleaders
- » Know what's expected of teams and communicate that in ways teams understand
- » Are familiar with the programs and initiatives UBTs are accountable to
- » Support teams in learning new ways of doing things
- » Help teams develop skill with PDSA, and other performance improvement tools, while developing an understanding of when and where tools are most appropriately used
- » Pay attention and monitor performance, rewarding progress as well as success
- » Model teamwork and foster team development
- » Set clear expectations and hold teams accountable for results

All with the member/patient in the center.





TOOL: Sponsor Checklist for Supporting UBTs

One of the most important things you can do is lead by example. Model the behaviors and attention to performance you want to see from your UBT co-leads and team members.



Key Tip!

Meet with your manager to ensure open communication about your role in UBT development/performance. You need clear expectations, support and reinforcement too!

[✓]	Begin by understanding your role as a UBT sponsor. Your leadership and support are critical to UBT success.
[✓]	Next, develop an understanding of what is expected of UBTs and think about how you will support, encourage and hold your teams accountable.
[✓]	Check to see that your co-leads and team members have received the recommended/required training.
[✓]	Familiarize yourself with what teams are learning in training so you can effectively support them as they take on new responsibilities and processes.
[✓]	Work with your co-leads to ensure that team members who are new, missed training or need additional training get what they need to perform well.
[✓]	Partner with your co-sponsors. The stronger your sponsor team, the stronger your UBTs will be. Show your teams the kind of outcomes that come from collaboration and partnership between management, physicians and unions. Model desired behaviors!
[✓]	Learn about the phases of UBT development from pre-team to high performing. Knowing where your teams are in the development process will help ensure that the support you provide is appropriate to the needs of the team.
[✓]	Seek training and other opportunities that will help you become an even more effective leader.
[✓]	Develop capability and capacity in your co-leads, and then step back and let them lead the team. Remain available, accessible and supportive.
[✓]	Attend UBT team meetings to help you find opportunities to coach your co-leads and provide feedback about meeting management.
[✓]	Acknowledge what you want to see and celebrate together!