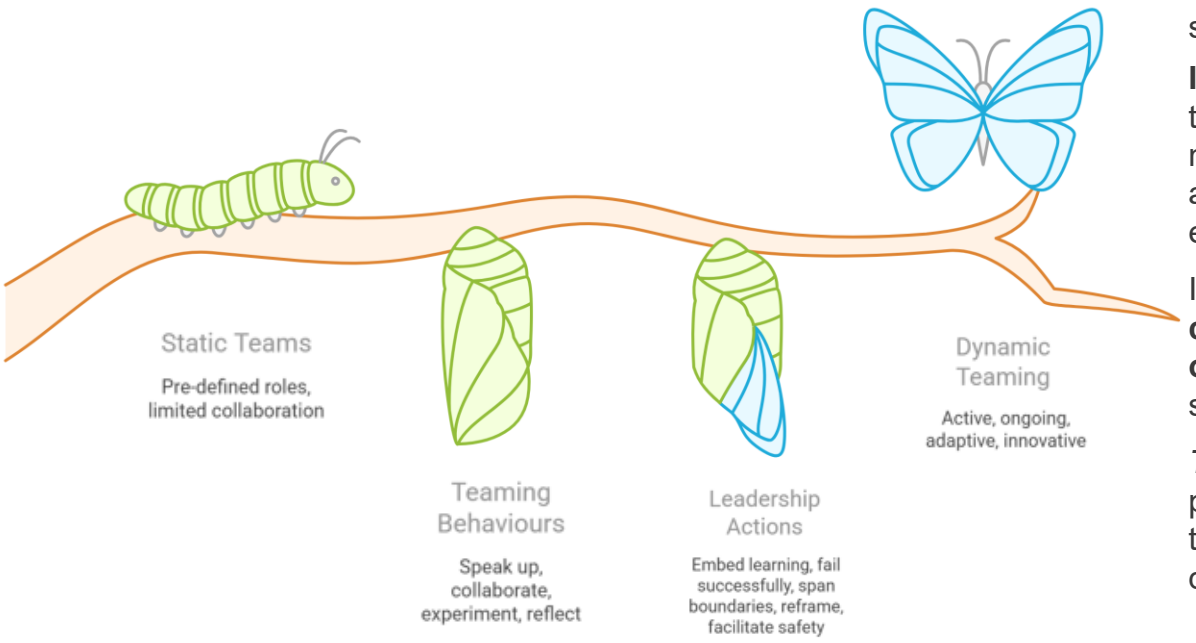
Health Innovation West of England

NHS Gloucestershire Hospitals NHS Foundation Trust

NHS Great Western Hospitals NHS Foundation Trust

NHS Royal United Hospitals Bath NHS Foundation Trust

From Static Teams to Dynamic Teaming



Teaming is a term coined by Amy Edmondson to describe the way that we are working in complex systems.

In the NHS *teaming* often happens daily as teams flex in size due to acuity/staffing levels, team members fulfil different roles based on skill mix and as they respond to complex and often uncertain environments and service needs.

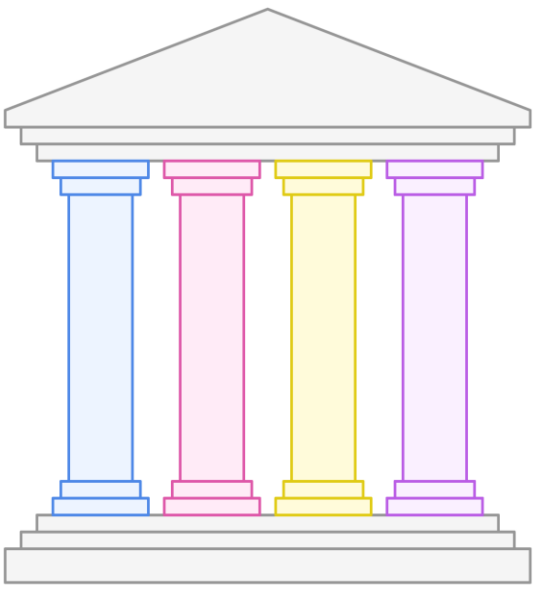
In some services, **opportunities for connection can be very brief but allow teams to show up for one another** and help to build connection and social safety which develop psychological safety.

Teaming is a verb because it's an active, on-going process. This is a different approach from traditional teams which are treated as static entities with pre-defined roles.

How can you improve safety by building on the teaming foundations to improve your team / department / service / organisational culture?

- **Speak up** by asking questions, discussing mistakes or potential issues, sharing ideas or feedback, and seeking help.
- **Collaborate effectively** toward common goals by sharing information, coordinating tasks, and being open to feedback.
- **Experiment** with new ideas and approaches, **learn from mistakes**, and use the insights from both successes and failures to adapt **and improve over time**.
- **Regularly reflect** on your actions and progress to learn and improve.

Foundations of Effective Teaming



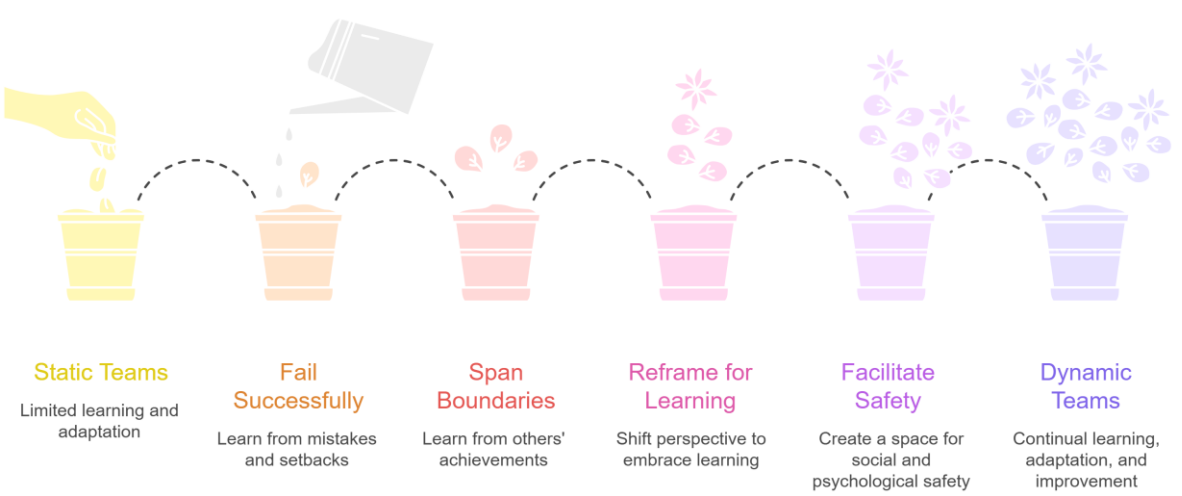
Speak Up
Encouraging open communication and feedback within teams.

Collaborate Effectively
Fostering teamwork and shared responsibility towards common goals.

Experiment and Adapt
Promoting innovation and learning from both successes and failures.

Regular Reflection
Emphasising continuous improvement through self-assessment

Building a Learning Culture



PDSA Cycle for Improvement



Leadership actions – whether you are in a formal leadership role, or an informal leadership role, you can help embed learning into daily practice, so teams continually learn, adapt, innovate and improve quality and safety in real time.

Quality improvement thrives when we learn openly, prioritise safety, and share successes and failures to foster teamwork, experimentation, and better experiences for staff and patients.

Content developed from Amy C Edmondson *Teaming* by Gill Travers, Registered Midwife Senior Project Manager as part of the Perinatal Culture and Leadership Programme, March 2026