



SIX QUESTIONS EVERY CO-SPONSOR SHOULD ASK

LEVEL 3
TOOLS

Improving



Structured Conversations Can Build Team Engagement & Effectiveness

Engaged co-sponsors are key to the development of high-performing UBTs. But co-sponsors have many competing demands for their time and attention.

So, to help you make the most of your time with your UBT team, here are six proven questions that can show you where your UBT team stands and what they need from you right now.

1. How are you modeling joint leadership in your UBT?

“Strong leadership on both the labor and management side is crucial for team success,” according to a study of UBTs by Rutgers University, John Hopkins, and Kaiser Permanente. Indicators of strong joint leadership include openness to feedback from the team, sharing of performance and financial information, and the ability of both labor and management co-leads to lead team meetings.

2. What is your UBT working on?

Goals should be consistent with system or entity goals and should be SMART—specific, measurable, attainable, realistic and time-bound. Sponsors can help teams set goals that are well-defined, meaningful and aligned with organizational objectives.

3. What are you doing to ensure every UBTC member can contribute to their UBT’s improvement work?

Key to full team engagement and understanding is making the time for regular communication, e.g., in regular team huddles. This is something co-leads should build into their ongoing work processes, and co-sponsors can help teams do that.



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4. How are you measuring the success or progress of your UBT?

Clear, relevant metrics are essential to keep UBTC performance improvement on track and to give all team members the information and understanding they need to be effective. Do they have access to the right data, and is the data being shared and discussed with the whole team?

5. What tools or training do UBTC members need to make progress?

Training in Interest-Based Problem-Solving, Consensus Decision-Making and Lean techniques is vital — and the lack of such training is a frequent obstacle to team development as defined by the **UBT Path to Performance**. Co-sponsors can use the online **Path to Performance toolkit** to help their teams identify appropriate training and other resources needed to build team capacity.

6. How can I help?

As is the case with training, UBTC members, including co-leads, rely on their co-sponsors to give guidance, provide resources, and help overcome obstacles. Often, this involves closing gaps or clearing hurdles between teams or departments - things most co-sponsors are better positioned to do than the team co-leads.