






Team Health Model: 5 Dimensions

Dimension		Description
	Shared Direction	The members of the team feel a sense of strategic clarity, alignment and coherence about what they are trying to achieve together. Team members openly debate and discuss the explicit trade-off decisions that need to be made in order to pursue a small number of essential improvement priorities. Members have a clear understanding of the key improvement goals and strategies for the year, which are summarised in a jargon-free, simplified document. There is a common agreement about what success will look like and the indicators of progress that will be tracked. The team's work is enabled by collective moral purpose and values.
	Psychological safety	There is relational trust and mutual respect across the group that enables interpersonal risk-taking, vulnerability and learning. Members can engage in robust and challenging dialogue about the effectiveness of strategies and practices without feeling attacked or judged. Members of the group openly speak up and discuss questions, divergent opinions, challenges and mistakes. There is a pervasive developmental culture and a shared commitment to helping each other to get better. Specific feedback is encouraged and acted on in a spirit of continuous improvement.
	Effective Communication	There are clear and effective communication mechanisms between team members to share insights, knowledge, decisions and learning. Members feel 'in the loop' and have access to the right information at the right time to undertake their roles. Complex issues are robustly discussed and draw on diverse opinions and perspectives. Clear norms and protocols for the use of email and other communication tools and platforms are understood and adhered to. Members are proactive in initiating reflective dialogue which enables learning from experience.
	Adaptive Execution	All members have clarity about their roles and responsibilities. The team has established shared expectations for making meaningful progress despite the complexities and ambiguities of educational settings. Members are action-oriented, solution-focussed and rally around each other to achieve collective impact. There is a strong group responsibility to deliver and find ways forward rather than make excuses. There is an actively used and up-to-date action plan that guides monthly/termly improvement work which outlines specific deliverables, timelines and accountabilities. Team meetings are structured, highly focussed and result in actionable next steps. The team has regular embedded routines for checking-in on progress, solving problems, and holding each other accountable for delivery on agreed priorities.
	Evidence Use	The quality of evidence, rather than hierarchical position is the currency for decision-making. The team seeks to draw on relevant data and robust research evidence to guide significant decisions about improvement. Success in terms of positive change for learners is defined and there are agreed approaches to collecting and analysing impact evidence over the short, medium and long term. Team members constantly discuss and prioritise the practices and strategies that will have (/are having) the greatest impact on the intended outcomes. Implementation plans are adjusted and refined in response to formative evaluation monitoring.