

DIRECT OBSERVATION OF TEAM INTERACTIONS –DOTI		FULL REFERENCE GUIDE	
Instructions: Use a 5-point scale to rate how the team <u>generally performed</u> the behavior during the observation <u>period</u> . Anchor definitions are provided. NA if behavior is not needed and not observed.			
TASK COMMUNICATION		Low	High
REFLECTIVE LISTENING	Team tolerates members interrupting, side conversations or members ignoring each other.	1 2 3 4 5 NA	The team expects members to listen without interruption and be attentive to whomever is speaking. Members demonstrate listening by asking questions or participating; nonverbal cues, eye contact, body language.
TEAM DIALOGUE / ENGAGEMENT	The team ignores poor participation by members; tolerates withdrawal from discussions.	1 2 3 4 5 NA	The team expects and supports all of its members to engage in meaningful discussion. All members participate in discussions and are engaged in dialogue.
INFORMATION SHARING	Team permits members to not share information that is clear, relevant or timely. Members do not explain professional terminology.	1 2 3 4 5 NA	Team insists on members sharing appropriate information that is clear, sufficient, organized and relevant. Members check for understanding; practice SBAR process.
COLLABORATIVE DECISION-MAKING	Team tolerates unilateral decision-making. The problem-solving and decision processes are not inclusive; different opinions are not sought or are ignored.	1 2 3 4 5 NA	Team seeks input and incorporates all the different perspectives in the decision-making process. Final decisions are a synthesis of ideas, perspectives and expertise.
ROLES and LEADERSHIP			
ROLES & RESPONSIBILITIES	Team roles and responsibilities are ignored, not well defined, or underutilized. Members do not contribute their own knowledge or skills and ignore expertise and skills of other members.	1 2 3 4 5 NA	Team recognizes, appreciates and <u>utilizes</u> the roles of all its members. Members understand roles and responsibilities of others; recognize abilities and contribution from all members; recognize own limitations.
MUTUAL SUPPORT	Team tolerates poor performance due to lack of support of each other. Members do not provide support or assist each other when it is needed to accomplish the work.	1 2 3 4 5 NA	Team encourages its members to support each other or ask for help. Team strives for high performance through assisting each other and compensates when members are overwhelmed; supports team focus.
LEADERSHIP	Team does not share leadership. Members are uncooperative with other's leadership. Team is often dominated by one member who limits discussion by imposing opinion.	1 2 3 4 5 NA	Team demonstrates leadership appropriate for situation; members cooperate with shared leadership. Leader facilitates consensus and problem solving; provides statements of direction and empowers others; facilitates team focus.

INTERPERSONAL COMMUNICATION			
PSYCHOLOGICAL SAFETY	Team tolerates a lack of trustful relationships among members; members don't share their feelings, thoughts or weaknesses with honesty.	1 2 3 4 5 NA	Team supports its members to disclose feelings, weakness and relevant experiences appropriately; trustful relationships are apparent through honest conversation, feedback, questions.
FEEDBACK Give	The team tolerates feedback that criticizes, embarrasses or blames. Giving feedback is avoided; members do not suggest improvement ideas.	1 2 3 4 5 NA	Team feedback is constructive, empathetic, respectful, specific, honest and non-judgmental. Member feedback seeks to improve the team function and work goals. May be to team or individual.
FEEDBACK Receive	The team permits members to view appropriate feedback as criticism and become defensive, angry or avoidant. Feedback ends on a negative note and learning opportunity is lost.	1 2 3 4 5 NA	Feedback is appreciated and is used as an opportunity to learn or improve; members use feedback to be more effective.
CONFLICT MANAGEMENT	The team avoids conflicts; disagreements are left unresolved before moving to another subject. Challenges are disrespectful.	1 2 3 4 5 NA	Team demonstrates process to resolve differences of opinions & tasks. Does not tolerate disrespectful or disruptive behavior that threatens team function; <u>resolves</u> differences positively.
TEAM PROCESS			
TEAM SITUATION MONITORING	Team ignores poor team functioning. Members do not speak up about conflict, misunderstandings, tension, or inability to get work done.	1 2 3 4 5 NA	Members speak up and acknowledge the need for action when team functioning is threatened or concern is expressed about team performance. Members monitor / recognize /correct team process and functioning as a whole.
TEAM ORIENTATION	Team allows the members to focus on individual goals above team goals. Members make remarks that individual expertise could reach effective conclusions alone.	1 2 3 4 5 NA	Team establishes integrated team goals over only individual professional focus and goals. Includes patient voice as needed. Team demonstrates need for multiple perspectives and expertise in person-centered, safe care.
ACCOUNTABILITY	Team tolerates a lack of accountability. Members have negative responses to being held accountable for tasks and behaviors	1 2 3 4 5 NA	Team follows-up on assigned tasks. Reminds each other of agreed upon duties and cooperates to be accountable.
ADAPTABILITY	Team appears unwilling or unable to change processes or roles as needed; members articulate unwillingness to change. Change disrupts functioning.	1 2 3 4 5 NA	Team changes or improves the way work is accomplished as needed. Team recognizes and openly discusses need and process for change; members appear to have confidence in the team to change and adapt.