

The Team Development Process™ – Modules One, Two, and Three

Module One

Communication and Trust

Team Development Process Description	Timing, Duration and Content
<p>Team Analysis Questionnaire™</p> <p>40 questions. This survey measures both the <i>Trust Level</i> in the team, and the effectiveness of communication about the <i>Team Structure</i>. It is re-administered at the end of Module 1.</p> <p>The Team Analysis Report is <u>first</u> discussed with the Team Leader before being shared with Team Members at the workshop.</p>	<ul style="list-style-type: none"> • 15 minutes to fill out. • Part A measures each team member’s perception of the trust level in the team based on the four elements of trust: <i>openness, straightforwardness, acceptance and reliability</i> • Part B measures each team member’s perception of how clear team members are on the <i>purpose, vision, values and goals</i>, and to what degree they are in agreement.
<p>Communication and Trust Workshop</p> <p>Uses these learning instruments:</p> <ul style="list-style-type: none"> • The Personal Profile System® • The Personal Listening Profile® • The Team Analysis Questionnaire™ 	<p>Two day Workshop.</p> <ul style="list-style-type: none"> • Understanding the impact of behavioral style • Completion of the Personal Profile System® and the Personal Listening Profile® • Recognizing the value that different styles bring to the team • Feedback on the <i>trust level</i> in the team... Part A of the Team Analysis Questionnaire™ • Action Plans and commitments to increase <i>trust</i> • Feedback on <i>clarity</i> and <i>agreement</i> about the <i>purpose, vision and goals</i> • What is the <i>purpose</i> of your team?

Module One, Continued

Communication and Trust

Team Development Process Description	Timing, Duration and Content
Focus on Results Workshop (To be held about one month after initial workshop)	One day Workshop. <ul style="list-style-type: none">• Creating a Preferred Future... a process for creating a <i>vision, team values</i> and <i>goals</i>, and developing an <i>Action Plan</i> for implementation• Identifying issues related to <i>policies, procedures</i> and <i>roles</i> that need further <i>clarity</i> and/or <i>agreement</i>
Follow-up Meetings in Workplace (Four two-hour meetings two to four weeks apart)	The purpose of these meetings is to: <ul style="list-style-type: none">• Review with the team their progress on goals and action plans, and their commitments to improve the trust in the team.• Review of the DiSC Behavioral Model and get feedback on how this understanding has affected communication in the team.• Repeat of the Team Analysis Questionnaire™ – questionnaires are completed at meeting 3 and results debriefed at meeting 4... to measure improvements in <i>trust level</i> and <i>clarity</i> and <i>agreement</i>.

Module Two

Innovation and Change

Team Development Process Description	Timing, Duration and Content
<p>Innovation and Change Management Uses these learning instruments:</p> <ul style="list-style-type: none"> • The Innovate with C.A.R.E. Profile[®] • The Coping and Stress Profile[®] 	<p>Two-day Workshop</p> <ul style="list-style-type: none"> • Innovation is a process not an event. • Using the Innovate with C.A.R.E. Profile[®] to identify team innovation styles and roles. • Using the Z-Process to innovatively create change and solve problems. • How do you view change... as an <i>opportunity</i> or as a <i>threat</i>? • Measuring team members <i>coping skills</i> for dealing with change using the Coping and Stress Profile[®] • Developing <i>action plans</i> for increasing both individual and team effectiveness for managing change.
<p>Innovation and Change Management Follow-up Meetings</p>	<p>Four Meetings held every two to four weeks</p> <ul style="list-style-type: none"> • Improving team communication about change, and reviewing progress on goals and commitments. • Improving <i>team spirit</i>... developing a strong commitment to the team without losing a healthy level of competition. • Increasing <i>flexibility</i>... being receptive to new ideas regardless of whose idea it is. Review of the Z-Process and how you use it to process new ideas. • Team <i>problem solving</i> skills... using <i>flexibility</i> and the Z-Process to improve this skill.

Innovate with C.A.R.E. Profile[®]

Each team member will complete and score the **Innovate with C.A.R.E. Profile**[®], to identify their most natural role in *innovation* and *problem solving*.

By becoming aware of their own strengths, and recognizing the strengths of individual team members, they can better appreciate and value the contributions of others, and use those strengths to create a more innovative team.

In addition to identifying the team roles of *Creators, Advancers, Refiners, Executors* and *Facilitators*, the **Innovate with C.A.R.E. Profile** provides a process for coordinating these roles to make innovation a reality.

Module Two Continued:

The **Z-Process**, provides teams with a plan to answer the question “What Do We Do?” Using the **Z-Process**, they will have a process for developing a structured approach to utilizing team strengths to:

- Create new ideas for improving team effectiveness and productivity
- Solve problems, and...
- Deal with change constructively, as it occurs.

Module Three

Shared Leadership

Team Development Process Description	Timing, Duration and Content
<p>Shared Leadership Uses the Dimensions of Leadership Profile[®] and the Time Mastery Profile[®] to measure:</p> <ul style="list-style-type: none">• Each team members <i>leadership behavior</i>.• The <i>leadership needs</i> of the team at this time.• How Teams can share work to accomplish common goals	<p>Two-day Workshop</p> <ul style="list-style-type: none">• Understanding the distinction between <i>management</i> and <i>leadership</i>.• Recognizing that leadership means different things to different people... people follow those whom they perceive to be performing <i>acts of leadership</i>, regardless of whether they have a leadership role.• Understanding how your <i>Focus of Attention</i> determines the leadership behavior you will use.• Using the <i>Focus of Attention</i> of all team members to ensure that all are contributing to the effective leadership of the team.• Identifying the leadership needs of the team at this point in time, and using the leadership strengths of all team members to satisfy that need.
<p>Shared Leadership Follow-up Meetings</p>	<p>Four Meetings held every two to four weeks</p> <ul style="list-style-type: none">• <i>Focus on Character</i> – leadership that focuses the team on their values, ensuring that agreed-upon principles are being followed, and standards adhered to.• <i>Focus on Analysis</i> – leadership that analyses the issues the team is facing, focuses on the vision, and has the <i>courage</i> and <i>judgement</i> to forge into new territory.• <i>Focus on Accomplishment</i> – leadership that maintains a focus on what is being achieved, what can be achieved, and helps the team overcome problems to achieving improved results.• <i>Focus on Interaction</i> – leadership that focuses on the people... that understands factors that impact on morale, and how to <i>inspire</i> others to achieve more.

Module Three Continued:

Background on Leadership

An effective team development program must address the subject of leadership and time management. Most peoples' experience of leadership, whether at work or in sport, is that of having an appointed leader or boss.

The old paradigm of leadership is that there is one leader per team, and the rest are followers.

The new paradigm of leadership, which has resulted in flatter organizations, and self-managed teams, is that leadership is not a *role*... it is an *act*, or a *behavior*! An organization that *shares* leadership, encourages employees to perform "*acts of leadership*", that is, to look for ways in which they can make a contribution above the normal.