

# The Team Development Process™

*Developing effective teams takes time...*

***Only an ongoing process of development will produce sustainable change.***

The **Team Development Process™** was developed to address the key reasons why most *team building* programs don't achieve anything in the long term, even if they appear to have worked in the short term.

- *Changing behavior takes time.* You cannot expect people to change their behavior and continue with those changes from a 2 or 3 day training experience.
- *The focus of team building must be on improving results, not just improving relationships.*

The **Team Development Process™** starts by measuring how clear team members are on their *purpose, vision, values* and *goals*, and goes on to focus all aspects of the program on achieving those goals.

## Background

The starting point for any team must be to be clear about why they exist as a team, what they have to achieve, and what each team member has to do so that the team can achieve the desired outcomes. This basic starting point is often not achieved because of ineffective communication... about why the team exists (*their purpose*), their goals, and what each team member needs to do to accomplish this.

The **Team Development Process®** not only achieves a high level of clarity and agreement about the team's *purpose, vision, values* and *goals*, it provides insight into the factors that get in the road of effective communication about these critical issues.

The initial focus of the first module is on the impact that differences in behavioral style have on communication, decision-making and goal-orientation. Through completion of the **Personal Profile System®** which is based on the **DiSC® Behavioral Model**, team members gain a better understanding of the impact their behavior is having on other team members, and what needs to be done to improve communication.

Through an understanding of the **DiSC® Behavioral Model** and the **Personal Listening Model**, team members also gain a better appreciation of the contribution that team members who have a different style to them are making to the team. An effective team needs the strengths of different styles, and the team will not function effectively unless all team members are contributing their strengths, and other team members respect and value what they are contributing.

# The Team Development Process™

**Trust** is another key factor in determining a team's success.

Trust doesn't happen automatically as a result of being trustworthy, as the results of the **Team Analysis Questionnaire™** demonstrate. The questionnaire measures each team member's perception of the *trust level* in the team. We then explore the impact that the trust level is having on communication. The **Team Analysis Questionnaire™** also measures the level of *clarity* and *agreement* on the team's *purpose, vision, values* and *goals*.

Only by focusing on communicating more openly and directly about these issues can the team move forward to becoming more productive.

# The Team Analysis Questionnaire™

## Background

The **Team Analysis Questionnaire™** was developed by Dr. Ralph Colby in 1980, to provide a method of benchmarking the *trust level* within a team and the *effectiveness of communication* about issues critical to a team's success... *Purpose, Values, Vision, Goals, Procedures* and *Roles*.

There are two parts to the questionnaire. Part A measures the *trust level*, and Part B the *effectiveness of communication*, however when team members complete the questionnaire on the Internet they will not be aware of the fact that there are two parts... they will just answer 40 questions.

## Internet Processing

Using the Internet-based processing functionality that we have developed provides you with easy access to the powerful assessment instrument, eliminates paperwork and postage, and makes reports immediately available once team members have completed the questionnaires.

The process involves the following steps:

1. Set up an account with Southwest Training Institute by contacting us at <mjhuard@gte.net>
2. Send us the details about the team name and company, and the names and e-mail addresses of the team members. We also need to know the date that you will need the results so we can schedule the e-mail requesting that they complete the questionnaire.
3. At the selected time and date, each team member will receive the e-mail with their ID and password, and the URL to go to, where they will be directed to the questionnaire to be completed.
4. When all questionnaires are complete, we download and print out the reports.

# The Team Analysis Questionnaire™

## The Reports

There are two reports for each team member:

### Team Structure Report

This report is measuring two things:

**Clarity** - how clear each individual believes the team is on the team's *purpose, values, vision, goals, procedures* and *roles*.

**Approval** - to what degree each individual *approves* of the team's *purpose, values, vision, goals, procedures* and *roles*.

It is important to understand the difference here between what we are measuring on *clarity* and *approval*. With *clarity*, we are measuring each team member's perception of how clear the team is. It is quite possible that an individual, the team leader for example, may be very clear on the vision for the team, but believe that the team is very unclear about that vision... he or she may not have shared it yet!

With *approval*, we are measuring the individual's personal approval. So you can have a happy smiling face in a very unclear position on the graph, indicating that this person is clear about that item, and approves of it, but believes that the team is very unclear about it. The face that has a *green circle* around it reflects this team member's perception.

The main benefit of the **Team Structure Report** is that you can see at a glance in which of these key areas you need to focus on increasing clarity, and where there is a need for more agreement. The materials in Module 1 of **The Team Development Process™** (TDP) provide you with a methodology for working with the team to achieve clarity and agreement of *purpose, values, vision* and *goals*.

Secondly, by repeating the exercise in 6 months time, you have concrete evidence that the team is more focused and aligned. The team will be well aware of that by then anyway and will be pleased to see the better result themselves.

# The Team Analysis Questionnaire™

## The Team Trust Level Report

This report is measuring the degree to which each team member perceives that the four *elements of trust* are present in this team. They are:

- ***Openness*** - the degree to which team members openly share information and opinions with each other.
- ***Straightforwardness*** - the degree to which team members are comfortable being direct in giving and receiving feedback.
- ***Acceptance*** - the degree to which team members value and respect each other.
- ***Reliability*** - the degree to which team members can count on each other to do what they are supposed to do.

Although it is common to get a spread of responses on each scale, it is usually quite easy to identify at a glance which of the elements need the most work.

The most underrated element is ***acceptance***. It is this element that creates the *climate* in the team for the other three to flourish. The higher the *acceptance* in the team, the more comfortable people will be with being *open* and *straight* with each other. The more a person is *respected* by others for what they bring to the team, the more they will contribute, therefore the more *reliable* they become. The process in Module 1 around these four elements will make a significant difference to the way team members view each other as they start to recognize the importance of *acceptance*.

The significant finding about these reports is that most teams do not have a high degree of clarity and approval, nor do they score high in all four elements of trust. Some do, but the majorities don't. The main reason is that they simply have not talked about it... and often the reason they have not talked it thorough enough is that there is a lack of *openness* and *straightforwardness* in the team.

The team leader may think they have agreement for his or her vision and goals, but those who don't agree are not saying anything. In most cases where there is a lack of agreement, there has been insufficient participation of those people in the determination of the vision or goals.

The processes used in Module 1 of TDP involve all team members in defining the *purpose* statement for the team, establishing the team *values*, developing a *vision statement*, and establishing *goals* and *action plans*.