

TeamWork Development

Services and Tools to Build Superior Performing Teams



Winning an ocean race, like the America's Cup, is a group accomplishment. It requires the skills and talents of a diverse group of people working together to achieve a common goal. When each crew member is operating at peak performance, and the craft is in perfect condition, the cup is in their grasp.

Workitect provides tools and consulting, training and facilitation services to help:

- Organizations install team-based structures, and
- Project teams, self-directed teams, executive teams and department teams be more effective.

Characteristics of Our Approach

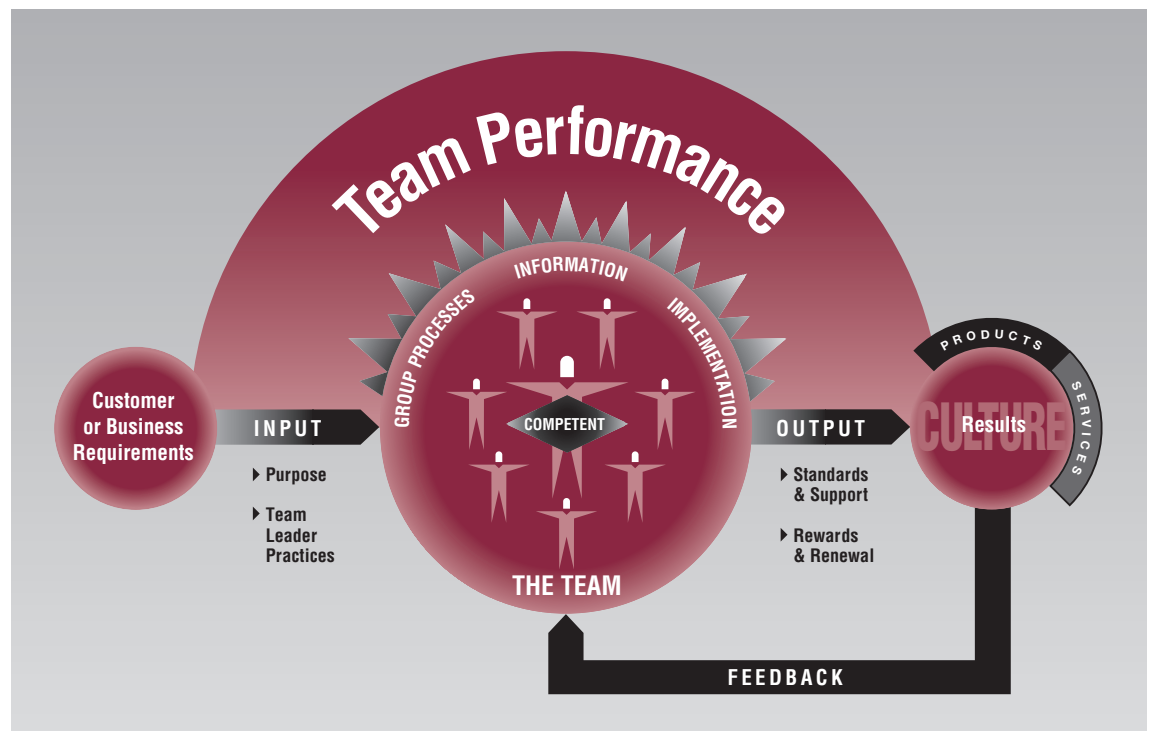
- *Tailored to your organization* – Each organization is different and requires an approach customized to the culture and aligned with the business strategy and environment.
- *Flexible* – We do not have a packaged, off-the-shelf approach. We can utilize a variety of models and approaches and integrate our approach with your existing training and organizational development efforts. Materials are professionally produced with your logo, in your style, so that everyone in your

organization knows that this is your effort, not a training/consulting firm's.

In start-up situations or in situations where improvement is desired, we can provide the required experience, models and tools.

- *Practical and Relevant* – In working with team members, we believe it is best to “keep it simple” and introduce concepts and tools that can be applied immediately to real-life situations. Trying to dazzle members with sophisticated concepts and tools is counter-productive.
- *Competency-Based* – In training team leaders and team members, we apply research that has identified the key competencies that distinguish high performing teams from average performing teams. If appropriate, a customized team competency model can be developed for your organization.

continued on next page



TeamWork Development

On a racing sailboat the crew members often come from vastly different backgrounds and places, with different levels of skill and experience.

- **Customer-Focused** – We strongly encourage (and teach) teams to collect and utilize feedback from internal and/or external customers, and manage customers' expectations. Most teams have found customer feedback meetings and service quality improvement tools, such as Moments of Truth/Cycles of Service analysis, to be extremely valuable.
- **Transfer of technology** – Organizations that have had the most success with teams have done most of the work themselves and have developed the internal capability to provide on-going day-to-day support for each team. Being dependent on Workitect or any consulting firm in the long term is not a good strategy. We would prefer to help you identify and/or develop your own internal consultants or change agents.

Tools

(In situations where a model and tools are needed)

The Team Competency™ Inventory and Profile

- Our approach utilizes an organization improvement model that views each organization as a system, with inputs, processes and outputs. The nine components of a high performing "team" system are shown at left. This 61 question survey generates information regarding the effectiveness of the team's functioning. Does this team have the competence to produce valuable outputs?

The Profile feedback report includes feedback on the key areas our research has shown to contribute to high performance, based on a systems model of organizational performance.

About the Model

Sailing and Business

Creating and sustaining high performance teams doesn't happen automatically. Cultural differences, gaps in basic skills, turbulence in the business environment and changing technology all conspire against smooth team process. Organizations can no longer assume that people share a common language or common values, a common culture. The workplace has become culturally diverse.

Despite these differences they will form a union that is unique to them; they will become a high-functioning unit of skilled individuals, bound together by common understandings of their goals and spirited by a shared passion — a passion to Win.

The Captain builds on each person's strengths by infusing the group with the desire, the will to win the race and this provides the drive to succeed.

Every high performing team addresses a series of issues that are essential to high performance. These issues are depicted in the Workitect Team Performance

Model which has proven to be effective in helping teams achieve high performance.

Winning the race begins with the first meeting of the captain and his crew and continues in subsequent meetings. What happens in this situation is essentially the same as what happens in a business organization. Answers to the following questions, that formulate "inputs" to the model, are sought:

- An issue addressed early on is why we're here. What do our customers require of us? What is our *purpose*? (We're here to win a race/ we're here to make our business a success!)
- What *leadership* practices are demonstrated by the captain, team leader or sponsor? Does he or she create a trusting and open climate where members feel free to express themselves? Does he or she break down barriers and know how to get the most out of the crew or team? Are clear directions given? Are the necessary resources and *support* provided?

The next factors relate to processes and systems that the team can adjust to create and sustain high performance over time, represented by the large circle in the middle of the model.

- What is the *competence* and *commitment* of crew members? Given our goal, do we have the right mix of skills and knowledge on the team — or access to the required competencies?
- Are effective *group processes* in place? How does the crew and team handle conflicts and disagreements? Is everyone encouraged to participate and contribute? Are new team members adequately oriented to our team?
- Is the *information* team members need to carry out their tasks available? Do we receive feedback on how we're doing?
- Are processes in place for getting work done? How does our crew and team make *decisions* and *implementation*? Is everyone clear about who is to do what, where and by when? Are our priorities clear? Are decisions based on factual and objective data?

The way in which system outputs are evaluated and reinforced also affects the team's ultimate results.

- Are our performance *standards* clear and measurable? Do we get the *support* we need from other people in the organization?
- Are positive outcomes *rewarded*? How is the team's performance and the performance of each individual team member rewarded or recognized? Are there any negative consequences for doing a good job? Do we celebrate small wins — and renew our energy and commitment?
- Are results fed back to the team in detail specific

enough to enable the team to modify its processes and systems? (This feedback becomes additional input to the team.)

How it Works!

While the model provides a framework, everyday team management requires good data and a common implementation language.

The Team Competency Inventory is an efficient normative instrument that can be taken at the beginning, middle, or end of a team process. It provides a Team Profile which shows how much of each component the team has addressed, by its members' own observations.

The Profile then provides feedback on each factor, with questions a manager and the team can use in meetings to analyze what the team needs to do to improve performance. The Profile also provides feedback from team members on their assessment of the team's current and expected performance levels and the level of team member interdependence. Open-ended questions that invite comments on the current strengths of the team and team leader, along with suggested areas for improvement are included.

In addition, questions are included that produce a profile of the "Zest Factors" (from Robert Schaffer's Breakthrough Strategy book). The basic premise of these factors is that projects with a high sense of urgency require, and tend to elicit, higher levels of performance from a team.

These two tools, the Team Competency Inventory and Profile are the sails and lines of a good ship. They can be used in a full spectrum of applications, from quick check-ins to major reorientation meetings and retreats — depending on the needs of the team.

The fact that the inventory and profile provides feedback on norms — against either the total base of teams who have taken the inventory, or against company norms, allows the team to remain conscious of its connection to the larger organization and business environment.

Applying the Tools

Consulting and Facilitating

If crew members provide an analogy to team management, a key lesson is that good crews and good teams *practice*. They can't perform effectively without it.

The Team Competency tools can clearly be used when breakdowns occur, but the best results come when they are used to create a climate of consistent

development and continuous improvement.

We also train and certify internal consultants and team leaders to use the tools.

Many options exist for the development of high performing teams. Each situation is different and requires some degree of customization. For example, some teams may want to include feedback from internal or external customers.

Training

Where training is appropriate, a typical three-day session could cover the following topics:

TeamWork Development Workshop

Objectives:

- Function as an effective leader and/or member of a self-sufficient, self-directed work team.
- Identify the main factors that influence the effectiveness and performance of work groups and organizations.
- Create a learning organization.
- Solicit and use feedback to increase individual, team, and organizational effectiveness.
- Deal with environmental factors that influence group and organizational performance.
- Cope with the ambiguities and uncertainties that are an inherent part of modern-day organizational life.

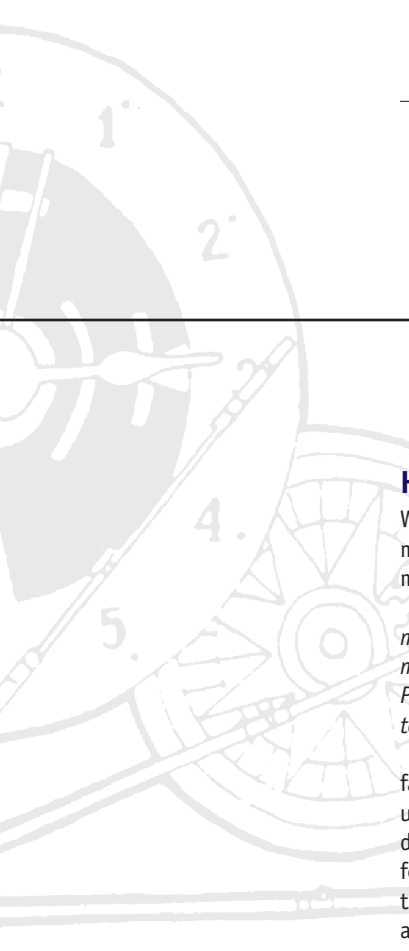
Team Activities & Desired Outcomes:

Team Formation

- A team name.
- Ground rules to guide team member behavior.
- A basic understanding about who the other team members are.

Team Culture

- A culture profile of the parent organization.
- Agreement about a desired team culture.



Workitect provides consulting help to teams by facilitating team building sessions or conducting training to give team members the competencies required for high performance.

SUMMARY

When an organization shares a common and comprehensive framework for creating and sustaining team performance, tremendous benefits in flexibility are achieved.

For example, teams created rapidly in high tech organizations may find it difficult to build their own personal culture and still achieve organization-wide effectiveness. Shared strategic understandings greatly improve overall performance and integration with other systems and functions, just as a skilled and talented navigator is able to negotiate waters as diverse as the Gulf of Mexico and the Straits of Magellan.

When the efforts of a skilled team come together, the members no longer function as separate individuals working on parallel planes. They become a high performing unit, a team that demonstrates that the whole is indeed "greater than the sum of its parts."

- A set of core values the team wishes to uphold.

Aligning Team Purpose

- Identification of the team's primary customers.
- Agreement about the primary products and services the team is responsible for providing.
- Alignment of the team's purpose with those of the organization.

Team Charter

- A list of the team's primary responsibilities.
- A list of those decisions the team is responsible for making.
- The results expected or outputs to be produced by the team.

Setting Team Objectives

- A set of team performance objectives.

Individual Needs

- Increased understanding of one's individual needs and of the other team members.
- Plans for modifying how the team operates to increase the satisfaction of the team members' individual needs.
- Insight into team members' behavioral style.

Improving the Social Process

- Consensus about the quality and nature of the team's social process.
- Plans for increasing the effectiveness of the team's social process.

Interpersonal Feedback

- Increased skills in soliciting, providing and using individual feedback.
- Improved working relationships between the team members.

Team Member Resources

- Increased knowledge and appreciation of each team member's strengths, skills and attributes.

Role Expectations

- Increased clarity about the role each team member will play on the team.
- Clearly communicated expectations about what each team member needs to perform effectively.

Environmental Scanning

- Increased skills in monitoring the team's environment to assess customer satisfaction.

Team Leader Workshop

In most situations, training for team leaders and coaches is recommended. In a typical three-day Team Leader Workshop, these topics are usually covered:

- Team Interpersonal Development
- Ground Rules, Expectations and Objectives
- Building Trust
- Communications Skills
- Conflict Resolution
- Building for Collaboration
- Characteristics of a Well-Functioning Team
- Team Roles
- Cultural Diversity
- Understanding Human Behavior
- Coaching Skills
- Leaders and Coaches as Facilitators
- Facilitating Change
- Creating Your Mission
- Establishing Ground Rules
- Team Impact Analysis
- Meeting Process
- Team Self-Evaluation
- Process Mapping
- Team Process and Service Quality Tools
- Interfering Behaviors
- Customer Meetings
- Measuring Team Performance
- Application Plan