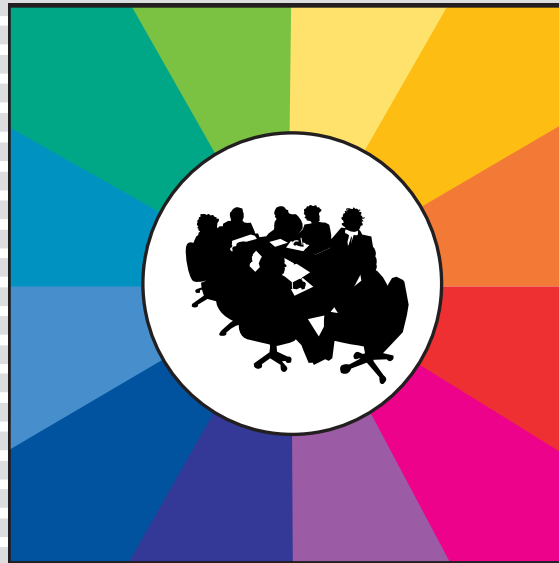

Assessing Our Team's Functioning



**Team
Development
Module**

Preparing to Assess Our Team's Functioning

Objectives: This module will help us discuss what we do well as a team, determine where we need to improve, and create a plan for making desired changes.

Step 1

In this first step we will complete an assessment to learn how each of us perceives our team's level of functioning in 12 areas important to teamwork. This will give us a way to discuss our team's strengths and weaknesses and make plans for changing.

Discussion Activity

Instructions: Let's review the guidelines below and then complete the team assessment on the next page. When finished, we will discuss our results.

Guidelines:

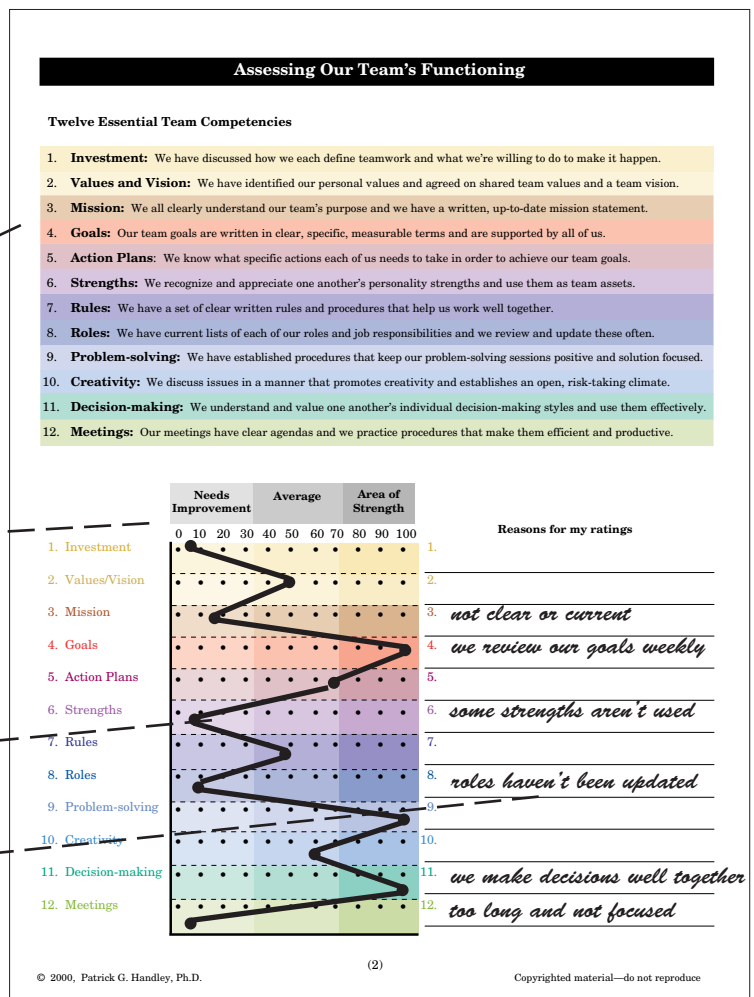
Five steps are involved in completing the team functioning assessment. The example on the right shows what a completed assessment might look like.

Let's work individually when completing the assessment and then, when finished, share our results.

To proceed:

- ① Review the descriptions of each competency on the upper half of the page.
- ② Rate our team on each competency by placing a circle around a point on the chart on the lower half of the page. Notice that the points range from 0 to 100 with low scores representing a need for improvement and high scores representing team strengths.
- ③ Connect the circles with lines to create an easy-to-read profile.
- ④ Write the reasons for several of your highest and lowest ratings in the spaces to the right of the chart.

Example:



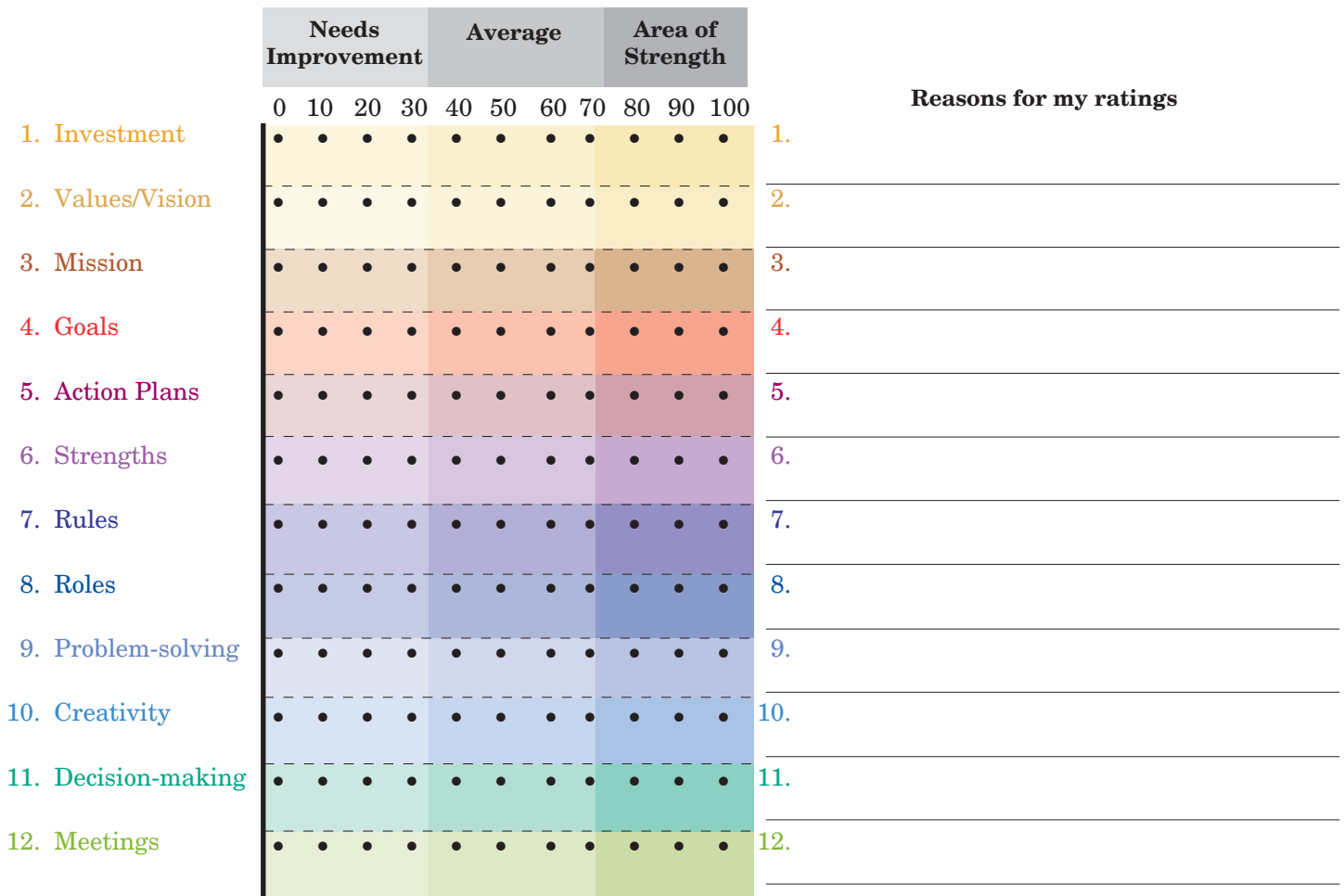
Discussing Our Results:

When we have all finished, let's share our results and discuss the similarities and differences in our views. The objective is not to reach consensus but rather to learn more about the various ways we perceive our team. The value of this assessment comes from the dialogue created—not the numbers or specific scores.

Assessing Our Team's Functioning

Twelve Essential Team Competencies

1. **Investment:** We have discussed how we each define teamwork and what we're willing to do to make it happen.
2. **Values and Vision:** We have identified our personal values and agreed on shared team values and a team vision.
3. **Mission:** We all clearly understand our team's purpose and we have a written, up-to-date mission statement.
4. **Goals:** Our team goals are written in clear, specific, measurable terms and are supported by all of us.
5. **Action Plans:** We know what specific actions each of us needs to take in order to achieve our team goals.
6. **Strengths:** We recognize and appreciate one another's personality strengths and use them as team assets.
7. **Rules:** We have a set of clear written rules and procedures that help us work well together.
8. **Roles:** We have current lists of each of our roles and job responsibilities and we review and update these often.
9. **Problem-solving:** We have established procedures that keep our problem-solving sessions positive and solution focused.
10. **Creativity:** We discuss issues in a manner that promotes creativity and establishes an open, risk-taking climate.
11. **Decision-making:** We understand and value one another's individual decision-making styles and use them effectively.
12. **Meetings:** Our meetings have clear agendas and we practice procedures that make them efficient and productive.



Planning Our Team's Development

Step 2

In this step we will identify which of the 12 *Insight Team-Development Modules* to complete in order to improve in any of the 12 areas of team functioning.

Instructions: Let's each check, in the spaces below to the left of each module title, those modules we would like to complete. We can refer back to our ratings on the previous page and note those areas needing improvement. When finished, we'll share our results and agree on a plan.

INSIGHT TEAM-DEVELOPMENT MODULES

Module 1: Investing In Teamwork

Objectives: to help us identify our team's unique characteristics, write a definition of teamwork, and discuss the behaviors that will help us develop into a winning team.

Module 2: Identifying Our Values and Vision

Objectives: to help us clarify our individual and team values and develop a vision of what we aspire to become as a team.

Module 3: Defining Our Team's Mission

Objectives: to help us clarify our team's primary purpose and write a mission statement for our team.

Module 4: Setting Our Team Goals

Objectives: to guide us through a process for writing clear goals and help us create a system for tracking our goals by type and target completion date.

Module 5: Taking Action on Our Goals

Objectives: to help us break down our goals into action plans with specific, achievable steps and to link these plans directly to our priorities, time, and resources.

Module 6: Building on Our Personality Strengths

Objectives: to help us identify our personality characteristics and discover new ways to use one another's personality strengths to accomplish team goals.

Module 7: Establishing Our Team Rules

Objectives: to help us agree on rules and procedures that will improve our effectiveness and help us agree on a process to regularly review and update these rules.

Module 8: Clarifying Our Team Roles

Objectives: to help us identify the roles needed on our team, learn where there are role overlaps or gaps, and clarify our individual roles.

Module 9: Solving Problems Together

Objectives: to help us learn to state problems in positive terms, better understand our various approaches to problem-solving, and use our differences as team strengths.

Module 10: Enhancing Our Team Creativity

Objectives: to help us enhance our creativity by replacing negative, idea-stopping language with positive, idea-building communications and effective brainstorming.

Module 11: Making Team Decisions

Objectives: to help us learn alternatives for team decision-making, identify the strengths of our individual styles, and evaluate all pros and cons before deciding.

Module 12: Improving Our Team Meetings

Objectives: to help us evaluate our team meetings, learn the characteristics of effective meetings, and develop ways to make our future meetings more productive.

