

Team Development Process™

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Team Development Process™

Most business leaders understand that significant performance gains can be achieved through teamwork, and yet few organizations get the results from their teams that they expect.

Could one of the reasons teams fail to achieve their potential be the training they get?

Why Team Training Doesn't Work

Turning a group of people into a *team* won't happen as a result of a single training event. It takes time to develop a team, and even longer to build a *high performance team*. Despite this *common sense*, many organizations persist in expecting improved team performance from such single events, or worse, from no team development at all. And in recent years, these team training events are getting shorter. Many managers are not willing to have their teams out of work for more than a few hours at a time, concerned about the lost productivity while they are at training.

If you are serious about creating *high performance teams*, you need to commit the time and resources needed to develop *high performance teams*.

Why Integro's Team Development Process Works

Our approach to team development has one goal in mind – to provide teams with the awareness, understanding, methodology and the tools they need to become a *high performance team*. There are several key features we have built into the **Team Development Process™** to ensure we achieve that goal:

1. **It is a process not an event.** The **Team Development Process™** consists of three modules, designed to be run over 9 to 12 months.
2. **The appropriate use of learning instruments.** In addition to Integro's 360-degree Team Member Rating, we have used learning instruments developed by Inscape Publishing Inc., to provide team members with feedback about different aspects of their behavior. Each new layer of *self-awareness* contributes to an ongoing increase in *emotional intelligence*.
3. **Application in the workplace is required.** After each module, there are specific application assignments team members are asked to commit to.
4. **Follow-up sessions.** There are 2 to 3 hour follow-up sessions after each module to support team members in following through on their commitments and implementation of action plans.

There are three basic principles that form the foundation of Integro's approach to developing *high performance teams*.

Being a Team Member is a Part-Time Role

In most cases, team membership is a part time role. Team members are selected for their knowledge and expertise, and their primary role is to fulfill functional responsibilities.

The fact that their membership on a team is a part-time role does not mean it is a less important role. Each team member needs to understand the difference between these two roles... their responsibilities to their primary job and their responsibilities to the team. These two sets of responsibilities are different, and usually require quite different behaviors.

Some team members are less effective in their team role because they don't see it as being different from their functional role, which often requires competitive rather than collaborative behavior. This often leads to conflict as team members argue from their own functional perspectives.

Behavioral Adaptability is an Essential Skill

Effective teamwork cannot be achieved unless team members understand the need to switch from one role to the other. To do this, they must exhibit *flexibility* (i.e., the *willingness* to mentally switch roles) and behavioral *adaptability* (i.e., the skill and knowledge required to effectively perform both roles). The **Team Development Process**[™] helps team members develop both *flexibility* and *adaptability*.

Behavioral adaptability requires a high degree of *emotional intelligence*. The emotional competencies of *Self-Awareness* and *Self-Management* are essential to increase awareness of the need to excel in two roles requiring different behaviors and then expend the effort to adapt to using behaviors that may feel very uncomfortable.

When people move away from using their natural, instinctive behaviors, they tend to experience a degree of discomfort and anxiety. The natural instinct in this situation is to revert back to the habitual, more comfortable behavior. Learning to change old behavioral habits takes time, so a single *training event* will have little impact on increasing individual or team behavioral adaptability. The **Team Development Process**[™] provides the time and reinforcement needed for the effective change of behavioral habits.

Identifying a Team Performance Challenge

The third *basic* fundamental is that teams must have a significant reason for existing. In the book *The Wisdom of Teams*, authors Jon Katzenbach and Douglas Smith document research that identifies the most important ingredient for team success to be a clear and compelling *performance challenge*. Many teams fail to articulate a team performance challenge that is *meaningful and important* to all team members, and as a result, fail to provide the motivation for team members to expend the effort to adapt their instinctive behaviors.

Measurement is Critical

For over 25 years, Integro has utilized the **Team Alignment Questionnaire**[™] (TAQ) to measure the level of trust and alignment in teams. The TAQ is used to assess two aspects of team member *alignment* prior to the commencement of any team intervention. The first is *clarity*... the degree to which team members are *clear* on their team's *Purpose, Values, Vision* and *Goals*. The second is the extent to which individual team members *approve* of where the team is going and how they are going to get there.

High levels of *Team Clarity* and *Personal Approval* are essential to getting the team commitment to achieving the organization's *Vision* and *Goals*.

The **Team Alignment Questionnaire**[™] also measures the *trust level* within the team. Integro's unique trust model, the *Elements of Trust*[™], helps teams increase trust so that the barriers to achieving high levels of *Clarity* and *Approval* can be identified and removed. And finally, knowing that the *Elements of Trust*[™] and alignment *Clarity* and *Approval* will be measured again during the process keeps the team focused on its *performance* rather than on the personalities of team members, togetherness, or team building for its own sake.

Program Design

The rationale behind the design is as follows:

Module 1 – Getting “On the Bus”

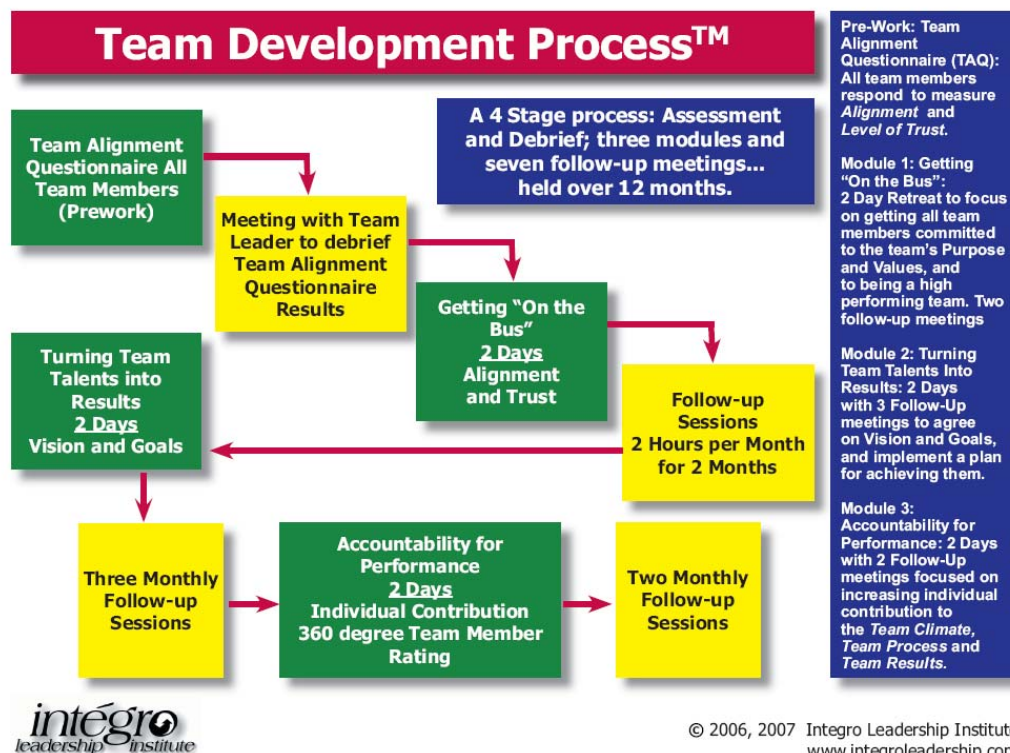
The first stage in forming a team or moving an existing team towards “high performance” is for the team to become a “real team”. A real team is in alignment about why they exist – the outcomes expected from the team, and on the ultimate destination. This module ensures that all team members are absolutely clear on the team’s *purpose, values, vision* and *goals*, and that they are committed to achieving them. We use the “on the bus” analogy so that each team member understands the responsibility that comes with being committed to being “on the bus”. If they are not committed to the team, they should find another bus.

Module 2 – Turning Team Talents Into Results

It is not recommended that this module start until all team members have made a commitment to being “on the bus”. Now, using the Team Dimensions Profile and Z-Process, the team is ready to learn how to capitalize on the Team Talents of each team member, and develop a process for working together to continuously improve their performance.

Module 3 – Accountability for Performance

Once the team has implemented the Z-Process and has been applying the *shared leadership* approach for some time, they are ready to *fine tune* their performance by focusing on their own individual contribution to the team to identify strengths and areas where their contribution could be improved. The Team Member Rating 360 degree questionnaire provides very valuable feedback for team members, but there does need to be a high level of trust in the team before embarking on this module.



Team Development Process™

Module One – “Getting on the Bus” (2-days)

Benefits	Session Content
<p>Team Alignment Questionnaire™ This survey measures both the <i>Trust Level</i> in the team, and the effectiveness of communication about the <i>purpose, values, vision</i> and <i>goals</i>. It is re-administered at the end of Module 3.</p> <p>The results are <u>first</u> discussed with the Team Leader before being shared with Team Members at the workshop.</p>	<p>Pre-Seminar Benchmark</p> <ul style="list-style-type: none"> ▪ An internet based survey with 40 questions, and literal comments available on each question. ▪ Takes 15 to 20 minutes to complete. ▪ 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</i> and <i>reliability</i> ▪ Part B measures each team member’s perception of how clear team members are on the <i>purpose, values, vision</i> and <i>goals</i>, and to what degree they are in agreement.
<p>Day One – Morning</p> <ul style="list-style-type: none"> ▪ Team members focus on what kind of team they are building and why ▪ Team members gain an appreciation of the critical role that personal responsibility and accountability play in the team’s ultimate success ▪ Team members understand the impact that their decisions and behavior have on the <i>Team Climate</i> and the importance that trust plays in building this climate. 	<p>Focus on Team Alignment</p> <ul style="list-style-type: none"> ▪ <i>Vision Web</i> team activity – the power of teamwork. ▪ “What are we building and why are we building it?” ▪ Team Alignment – gaining <i>clarity</i> and <i>approval</i> for the team’s purpose, values, vision and goals. ▪ The Elements of Trust and the trust level in your team. ▪ Primary challenges the team is facing at this time. ▪ Who is a “right person” for our team? ▪ The <i>Personal Responsibility Model...</i> what it means to be an <i>accountable</i> team member. ▪ Creating a <i>team climate</i> that will increase mutual accountability.
<p>Day One – Afternoon</p> <ul style="list-style-type: none"> ▪ Team members agree on the team’s purpose and how it aligns with the purpose or mission of the organization. ▪ Team members commit to the organization’s <i>core values</i> and agree on their own shared values by developing a <i>Team Code of Conduct</i>. 	<p>Focus on Team Alignment (continued)</p> <ul style="list-style-type: none"> ▪ <i>Determining Your Purpose</i>: identifying your team’s purpose and how it aligns with the organization’s purpose. ▪ <i>Values Motivation</i>: the impact personal values have on the interpersonal dynamics in a team. ▪ <i>Core Values</i>: how do your organization’s core values contribute to your team’s success? ▪ <i>Team Code of Conduct</i>: what values, beliefs and behaviors must your team operate by to become a <i>high performance team</i>?

Benefits	Session Content
<p>Day Two -Morning</p> <ul style="list-style-type: none"> ▪ Team members identify the <i>people skills</i> they need to create a <i>climate</i> based on <i>trust</i> and <i>personal responsibility</i> ▪ Clarification of the impact that differences in behavioral style have on how the team functions and the <i>trust level</i> in the team ▪ Increased awareness of the need for all team members to exercise the <i>discipline</i> necessary to create a <i>Responsibility-Based Environment</i> 	<p>People Skills</p> <ul style="list-style-type: none"> ▪ The four <i>People Skills</i> team members must have to build trust. ▪ The DiSC® Indra Profile... debrief of the report, and understanding your results. ▪ <i>DiSC® Theory model...</i> understanding the impact of differences in behavior on team effectiveness. ▪ DiSC® Indra Profile Group Report... how the behavioral styles of team members impact on the <i>trust level</i>, and the <i>culture</i>. ▪ <i>Facilitating Change</i> – helping team members see change as an <i>opportunity</i> rather than as a <i>threat</i>. ▪ <i>Interpersonal Flexibility</i> – identifying the characteristics of a flexible person. ▪ Increasing your interpersonal flexibility.
<p>Day Two - Afternoon</p> <ul style="list-style-type: none"> ▪ Increased awareness of the factors that have prevented trust from developing in the past, and what must be done to remove these barriers. ▪ Team members make commitments on what they must do both individually and as a team to increase the level of trust. 	<p>Team Trust Level</p> <ul style="list-style-type: none"> ▪ Debriefing the <i>Team Trust Report</i> – identifying strengths and barriers to increased trust. ▪ Strategies for increasing trust – what needs to be different in order to improve team trust level. ▪ Each team members identifies action steps and makes commitments to increase the trust level within the team.
<p>Two Follow-up Sessions</p>	<p>Keeping Commitments</p> <p>There are two follow-up sessions of 2 to 3 hours to review the commitments made by each team member and get feedback from each other about what is working and what is not.</p>

Module Two – Turning Team Talents into Results (2 Days)

Benefits	Session Content
<p>Day One</p> <ul style="list-style-type: none"> ▪ Team gains consensus on what it must do to build team alignment. ▪ Team understands what it must do to build a high performance team. ▪ Each team member identifies the unique talents that they bring to the team in terms of how the team operates, and gains a greater appreciation for the talents other team members contribute. 	<p>Focus on Team Talents</p> <ul style="list-style-type: none"> ▪ Review commitments made to each other to increase <i>Trust</i>. ▪ Stages of team development. ▪ Types of teams, and what it takes to become a <i>high performance team</i>. ▪ The Team Dimensions Profile – identifying the different <i>talents</i> team member have based on their <i>Team Role</i>. ▪ Understanding your own <i>Team Role</i>, the <i>strengths</i> you bring to the team and the <i>challenges</i> you need to be aware of. ▪ <i>Working with others</i> – understanding the <i>discomfort zones</i> of each Team Role. ▪ <i>Focus versus Flexibility</i>: collaborating with other team members to capitalizing on the talents of all.
<p>Day Two</p> <ul style="list-style-type: none"> ▪ The team learns to use the Z-Process – a <i>shared leadership</i> approach to turning ideas into results. ▪ Identification of the <i>team priorities</i> that must be addressed to achieve the team’s <i>Vision</i>. 	<p>Focus on Team Process</p> <ul style="list-style-type: none"> ▪ <i>Understanding Team Priorities</i> – how differences in priorities affect the decisions made and the results achieved. ▪ The Z-Process... using the four <i>Team Roles</i>, <i>Creating</i>, <i>Advancing</i>, <i>Refining</i> and <i>Executing</i> to turn ideas into workable action plans and completed projects. ▪ Using the Z-Process to identify the team’s <i>Vision</i>, and determine a <i>team performance challenge</i> for your team ▪ Identifying and establishing team goals...<i>What the team must achieve in the short term to achieve it’s vision</i> ▪ Prioritizing action plans and strategies for achieving the team’s <i>Vision</i>.
<p>Three Follow-up Sessions</p> <ul style="list-style-type: none"> ▪ Team members stay focused on the balance between their <i>individual accountability</i> and <i>accountability to the team</i> ▪ Plans are followed through on to achieve <i>business results</i> 	<p>Team Project</p> <ul style="list-style-type: none"> ▪ Between Modules 2 & 3, team members will implement the strategies identified in day 2 of Module 2 for those goals that are currently providing the greatest challenge for the team. ▪ Three follow-up meetings of 2 to three hours held monthly to get feedback on commitments to increase the <i>trust level</i> and check on progress towards achieving team goals.

Module Three – Accountability for Performance – (2 Days)

Benefits	Session Content
<p>Team Member Rating™ Provides each team member with direct feedback from their manager and colleagues relating to their contribution to the team in three areas:</p> <ul style="list-style-type: none"> ▪ Personal Contribution ▪ Interpersonal Contribution ▪ Task Contribution 	<p>Pre-Seminar Assessment</p> <ul style="list-style-type: none"> ▪ An internet based survey with 30 questions, and literal comments available on each question. ▪ Takes 15 to 20 minutes to complete on each person.
<p>Benefits:</p> <ul style="list-style-type: none"> ▪ The team develops fundamental skills for improving team openness ▪ Team trust levels are enhanced ▪ Team members gain an appreciation of the different listening styles of their colleagues. ▪ Improved communication skills between team members 	<p>Creating Conditions for Feedback</p> <ul style="list-style-type: none"> ▪ Review team action plans... a progress report on strategies for achieving team's <i>Vision</i>. ▪ Personal Listening Profile®... Understanding your natural listening approaches: when they work for you and when they don't. ▪ <i>Listening Adaptability</i>: Developing flexible listening skills when working with other team members. ▪ Improving communication and trust in the team with the <i>Giving and Receiving Feedback Models</i>. ▪ Johari Window...Practicing the art of giving and receiving feedback. ▪ Managing defensiveness reactions in self and others.
<p>Day Two</p> <ul style="list-style-type: none"> ▪ Team members identify ways they can increase their contribution to the team's <i>climate, process</i> and <i>results</i>. ▪ Commitments are made to lift the team to <i>extraordinary</i> levels of performance 	<p>Team Member's Individual Contribution</p> <ul style="list-style-type: none"> ▪ Each team member will receive their Team Member Rating™ report, a 360 degree assessment of how each other team member perceives their contribution: <ul style="list-style-type: none"> ○ <i>Personal Contribution</i>... to the team climate and level of trust ○ <i>Interpersonal Contribution</i>... to the team process and communication ○ <i>Task Contribution</i>... to the team results. ▪ Each team member will discuss their results with the rest of the team, and seek feedback on reinforcing their strengths and identifying areas where contribution can be improved. ▪ This session concludes with the development of <i>Action Plans</i> and a commitment from each team member to respond to the feedback provided.
<p>Two Follow-Up Sessions</p>	<p>Keeping Commitments There are two follow-up sessions of 2 to 3 hours to review the commitments made by each team member and Debrief results of a second Team Alignment Questionnaire™.</p>