

## My Team – Sample Team Project Name – Sample Project

**Name:** Sample Person

**My Team Management Profile roles:**

Major role: Upholder–Maintainer  
 Related roles: Reporter–Adviser  
 Controller–Inspector

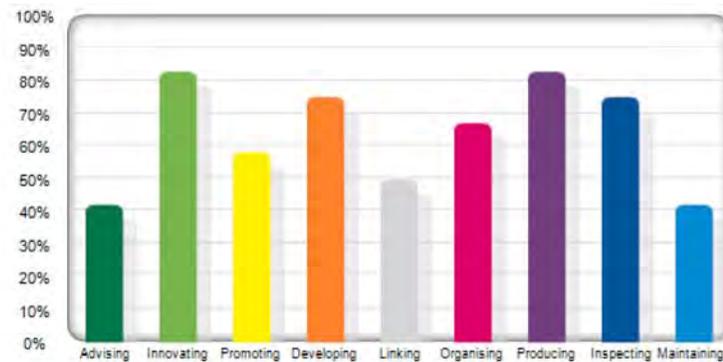
**'My Team' – Project Performance Profile:**

Your scores from the 'My Team' – Project Performance Questionnaire have been allocated to the Types of Work Wheel as a percentage of the maximum possible. If your score on all sectors is over 75% then you consider your team to be well on the way to high–performance.

If your score is in the range 50–75% for all sectors then your team is probably doing most things well although there may be scope for improvement.

If your score on any sector is below 50% then this is an area where your team could make substantial improvements to the way it's working. These Types of Work should be an immediate development priority for your team.

Based on your scores some general advice is available for you to share with your team. It focuses on the project aspects of teamwork.



## Advising



You scored 42% for your team on **Advising**.

One of your related roles on the Team Management Wheel is Reporter-Adviser so Advising is an area where you might enjoy making a contribution to improved performance in your team. You would probably enjoy taking a lead in improving this area of teamwork.

This indicates that your team probably has the skills to gather important information, such as the clearly defined requirements of clients and key project stakeholders. Success in this area also means being able to rank requirements and specify acceptance criteria (such as KPIs), as it's often difficult to meet everyone's needs. You seem to be happy with how this is currently being done.

High-performing project teams need to readily adapt to changing requirements; a prerequisite for this is open and free-flowing information. Traditional hierarchical teams impede the flow of information, as power is often correlated with controlling information and releasing it on a 'need-to-know' basis. You have indicated that your team needs to review this balance between leadership control and empowerment so that team members can act as relatively autonomous agents with an open and transparent flow of information among team members. One way of doing this is to make use of a suitable information radiator which displays the status of work flows and the progress of the team. Team members are free to update the radiator as and when the project status changes.

A system to organise all project-related information such as project requirements and issues is essential for top performance in the Advising sector. It appears that you may not be totally happy with the approach your team is currently taking here. One thing to explore with your team is whether you are using the latest technology to help you do this.

## Innovating



You scored 83% for your team on **Innovating**.

The Innovating function is associated with the regular questioning of 'what are we doing' and 'are we doing it well enough'. As a team you need to be generating new ideas and discussing them. You seem happy with the level of creativity in the team, but it's a good idea to check this with other team members.

When obstacles arise, you're reasonably confident that the team will find a way around them. By putting energy into the generation of alternative pathways around problems new solutions usually arise. If you would like to further improve this aspect of teamwork then have a look at some of the techniques for finding ways around problems. Your Team Management Systems facilitator can help you do this.

One of the features of Innovating is the ability to diverge in your thinking and to challenge conventional ideas. Linear thinking often leads to more of the same but divergent or lateral thinking breaks new ground and leads to truly innovative concepts. You've indicated that this is probably being done well in your team.

## Promoting



You scored 58% for your team on **Promoting**.

This indicates that your team is putting a lot of effort into Promoting. It's a good idea at your next team meeting to review just what Promoting means for the team and how you could do this even better. A key topic is the ability to sell ideas to others through persuasion and influence.

An important skill of Promoting is the ability for all team members to deliver high quality presentations to others, both inside and outside the organisation. By presenting its ideas and 'vision' eloquently and professionally your team will enhance its reputation. You've indicated that this is currently being done reasonably well but check with the team to see if further development is required.

To perform well a team needs to have a high visibility with important stakeholders elsewhere in the organisation. This may mean that time has to be allocated to attend meetings, circulate e-mails, prepare information summaries and meet informally with other key 'players' in the organisation. You've indicated this area needs improvement so put it on the agenda for one of your regular meetings.

## Developing



You scored 75% for your team on **Developing**.

Some teams are really good at generating ideas but sometimes these ideas are out of touch with reality. It's important to have people in your team who can develop ideas into workable solutions, given any current project constraints. You've indicated that you're satisfied with the way your team turns concepts into reality so this aspect of Developing seems well catered for.

Your team probably has good analytical skills to assess the viability and necessity of stakeholder requirements and to avoid redundancy. Sometimes clients will duplicate their requirement requests or specify ones that they may rarely use. Good analysis techniques are therefore required and assumptions need to be checked. You've indicated that you're happy with team performance in this area.

All project teams need to develop and test prototypes before launching them – be they products or services. Beware of jumping from Innovating to Producing without going through Developing. It's unlikely that your team will do this as you've indicated it puts appropriate effort into Developing.

## Linking



You scored 50% for your team on **Team Linking**.

You've indicated that your team handles disagreements ineffectively. Some conflict can be positive as it brings out alternative views that can be debated and lead to better decisions. However, conflict becomes disruptive when people don't appreciate the benefit of diversity and act negatively to others who see the world differently. Diversity in a team comes when people have different work preferences, approaches to risk and values. These differences lead to a balanced team and true synergy is available when the differences are linked in a positive way.

Differences can be harnessed as strengths when there is a high level of trust among team members, because everyone knows that they can speak openly and that nothing will be held against them. One way to encourage this is by team members sharing their own Team Management Profiles. In this way differences can be explored, which leads to increased levels of trust and respect – important components of Linking. Perhaps you could share your Profile with other team members at a future meeting and suggest that a development session is held to improve Linking in your team.

Active listening is critical to success in Linking. It means 'listening' to others and showing them that you're interested in what they say by asking questions, building on their replies, and summarising what has been said. You've indicated that some team members don't do this well. A basic principle of communication is that it's only effective when the receiver understands the message in the way the sender intended it to be understood. It's important therefore to check verbally that your interpretation of what you have just heard is the same as the sender's. There are three ways of accomplishing this:

- Summarise or paraphrase your understanding of what has been said;
- Ask questions to clarify potential misunderstandings; and
- Check that you have a clear interpretation of the other person's feelings on the subject under discussion.

The first two points deal primarily with the content of the conversation – the 'facts'. The third focuses on the 'feelings' – the deeper, often hidden meanings in conversations.

You've indicated that your team members are skilled communicators. However do they know the principles of dynamic communication? When people try to communicate, there's potential for conflict to arise, as different models of the world are interacting. Skilled communicators use the principle of Pacing to establish rapport. The *Pacing* App on TMSProfiles.com helps you do this. You and your team members should learn these techniques if you want to become a project team that is fully coordinated and cooperative.

A feature of high-performing project teams is their ability to solve problems. Successful Linking in problem-solving will utilise the strengths of different people in the team: some team members will come up with innovative solutions; some will gather all the information; and others will implement solutions successfully.

Effective teamwork involves *both* problem-solving and decision-making. As a team, you have to organise yourself to accomplish a task. Your team's success will depend upon the degree to which all team members understand what has to be done and who will be responsible for doing it. You've indicated in your responses that team members *are* involved in joint problem-solving and decision-making.

## Organising



You scored 67% for your team on **Organising**.

The Organising work function involves making sure that the team organises its work effectively. Well-organised teams work to a plan with everyone knowing what has to be done, when, and by whom. You generally consider your team to be well-organised.

It's important for the team to make sure that the targets it sets can be achieved by the people and resources that are available. This is why it's important to have everyone in the team involved in setting achievable targets. You seem happy that your team has clear goals but is flexible enough to incorporate changes in stakeholder requirements.

Team members like to know not only what their job is, but the areas over which they have some authority and for which they are accountable. Authority and accountability bring responsibility, and responsibility leads to commitment and motivation. Sometimes problems occur in teams because people don't know who has authority to do what, or there are arguments over people having conflicting areas of accountability. You've indicated that your team needs improvement in these areas.

## Producing



You scored 83% for your team on **Producing**.

Producing is concerned with the production of outputs on time and to high quality standards. All project teams exist to deliver outputs – either products or services – to customers. It's the outputs that lead to the bottom-line profitability or performance of the team and ensures retention of customers. You seem to be satisfied that your team does deliver its commitments on time and to high standards.

It's important for a project team to have a system for tracking its progress on a regular basis. Project leaders in particular need a reporting system that shows this progress at a glance. You've said that your team does have tracking system in place but maybe you should review whether there are any better ones around.

One of the temptations with project teamwork is to deliver a prototype that isn't fully tested and fix problems as and when they arise. Unfortunately this can cause clients to lose faith in the ability of the team to deliver to their promises. This may not apply to your team as you have indicated that all products are delivered fully tested.

## Inspecting



You scored 75% for your team on **Inspecting**.

One of your related roles on the Team Management Wheel is Controller-Inspector so Inspecting is an area where you might enjoy making a contribution to improved performance in your team. You would probably enjoy taking a lead in improving this area of teamwork.

Inspecting ensures that your team focuses on accuracy. Before decisions are made and solutions implemented it's important that all team members check the accuracy of their information and their plans. Sometimes not enough attention is paid to accuracy particularly if the team is composed of a lot of action-oriented people. You probably feel that your team should focus more on this area.

Some of the best performing project teams leave nothing to chance. Everything is planned down to the last detail, with various alternative options to pursue should the situation change at any moment. You've agreed that attention to detail is highly valued in your team.

These days 'auditing' or 'reviewing' is an important part of team success. The term 'auditing' is now used in its widest sense covering not only the financial aspects but also team outputs and outcomes and the team processes. You've rated this aspect of project teamwork as satisfactory.

## Maintaining



You scored 42% for your team on **Maintaining**.

Your major role on the Team Management Wheel is Upholder–Maintainer so Maintaining is an area where you would enjoy making a contribution to improved performance in your team. Where do you think you could make changes? Which Maintaining areas would you most like to improve? Perhaps you could make some suggestions to your team when you next meet.

Maintaining involves making sure that team standards and quality are always at the highest level, given the resources available to the team. You have indicated that the team's standards may be 'slipping'. You may need to meet as a team to review these. Make sure they align with those of your stakeholders and clients.

Agreed ground rules are essential for high–performance in project teams. These ground rules articulate a shared set of values that everyone in the team subscribes to. They become part of the Team Charter which lists the 'set of rules' by which people agree to become members of the team. When difficulties in teamwork arise then reference to these ground rules can hasten resolution of the outcome. Some example ground rules often used include:

- Our team will be fair, tolerant and trusting and be seen by others to have these qualities.
- We acknowledge that everyone brings value, talent, skill and resources to the team.
- Effective and open communication is important to us.
- We will come to meetings fully prepared.
- There will be a focus on team goals before personal agendas.
- We will regularly measure performance against targets and key actions.

You're not satisfied that your team has an appropriate set of ground rules in place. You may need to work with a teamwork consultant experienced in the prevention of conflict in teams to develop these.

You've indicated that team members do support one another when difficulties arise. Issues of loyalty and equity are important values that aid this process by bonding team members to one another and also to the organisation.

**My Team** – Sample Team

**Project Name** – Sample Project

**'My Team' – Project Performance Profile**

**Rater:** Sample Person

<i>No.</i>	<i>Statement</i>	<i>Response</i>
1.	We get input from all stakeholders when gathering project requirements	Strongly Agree
2.	We can easily turn concepts into reality	Mostly Agree
3.	Standards are a shared responsibility developed jointly by all team members	Strongly Disagree
4.	We listen well to each other	Mostly Disagree
5.	We can usually find our way around obstacles	Mostly Agree
6.	Our projects are well planned and readily incorporate changes	Mostly Agree
7.	Attention to detail is highly valued by all team members	Strongly Agree
8.	We regularly challenge conventional thinking	Strongly Agree
9.	There is a strong focus on accuracy	Mostly Disagree
10.	We promote ourselves well to all stakeholders	Mostly Agree
11.	We have a system to organise all project-related information such as requirements and issues	Strongly Disagree
12.	Each team member is a skilled communicator	Mostly Agree
13.	We are good at analysing the needs of our stakeholders	Mostly Agree
14.	We have a set of agreed ground rules that guide the work of the team	Mostly Disagree
15.	We market test our prototypes before implementing them	Mostly Agree
16.	We support one another when difficulties arise	Strongly Agree
17.	Our projects are delivered on time to high standards	Strongly Agree
18.	We review in detail the effectiveness of each major decision	Strongly Agree
19.	We have a high visibility within our organisation	Mostly Disagree
20.	Creativity is encouraged in our team	Mostly Agree
21.	We are a well-organised team	Strongly Agree
22.	All team members are involved in problem-solving and decision-making	Mostly Agree
23.	Authority and accountability issues are well understood and implemented	Mostly Disagree
24.	We operate with an open system of information flow that ensures each team member knows what is happening	Mostly Disagree
25.	Our projects are fully tested before delivery	Mostly Agree
26.	We are good at presentations	Mostly Agree
27.	We handle disagreements within the team effectively	Mostly Disagree
28.	We have a system for tracking our progress on a regular basis	Mostly Agree