

Putting the Energy back into a HR Team

THE PROBLEM

A team in the HR industry was feeling somewhat adrift and had called in a TMS Accredited consultant for assistance. The team had a good understanding of the different approaches to work each member brought to the group, as well as open communication and high levels of trust. However, there were some recurring issues that suggested a lack of clarity around team goals and processes.

ACTION TAKEN

To fast-track the consultation process and identify the starting point for development, the consultant administered the **Strategic Team Development Profile (STDP)**. The STDP is a multi-rater instrument that uses the **High-Energy Teams Model** developed by Team Management Systems as a framework to help teams identify eight core issues that all teams need to resolve in order to perform effectively.

The HR team scored high satisfactions with the ‘Who are we?’ circle, (not surprising given their background) but low satisfactions on the ‘What is Expected of us?’ circle, particularly the areas of: Knowing specifically each member’s role in the team; having clear ground rules defining acceptable team behavior; having unambiguous job descriptions; and having clear lines of authority and accountability.

As a result, a workshop was designed to review the current job descriptions of all team members. From there, they determined the core critical tasks for each team member – those tasks which make the difference between being a good performer and a poor performer in the job. These tasks carried with them a personal responsibility and accountability for their implementation. In addition, non-core tasks then became a team responsibility where small project teams were formed, when required, to address the issues. This change gave the team much more flexibility and the ability to respond quickly to issues as they arose.

The issue of ground rules was addressed through a workshop focusing on ideal team values. From these values a set of behavioral ground rules became a part of the Team Charter and was referred to each quarter as a part of a team review process.

OUTCOMES

Three months later the HR team presented their Profile results at a company-wide forum, explaining the key issues, what they had done to address them and where they were now. Using the STDP had enabled a quick identification of the key issues hindering their performance. Moreover, the team were actively involved in the diagnosis; they were the ‘authors’ of the Profile and they identified the starting point for development.

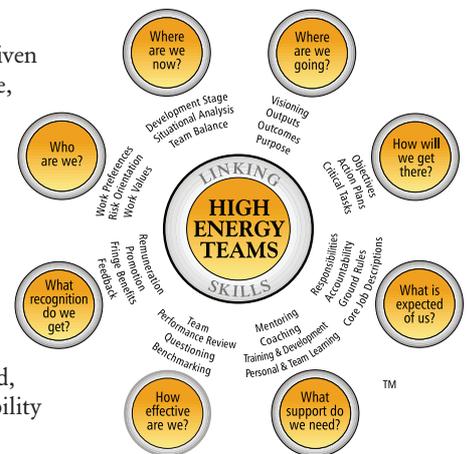
The simplicity of the High-Energy Teams Model helped to demystify the team development process and frame things up. After the consultant started the team on the journey, the team continued on with their own development using the High-Energy Teams Model. The STDP results had identified the important issues, as well as establishing a basis for longer-term developmental programs. Next steps are to re-administer the STDP after 12 months to recognise progress, as well as flag where further development is still required.

Industry:
HR/Consultancy

TMS Product:
Strategic Team
Development Profile

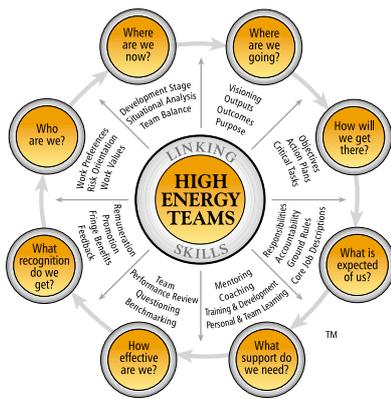
Total Staff Number: 18

Organizational Challenge:
Team Development/
Performance Management



High-Energy Teams Model

THE STRATEGIC TEAM DEVELOPMENT PROFILE



“A unique Team Needs Analysis”

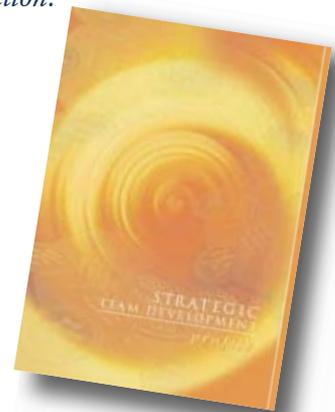
Rarely do you find a team that is performing so well it doesn't need any further development. But where do you start? This is one of the most difficult questions facing the HR consultant when planning a team intervention.

The Strategic Team Development Profile uses the High-Energy Teams Model to address eight fundamental areas that all teams need to resolve, in order to perform effectively.

- Who are we?
- Where are we now?
- Where are we going?
- How will we get there?
- What is expected of us?
- What support do we need?
- How effective are we?
- What recognition do we get?

It provides an accurate road map for the ongoing development of any team and allows the team, in consultation with their facilitator, to pinpoint the underlying issues that make the difference between good performance and poor performance.

Using 360-degree feedback, the Strategic Team Development Profile will give a clear picture of where the team's strengths and weaknesses lie. From there, a consultant, facilitator or team leader can determine what intervention is needed to transform the team from mediocre to high performing. This may include training and development, performance management, team-building or reward programs.



“The ever-growing suite of instruments offered by Team Management Systems enables us to deal effectively with real ‘critical’ issues using the High-Energy Teams Model as the framework to manage total organizational transformation”.

Ian Gillies, Team Based Strategies

THE QUESTIONNAIRE

- 48 Items
- Takes approximately 15 mins to complete
- Available electronically or paper based
- Written in straightforward, positive language
- Developed by Dick McCann based on more than 15 years of working worldwide with teams

Each person in the team completes the questionnaire. In addition, the views of outsiders can be gathered from key stakeholders within and external to the organization.

Respondents rate the team on how satisfied they are with the team's performance in eight fundamental areas. The advantage of using 360-degree feedback for this process is that the team receives information from those who may have a different perspective. This helps to avoid the problem of 'groupthink'.

Every team member receives a 28 page, full colour report that includes a combination of narrative and quantitative information along with graphics to represent each respondent's perspective of what should occur and what does occur.

APPLICATIONS

The Strategic Team Development Profile is a Team Needs Analysis tool that will pinpoint the strategic issues that need resolving in the group. Just some of the applications include:

- SWOT Analysis
- Conflict Resolution
- Role Clarification
- Identifying skill gaps and training and development needs
- Team Performance Reviews
- Establishing Remuneration and Rewards Programs
- Aligning Work Values
- Improving team processes, quality and productivity

In addition to the detailed report, each team member also receives a comprehensive Profile Guide and Action Planning Workbook as well as the High-Energy Teams E-Book on CD-Rom, which discusses each question in the High-Energy Teams Model in depth. Furthermore, there is also the option for the Facilitator to receive an outline of each respondent's data, which may then be shared, if and where appropriate.

BENEFITS

- Uses simple questions that are easy for team members to understand and relate to
- Uses a common language that allows the facilitator to articulate the areas of concern to the group
- Uses a combination of hard data, which appeals to senior managers but also combines this with narrative and graphical information to meet the needs of team member's different learning styles
- Highlights critical priorities for developing action plans
- Will clearly identify the areas where the team as a whole, as well as individual team members, are not performing
- Links with all the other instruments in the TMS suite or can be used as a stand-alone tool
- Can be easily integrated into an already established development program