

Transforming a Team of Champions into a Champion Team

THE PROBLEM

A commodities trading team for a global investment bank were experiencing severe staff issues within their office. Although their operational performance had been on target, the office manager had identified higher than average rates of attrition and absenteeism amongst new team members. Furthermore, productivity and morale problems plagued the support staff who worked with the traders. There was clearly a climate of ‘them-and-us’ within the branch and most of the trading team felt as if they should be able to do whatever they needed to achieve their targets. They were, after all, performing brilliantly and were responsible for million’s of dollars worth of funds.

ACTION TAKEN

When the Office Manager suggested they review their processes using Team Management Systems, the team leader said: ‘We don’t need any psycho-babble. Just tell us if there is anything we could be doing better.’ This provided an ideal opportunity to apply the **Team Performance Profile (TPP)**. This team-based 360° diagnostic tool uses the Types of Work Wheel to identify the various priorities and perceptions of group effectiveness from within and outside the team.



Types of Work Wheel

Being a 360° instrument, the consultant working with the team recommended they gain as much feedback as possible, especially considering they thought they were working so well. All 7 team members rated the group, as did the Director they reported to and all 18 members of the teams that supported or worked with the team.

Although the team leader insisted it would take no more than 1 hour, the consultant was able to secure a half-day workshop to feed back the data and develop action plans.

OUTCOMES

The report data showed that all team members were very satisfied with their own performance and considered their highest priorities to be Organizing, Producing and Promoting. Their Director was only moderately satisfied with them, thinking they should consider more Linking, Advising and Maintaining. However, all other external raters were extremely dissatisfied with the efforts of the group, indicating it would be critical to Link, Maintain, Advise and Innovate.

The shock of how badly their stakeholders perceived them combined with the weight of numbers startled the team. For the first time, they could see quite clearly and reasonably objectively what their internal clients thought of how they were operating.

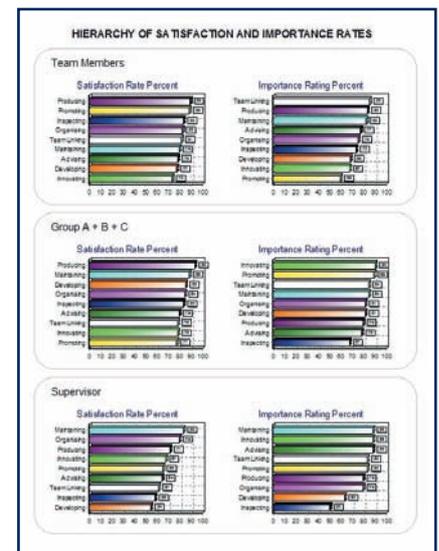
This provided a breakthrough for the consultant who then worked with the group over the next 12 months, transforming them from a team of champions, into a champion team.

Industry: Banking and Financial Services

TMS Product: Team Performance Profile

Total Staff Number: 4000+

Organizational Challenge: Team Development



tms - case study

THE TEAM PERFORMANCE PROFILE



The Team Performance Profile is a multi-rater instrument that provides a 360-degree view of how well the team is performing in terms of the nine critical work functions. It provides teams with a mini audit showing where the team's strengths and weaknesses lie.

Feedback is given by all team members, other teams in the organization, management, colleagues and customers. Through this feedback, the team will understand what it needs to do in order to move forward.

"The most important learning for the team came from the execution of the Team Performance Profile".

Dale McMillin,
McMillin Consulting

THE QUESTIONNAIRE

- Contains 54 - items
- Available electronically or paper based
- Takes approximately 15 - 20 minutes to complete
- Rigorously researched and validated
- Written in straightforward, positive language

The advantage of using 360-degree feedback is that the team receives information from a number of individuals, which helps to eliminate the problem of 'group think'. It also provides an objective view of the team's performance as a whole, rather than focusing on the individuals within it.

APPLICATIONS

- Examine the team's processes and priorities to establish agreement of purpose
- Identify training and development requirements
- Benchmark the team's performance
- Develop action plans for improvement
- Highlight team's strengths and weaknesses
- Take a strategic and holistic view of the role of the team

BENEFITS

- Enables the team to see a 'snapshot' of their performance, which can be used as a benchmark for future audits
- Allows the team to pinpoint those work functions they perceive as being the key to their effectiveness
- Identifies those tasks which could be redistributed to the most appropriate team members, so that energies are channelled more effectively
- Helps the team to improve their interactions with other groups
- Provides a simple language teams can use to communicate more effectively

A Profile Guide is included with every Team Performance Profile, containing answers to commonly asked questions about the Profile. It also includes an Action-Planning Workbook, which teams can use to improve their performance.