



TEAM BENCHMARK

Team Development Profile



Congratulations

Your team has completed the Benchamrk Team Development Profile®
which evaluates your team's talent for cooperation.

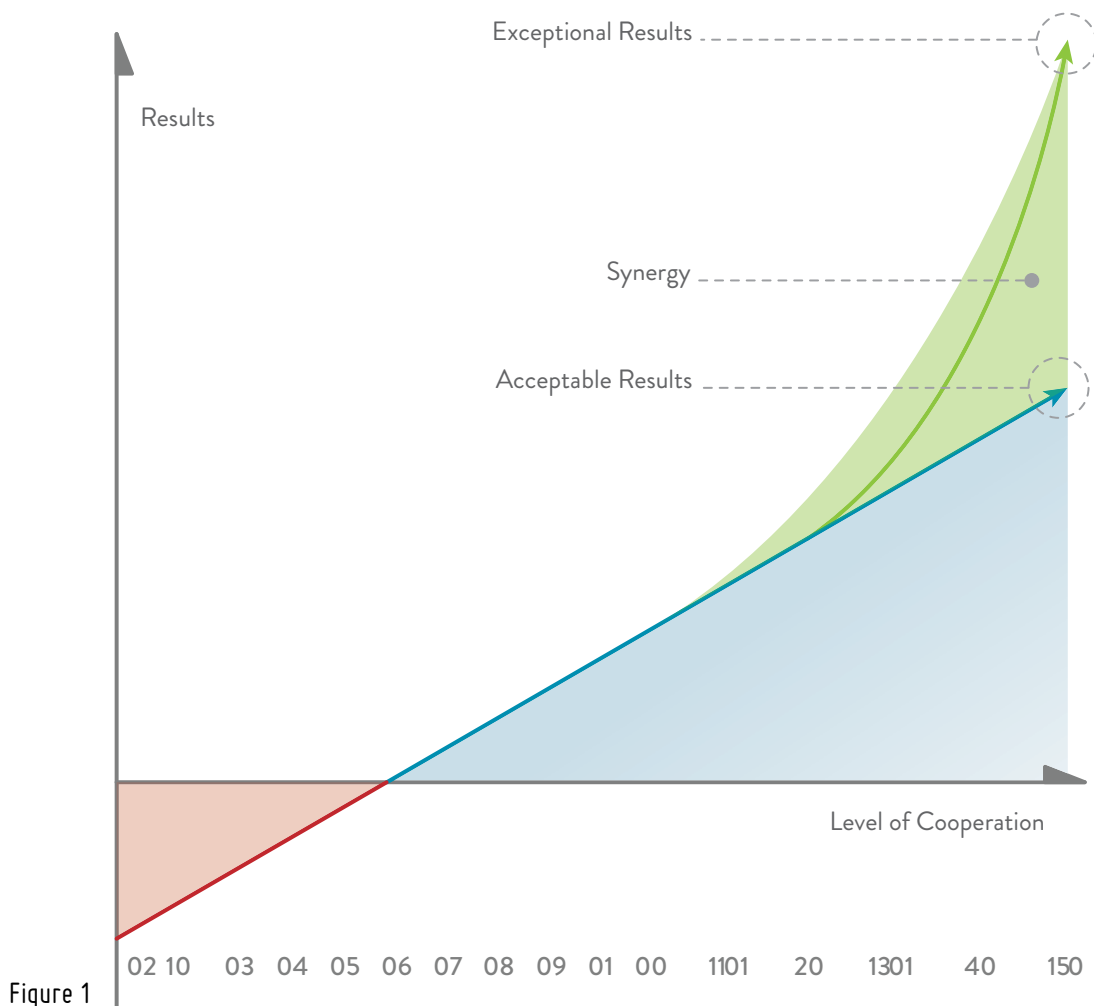
You should realize that teamwork is cooperation at its highest level, and the level of cooperation drives results. Cooperation is not an on-off concept, but rather a continuum, which illustrates the degree of cooperation (Figure 1).

At one extreme we have negative levels of cooperation. As we move right along the continuum, we first encounter low levels of cooperation. Continuing to move left to right, the levels of cooperation increase. As levels of cooperation increase, so do the corresponding results. At some point on this continuum, we begin to see the signs of synergy (Point B) and at this point, the group becomes a true team.

Seeing cooperation as a relative concept allows us to appreciate the dynamic between individual team members and the

team itself. A team is a collection of individuals and those people are often all over the continuum. Where each member stands on this continuum is a matter of individual choice. Every time a team member moves a bit to the right, toward higher levels of cooperation, the effect moves the entire team to the right as well.

Notice in Figure 1 that the potential for negative levels of cooperation also exists (Point A). We all have seen or experienced instances in which the results of our cooperation have been less than expected because the group doesn't possess the necessary skills for cooperation or engages in inappropriate competition or infighting. Often in such situations, we conclude that we would rather work alone.



We can get a better idea of cooperation if we break it down into its two component parts: willingness and skill.

Willingness to cooperate is a critical first step in any team effort. If team members do not come up with a good answer to the question, “Why should I cooperate?” they probably won’t. A clear answer to this critical question is needed to develop the commitment and motivational levels necessary to support the effort required to achieve exceptional results.

Skill is the second dimension of cooperation. Here we are not referring to the technical or functional expertise of individual team members but rather the ability of the group to blend those skills in the process of teaming up to accomplish team tasks. This process includes the skills to effectively and efficiently mobilize the gifts, skills, and experiences of team

members in various team processes like goal setting, problem solving, decision making and conflict resolution.

By understanding that skill and willingness result in cooperation, we can build a model of team development (Figure 2). The vertical axis represents willingness; the horizontal measures skill. Theoretically, these two dimensions would be independent. All of us can think of instances in which a group of people had a great attitude (willingness) to cooperate but lacked the skills to pull it off. For example, a new Broadway play, in the first few days of rehearsal. Correspondingly, there are instances in which individuals who had the ability to cooperate were unwilling because of a competitive spirit or a lack of commitment to the team direction.

Willingness to cooperate deals with the issue of motivation. Examples include commitment to team goals, energy, creativity, willingness to subordinate individual results to those needed by the team, and initiative to help others.

Skill in cooperation deals with our ability to “team up” in accomplishing tasks. Examples include goal setting, communication, decision making, and problem solving.

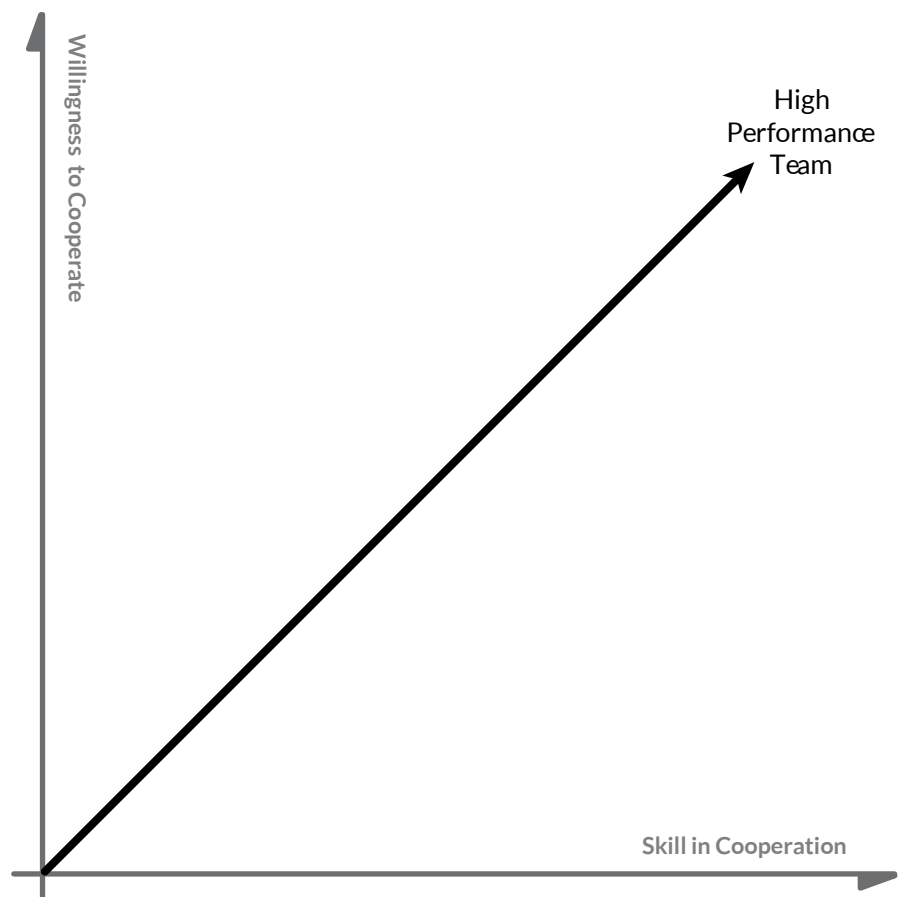


Figure 2

The Team Profile® asks each team member to evaluate 30 statements about how your team presently performing on a 1 to 10 scale. The instructions described the rating scale as follows:

1-3	4-6	7-9	10
Rarely	Occasionally	Almost Always	Always
This range indicates that your team rarely sees significant results. There is vast potential for growth.	This range indicates that your team occasionally sees significant results. There is substantial potential for growth.	This range indicates that your team almost always sees significant results. There is moderate potential for growth.	This score indicates that your team always sees exceptional, highly synergistic results. There is no margin for growth.

Of these 30 questions, 15 deal with the willingness dimension of cooperation, while 15 focus on skill.

The following pages present the combined results for your team in a format designed to facilitate insight, discussion, and action planning for increased team effectiveness. The report is organized as follows:

- **Team Willingness** – This section lists the willingness questions and then shows the scores of individual team members. If your team selected the “confident and anonymous” option, the scores will be shown without attribution. Otherwise each team member will be identified by his or her initials. With the feedback data, we include several discussion questions that your team may find helpful in better understanding the information.
- **Team Skill** – The Skills portion uses the same format to present the data regarding skill in cooperation for your team.
- **Team Profile®** – The Team Profile® presents the information graphically, allowing your team to gain a unique insight into where your team is developmentally. The Profile is organized around the two axes depicting different levels of skill and willingness and in combination creates eight levels of possible team development. Again, scores for individual team members are shown as well as an overall team average, with discussion questions included to facilitate team understanding.
- **Present versus Potential Effectiveness** – This part offers your team an opportunity to discuss what the team is leaving on the table regarding performance and to agree on a realistic assessment of potential team effectiveness if the team invested a reasonable amount of time and effort to improve.
- **Path to Increased Effectiveness** – These principles of team development give you a road map for moving your team to the next stage in its development.
- **Next Steps** – Action Planning – The action plan discussion and format will be helpful in allowing your team to discuss and decide next steps for developing increased team effectiveness.
- **General Comments** – This section provides anecdotal comments that team members made regarding specific questions or general observations as they completed the on-line profile. This information can outline cause, effect, and potential solutions to high levels of team performance. We suggest that you review this section before the team gets too far into its action planning.

Discussion Worksheet

Questions

Stages of Team Development

These stages represent only general categories. In reality, a group may exhibit characteristics of more than one stage. These categories simply offer some guidelines by which your group may evaluate its current performance.

BASIC GROUP: PERSON-CENTERED

The major distinction of a group (versus a team) is that the results are additive. Each additional person adds one more unit of output (the same amount of output the individual could produce alone). Both willingness and skill in cooperation are relatively low: just enough to keep the group together.

INDIVIDUAL STARS: SELF-CENTERED

This group demonstrates high skill in cooperation. They know how to do it. However, they are not willing to subordinate individual goals, interests, and needs to that cooperative effort. The competence is there, but it is blocked by competitive or distrustful attitudes.

ADOLESCENT TEAM: PEOPLE-CENTERED

This is generally the first step toward teamwork. The focus is on getting to know the other team members: their strengths, weaknesses, and unique contributions to the team. The process of sharing this knowledge builds trust and a willingness to subordinate individual interests to a greater vision.

LEARNING TEAM: PROCESS-CENTERED

This stage is usually the second phase of team development. After the team members get to know each other, trust and willingness have grown to the point that they begin to discuss openly their processes and skill areas, evaluating how they can cooperate more effectively.

HIGH PERFORMANCE TEAM: PURPOSE-CENTERED

This team can balance the tension between people and tasks, between individual initiative and collaboration, and between clear division of labor and commitment to the whole task. Flexibility, adaptation, and responsiveness characterize this team, and the results are exceptional.

CONFUSED CROWD: REASONABLY HIGH WILLINGNESS, LOW SKILL

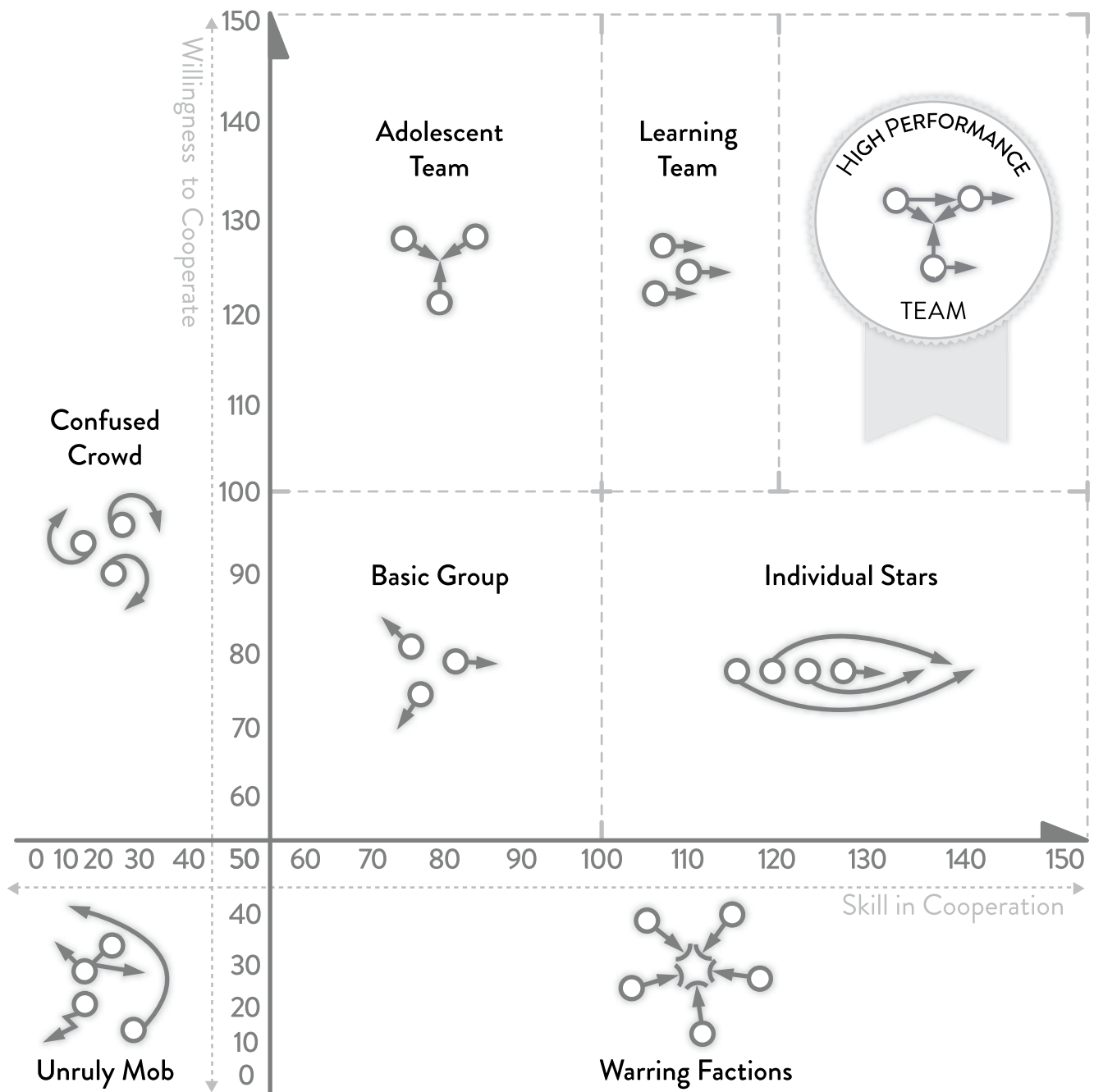
Here the issue is basically one of competence. Even though their motivation is positive, members are stepping on one another's toes and running in circles in an effort to cooperate. As a result, the team is less productive than if the individuals were working alone.

WARRING FACTIONS: LOW WILLINGNESS, REASONABLY HIGH SKILL

Competition or lack of trust creates hostile, competitive environments. The result is inevitably a group of interdependent people acting independently, often to the detriment of each other.

UNRULY MOB: LOW WILLINGNESS, LOW SKILL

This situation is anarchy at worst, chaos at best. Team members don't know how to work together, and they don't want to learn. We recommend abandoning attempts to form a team. skills for cooperation or engages in inappropriate competition or infighting. Often in such situations, we conclude that we would rather work alone.



Observations & Discussion

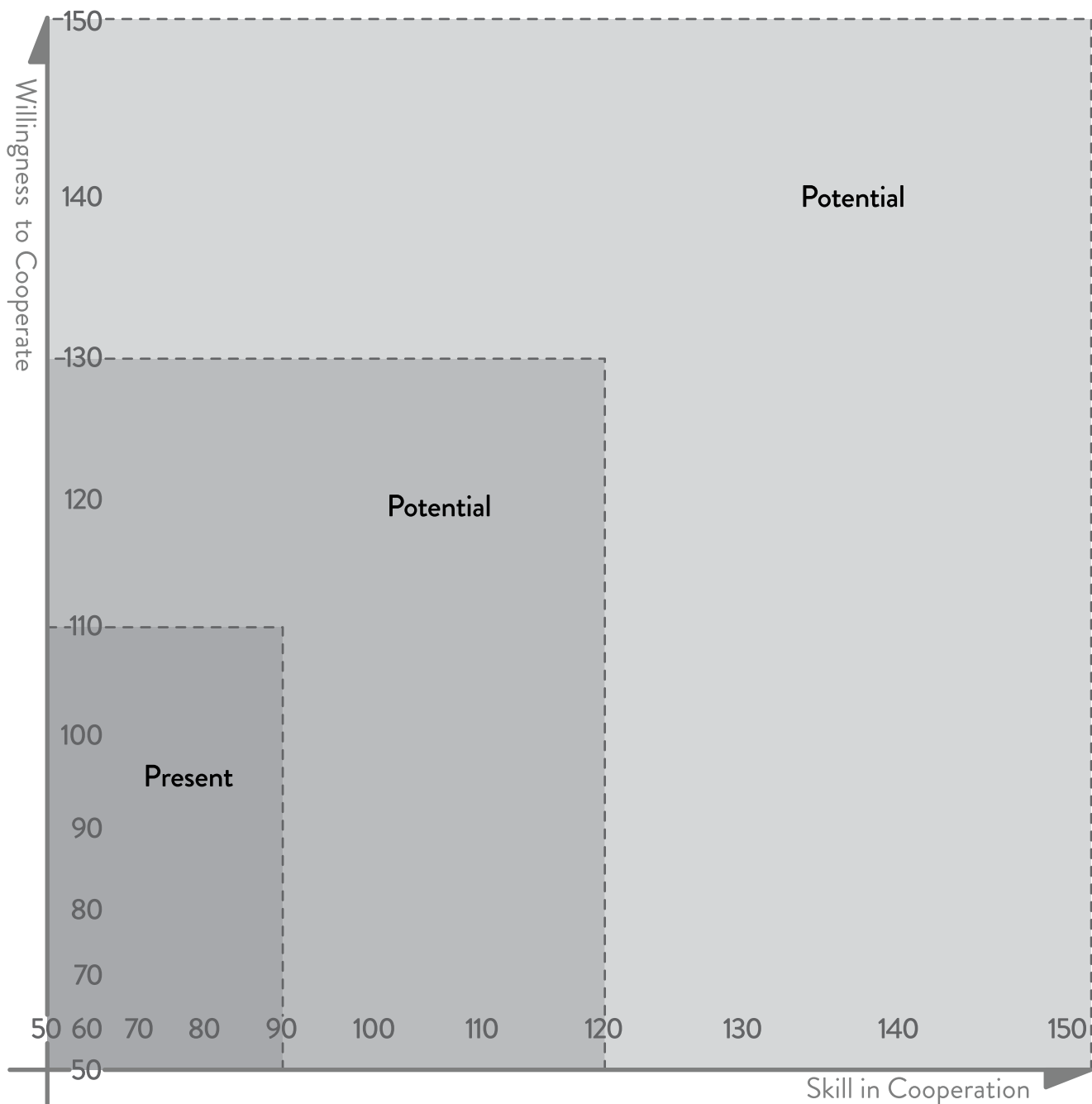
1. Where is your team on the above diagram? Read the description for your team's stage on page XX.
Is this an accurate description?
2. If not, what phase do you feel is more accurate?
3. How similar is your personal assessment to the team average?
4. How similar or different are the evaluations of the other individual team members to your personal assessment? Are they significantly different?
Why?

Present vs Potential Effectiveness

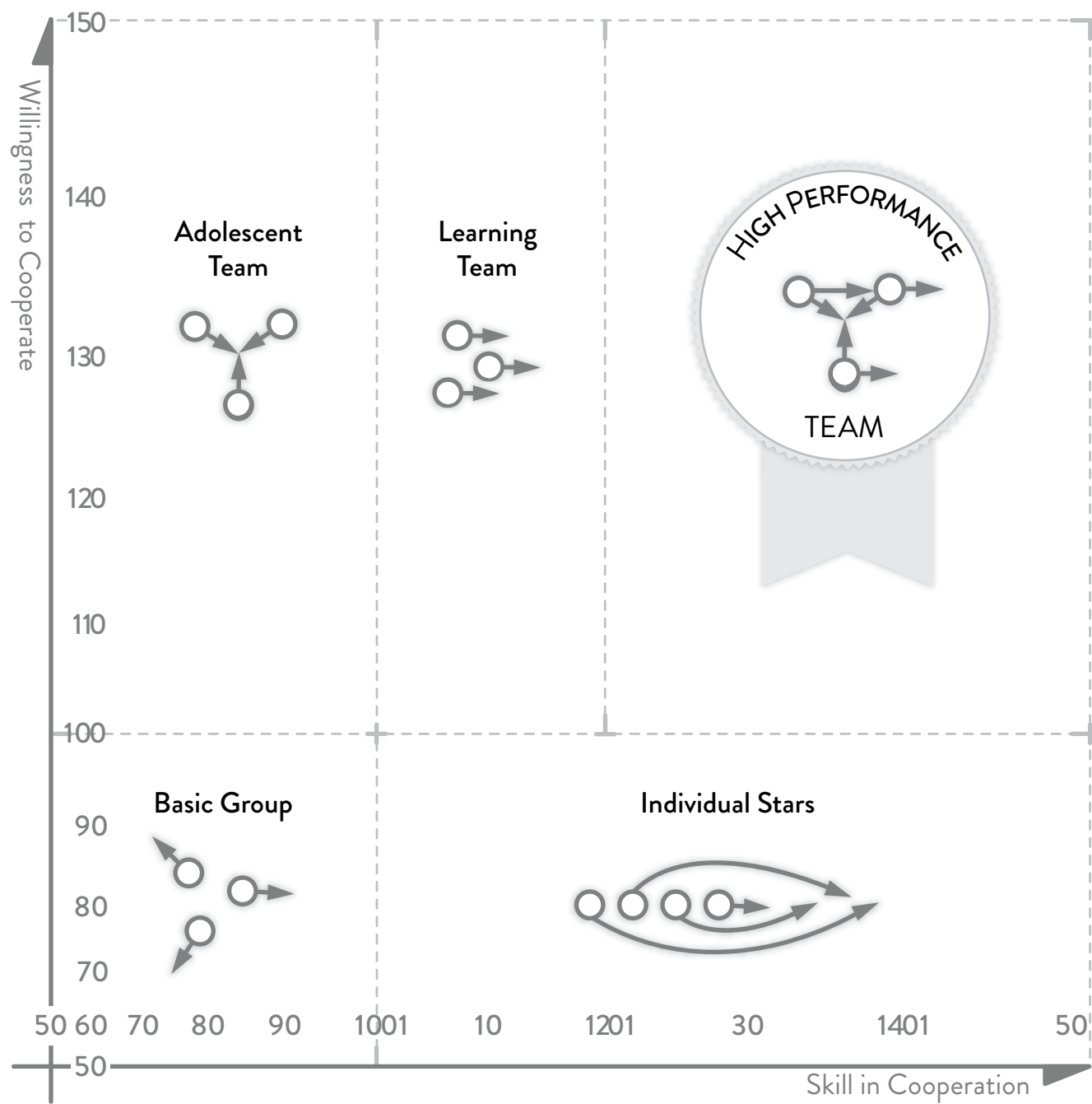
To illustrate the levels of effectiveness achieved through cooperative effort, return to our matrix with the two dimensions of cooperation.

In Figure 3, the team average for our example team's score was 110 for willingness and 90 for skill. We have shaded their estimate for present effectiveness. After some discussion, the team members decided that with time and effort they could increase these scores to 130 and 120 respectively, thereby defining their potential effectiveness.

The grid on the next page displays your team's average score for willingness and skill. The score defines your present level of effectiveness. Remember, this is not an objective, definitive measurement, but rather an exercise to stimulate self-awareness about your team's present and potential performance.



Team Average



introduction

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