

TEAM EFFECTIVENESS (TEI)

Making your Team of Stars a Star Team

Most so-called team building activities are a waste of time.

Usually they do not deal with intact work teams and as a result they can only deal with individuals' behaviour and motivation.

They seldom deal with the real issues confronting the team or with inter-team relationships.

TEI would enable you to:

- Provide feedback to the subject team from other groups and teams with which they work.
- Create high performing, business focused teams.
- Create a sense of purpose, clarity of vision and goal achievement for each team.
- Free up the team to be creative, overcome barriers to success.
- Get teams to do the right thing, in an appropriate style for their role and organisational culture.
- Cascade organisational change through teams.
- Minimise conflict within teams, and between teams - everyone pulling together.

What TEI has achieved for others

- About 70% of teams working through the TEI process are **measured** as being significantly more effective after some 3-4 months than they were at the outset.
- Project teams that have never before hit deadlines start to deliver on time and within budget.
- Boards and executive teams begin to operate as cohesive units, showing leadership by creating a coherent vision for their organisation and communicating consistent messages.
- Conflict between functional groups has been converted to co-operation as they resolve style differences and agree mutually important vision and goals.

Research Background

TEI research set out to identify what outstanding performing teams do that differentiate them from the merely average. Criteria defining high performing teams:

- ***significantly exceeded their commercial goals for three consecutive years or more***
- ***seen by others to be effective, cohesive, etc.***

The research identified 8 key processes (4 task, 4 relationship) as critical to success. One characteristic of effective teams, not shared by others, was unanimous agreement among team members about the team's purpose, role and goals. They also universally enjoyed good relationships with other groups.

The eight processes are:

Vision and Goals

Performance Management

Decision Making

Resource Management

Communications

Leadership

Team Climate

Relationships with other Teams

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How TEI works

Teams operate on three levels:

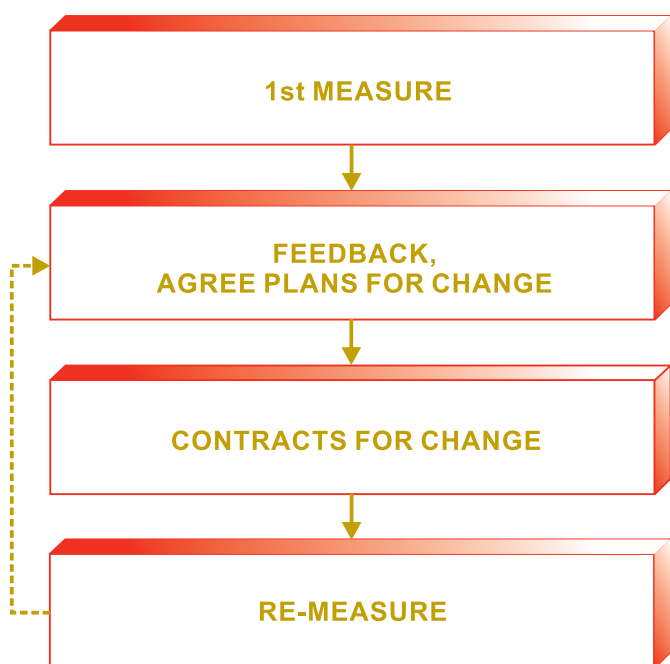
1. At the individual level, where the issues are related to the (interpersonal) relationships with other members and the task or technical know-how each member brings to the team.
2. How effectively the team operates as a cohesive unit. Here the emphasis is on how well the team manages the 8 key processes, above.
3. The team as part of a larger system (organisation), the appropriateness of the team style, its relationships with other groups.

TEI measures and analyses how well the team operates at each of these levels. Data are provided by team members themselves and members of other teams that interface with the target team. Teams are benchmarked against thousands of other teams in our database.

TEI, world class team analysis first gives the team precise information about what it is doing well and should not change, but more important specifies precisely what the team needs to do differently to perform even better.

The TEI analysis provides quantitative and qualitative information to enable the team to operate at its optimum, taking into account the purpose of the team, its role in the organisation, what it has to achieve within defined time-scales.

The TEI verbatim reports show the level of consensus among team members about the team's purpose and goals, strengths and weaknesses. It also shows the effectiveness of team members, indicating how they can make an even more effective contribution.



The team uses the information to understand how well it is doing, the level of agreement about team purpose and goals, strengths and weaknesses of team members and the team's relationships with others.

This information is used to make **plans for change**. Team members then negotiate quid pro quo contracts with each other (and/or other teams) in order to generate **high levels of commitment** to bringing about team changes.

Re-measures after 3-4 months confirm successes, review plans, quantifies progress, etc and then the process reiterates.

Data collection + reporting

Data may be collected electronically (internet, intranet, e-mail) or using paper inventories.

Reports are available in electronic or hard copy format. Clients may install the very cost-effective site licence software to run everything in-house or use the Verax bureau system.



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