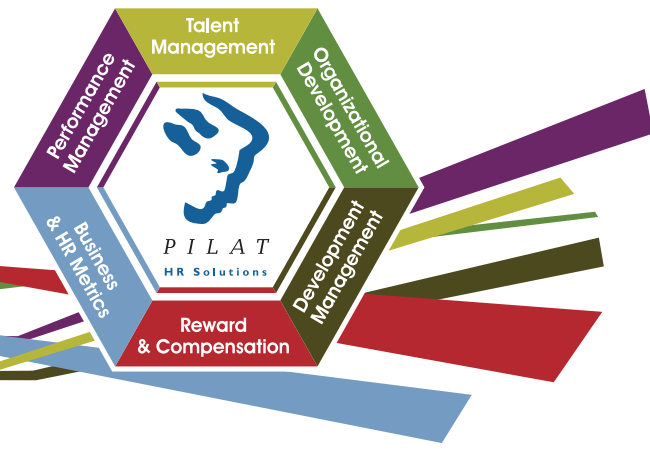
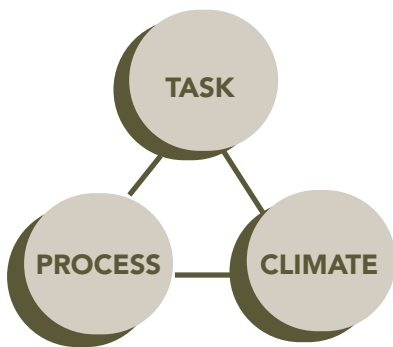


# DEVELOPMENT MANAGEMENT



TEAM SUCCESS PROFILE	DESCRIPTION OF THE TEAM SUCCESS PROFILE
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For teams to deliver consistently high performance, they need to pay constant attention to three critical aspects — task, process and climate.



At the *Task* level we are concerned that the team and all its members are clear about what has to be achieved and why.

In *Process* we are interested in how efficiently and effectively the team plans, solves problems, reaches decisions, monitors progress and runs meetings.

For *Climate* we look at how energised the team are and the levels of challenge and support needed for high performance.

For each of the three areas, there are underlying processes and behaviours that drive success, as listed below:

## Task

- Vision & Purpose
- Roles & Responsibilities
- Objectives
- Task commitment

## Process

- Problem Solving & Improvement
- Decision Making
- Planning & Co-ordinating
- Managing meetings

## Climate

- Trust
- Energy
- Valuing differences
- Empowerment

The Team Success Profile is designed to gather feedback on a team's strengths and areas for improvement in each of these underlying areas. Responses are based on personal observations of how a respondent's own team works.

This typically takes about 10 minutes to complete.



Typical questions include:

## Task

- We talk enthusiastically of our vision
- We have a clear, shared sense of purpose
- All team members have clearly defined roles and responsibilities
- We have the necessary skills to fulfil our roles
- There is no duplication of effort in the team
- There are clearly understood measures of success for our team
- We consistently meet deadlines

## Process

- We are encouraged to be creative and innovative
- We are careful to identify solutions that address the real causes of problems
- We use participative problem solving techniques to identify and evaluate options
- Differences of opinion are used to improve the quality of decisions
- We report regularly on progress towards milestones
- Our team meetings last about the right length of time

## Climate

- We are sensitive to each other's needs and feelings
- We have good questioning and listening skills
- There is a sense of positive energy in the team.
- The team has fun at work
- We encourage different perspectives and counter-arguments
- Work is allocated in the team according to individual strengths, values and preferences
- We have access to the help we need to deliver our objectives

In addition, open-ended comments are solicited from each team member about how the team works together.

Team members are provided with results that compare their individual perceptions with the average scores of the whole team. Results are used as part of the assessment that clarifies the content of the team building session, as well as a source of discussion and action planning

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