

As We See Ourselves

Team Profile

Team Profile

Purpose and Intent

The intent of the Team Profile is to help integrate the information shared in the **People Skills** course presented by The Effectiveness Institute. This is a practical application for existing, in-place work teams.

The specific purpose is to increase the effectiveness and efficiency of the team by determining specific steps for team members to work on with each other.

Steps

1. Build a **team profile** (page 2).
2. Isolate **team strengths/blindspots** (page 3).
3. Discuss specific **to do's** to enhance the effectiveness in working effectively with each Style (pages 4-5).

Note: Generate answers as a group and then validate with individuals within the group that typically use that Style or wear that "hat."

4. Determine **new agreements** to improve team behaviors (page 6-7).

Optional Activities:

5. Activity #1: Build a Team Profile of **how team members perceive the team leader** or another team member (page 9).
6. Activity #2 (page 10 and 11) Average Score:
 - A. On page 10, fill in **bar graphs** from page 5 of the As I See Myself Profile.
 - B. Using all scores from the As Others See Me Profile that have been completed on you, represent the **average score on each bar graph** (page 11).
7. Activity #3: Complete the team profile for a team you are a member of that is not your intact team or to record pattern(s) **of people important to your success** (page 12).
8. **Focus on the Future.** Answer the following questions individually and then as a group:
 - A. Has worked in the past, need to keep doing?
 - B. Has worked in the past, need to stop doing?
 - C. Have not done in the past, need to start doing?

Team Profile

Place each team member's name in the box(es) to represent how he/she scored on the Behavior Style profile.

		ENERGY FOR TASK			
ENERGY FOR IMPLEMENTING		A-A	A-C	C-A	C-C
		A-S	A-P	C-S	C-P
		S-A	S-C	P-A	P-C
		S-S	S-P	P-S	P-P
		ENERGY FOR OTHERS			

Note: Each individual can choose to modify his or her Style when appropriate. Every individual on a team is responsible for modifying their Style as needed.

Team Strengths/Blindspots

Based on the distribution of Behavior Styles on the Team Profile on page 2, discuss and then list team strengths and team blindspots. Use the following questions (and any others you think of) as discussion points.

1. Is our tendency to move quickly with minimal data, or do we tend to be more cautious and desire data?
2. How good are we at sharing data once we collect it?
3. Do we tend to be self-starters or desire confirmation before moving forward?
4. What is our need to involve others and build consensus?
5. How do we approach conflict or disagreement?

<i>Team Strengths</i>	<i>Team Blindspots</i>

Validate information with team members who are Analyzer and/or Stabilizer. Then ask each Style to answer two questions: 1) what do they need most to facilitate their being a fully participating team member, and 2) what behaviors did they find most frustrating. Record their feedback.

Analyzer

Need Most

Find Frustrating

Analyzer

Wants

Give Them

- | | |
|-----------------------|-----------------------------|
| • Things done right | • Accurate work |
| • Details/facts | • Facts/details |
| • To follow the rules | • Tell “why” if any changes |

Stabilizer

Need Most

Find Frustrating

Stabilizer

Wants

Give Them

- | | |
|--------------------------|---|
| • To get along, harmony | • Assurance that you will take care of it |
| • Consensus or agreement | • Time to ask questions and discuss |
| • Relationships | • Time to connect |

Validate information with team members who are Controller and/or Stabilizer. Then ask each Style to answer two questions: 1) what do they need most to facilitate their being a fully participating team member, and 2) what behaviors did they find most frustrating. Record their feedback.

Controller

Need Most

Find Frustrating

Controller

Wants

Give Them

- | | |
|---|---|
| <ul style="list-style-type: none"> • Job well done • Bottomline • Fast | <ul style="list-style-type: none"> • Actions not promises • Bottomline • Quick results |
|---|---|

Persuader

Need Most

Find Frustrating

Persuader

Wants

Give Them

- | | |
|---|--|
| <ul style="list-style-type: none"> • Big picture involvement • Connect time • Have fun while working | <ul style="list-style-type: none"> • Time to talk • A break from task completion • Creative ideas for taking action |
|---|--|

New Agreements

List below new agreements that we as team members make with each other to work more effectively as a team.

New Agreements

Instructions for Optional Activities

Optional Activity #1 (page 9): How Team Members Perceived the Leader/ Individual

It is likely that different team members will experience the team leader differently. Use this graph to record how each team member experiences the team leader. Use this data to understand IMPACT. **Note:** How did the Style(s) of the team member affect his/her perception of the leaders' Style?

Optional Activity #2 (page 10 and 11): Average Score

Situationally, leaders and team members do what is needed to be appropriate to the situation and to the people involved in the situation. By determining an average score, individuals learn their aggregate impact as perceived by those who completed the profile.

Optional Activity #3 (page 12): People Important to Your Success

The choice to be flexible is always a key to successful relationships. Knowing the Behavior Style (typical beginning point) of the individual increases the chance of demonstrating the most appropriate behavior to meet needs, accomplish the task and maintain the relationship.

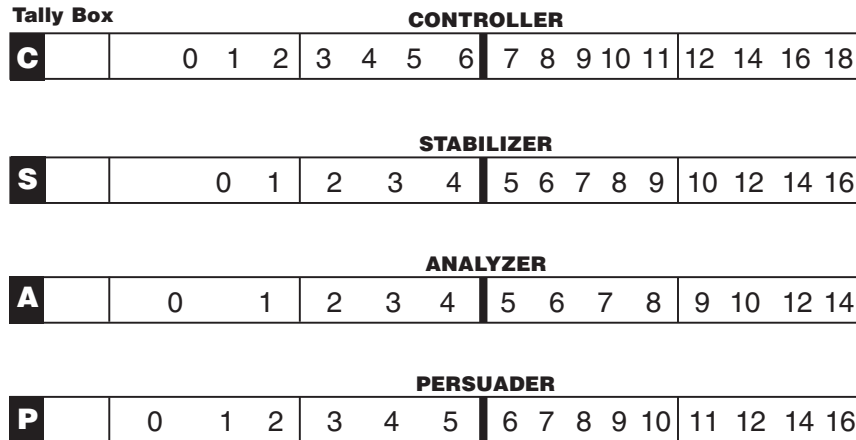
Optional Activity #1: As Others See _____.

Use this graph to show how each team member experiences the person above. Write the team member's name in the box below that corresponds to how he/she experiences the person named above.

		ENERGY FOR TASK					
		A-A	A-C	C-A	C-C		
ENERGY FOR IMPLEMENTING	A-S	A-P	C-S	C-P	ENERGY FOR INITIATING		
	S-A	S-C	P-A	P-C			
	S-S	S-P	P-S	P-P			
	ENERGY FOR OTHERS						

Optional Activity #2, Part A

Shade in the bar graph to represent how you see yourself. Use the information from page 5 of the **Behavior Style Profile**.

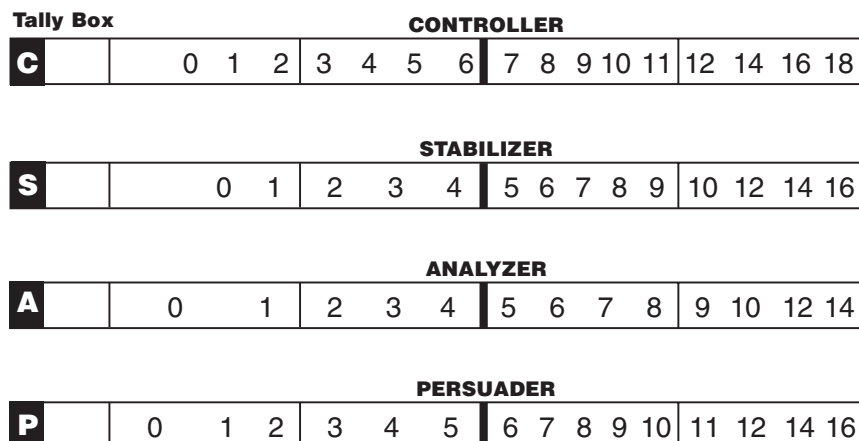


Optional Activity #2 , Part B

Ask your team members (or others) to complete the **As Others See Me** profile on you. From all of the Profiles completed, determine your average score for each scale (C, S, A, P).

Graph the **AVERAGE SCORE** for each scale from all the **As Others See Me** profiles that have been returned to you.

Compare the average score to the bar graphs that reflect how you see yourself.



Optional Activity #3: People Important to Your Success

Use the graph below to record the names of people who are important to the success of your efforts. This provides a key to creating a successful, ongoing relationship.

ENERGY FOR TASK			
A-A	A-C	C-A	C-C
A-S	A-P	C-S	C-P
S-A	S-C	P-A	P-C
S-S	S-P	P-S	P-P
ENERGY FOR OTHERS			

ENERGY FOR IMPLEMENTING

ENERGY FOR INITIATING

Focus on the Future

Has Worked in Past, Need to Keep Doing

Has Worked in Past, Need to Stop Doing

Have Not Done in the Past, Need to Start Doing