ABC Team's
Team Development Assessment (TDA) Report

March 14, 2011

Measuring and managing your "Fifth-Force,"
Team Social Context

Assessment Participation Summary

16 Completed

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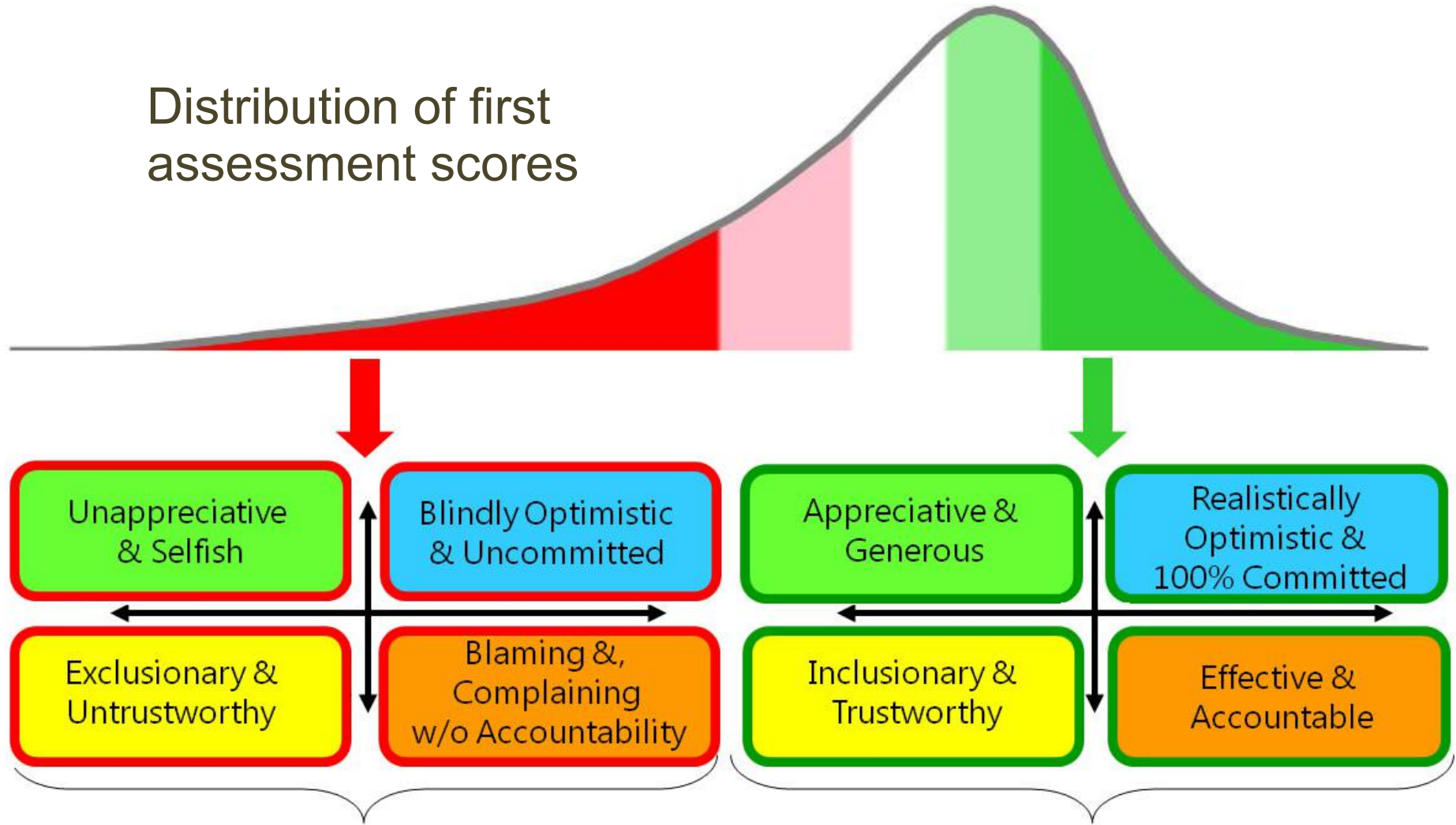test15@testabc.com
test16@testabc.com

0 Not Completed

0 Opted Out

Note: The assessment informed participants that reports display all 'opt out' reasons

Benchmarking Performance by Quintile

Distribution of first
assessment scores

Unappreciative & Selfish	Blindly Optimistic & Uncommitted	Appreciative & Generous	Realistically Optimistic & 100% Committed
Exclusionary & Untrustworthy	Blaming &, Complaining w/o Accountability	Inclusionary & Trustworthy	Effective & Accountable

The *Seven Deadly Sins* are in play
(see How NASA Builds Team)

High Performance, low risk context
(attracts first rate people)

Team Score and Benchmarking Scale
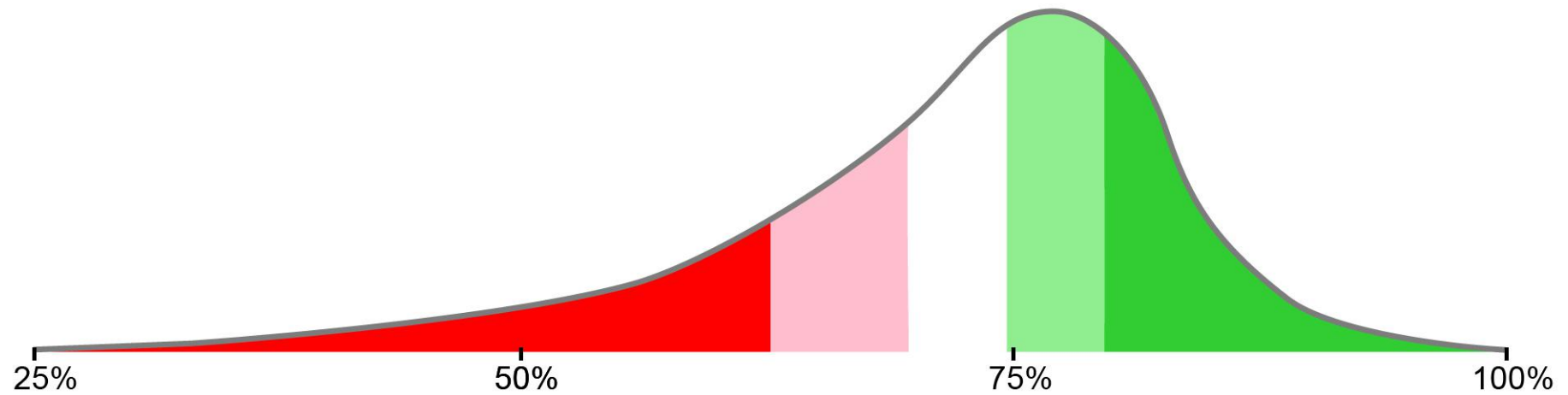
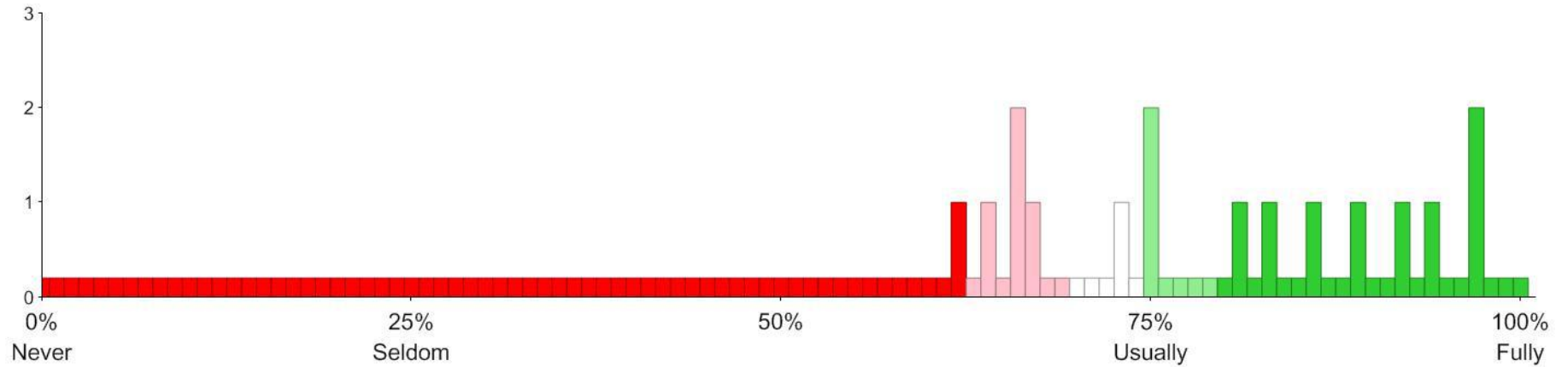|		
14 March, 2011	79%	
01 October, 2010	67%	
01 March, 2010	62%	
01 October, 2009	46%	

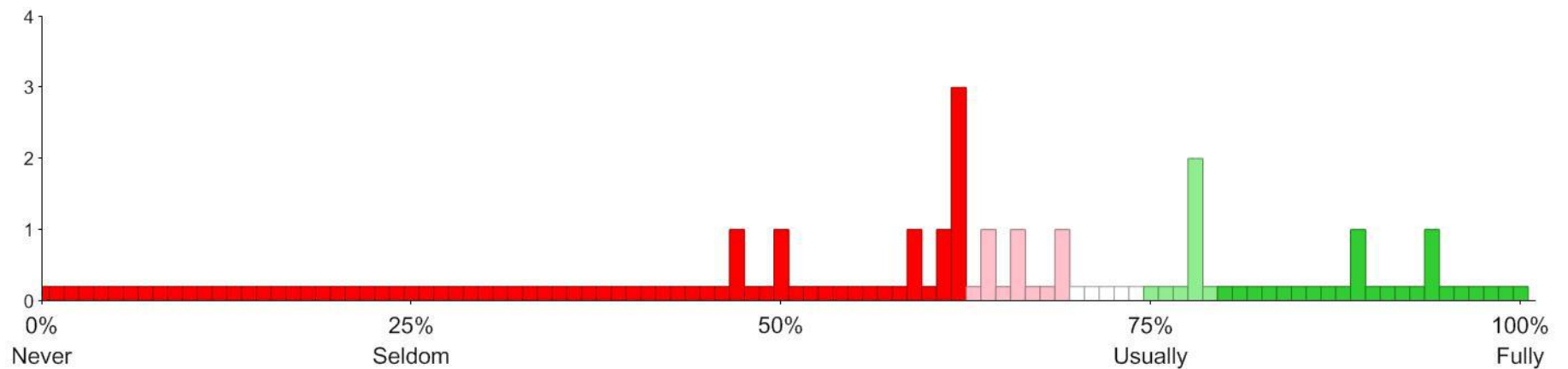Note: The display includes past assessment data

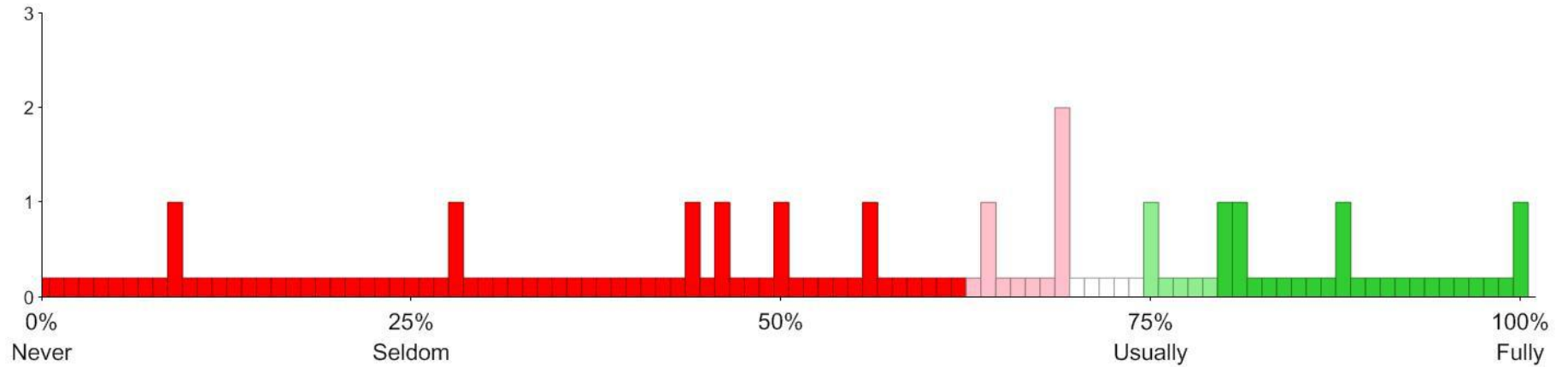# Each Participant's Perception

Average Response 79%
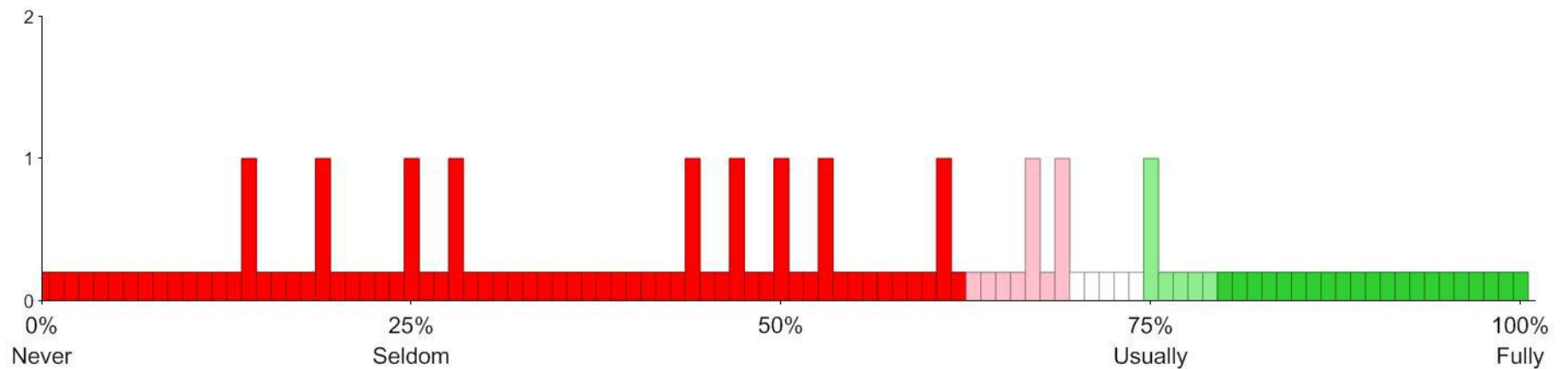
Average Response 67%

Each Participant's Perception

3/1/2010

Average Response 62%

10/1/2009

Average Response 46%

Relative Ranking of Behaviors

○ Most Recent Previous Assessment ⇧ Current Assessment

Expressing Authentic Appreciation

Expressing Reality-based Optimism

Addressing Shared Interests

Being Outcome Committed

Appropriately Including Others

Resisting Blaming or Complaining

Keeping All Agreements

Clarifying Roles, Accountability and Authority

Relatively low scoring behaviors are candidates for action items

Note: We now display the quintiles as equal length rather than linear with score.

1. Expressing Authentic Appreciation

Your habitual expressions of authentic appreciation not only improve your performance, it makes being at work enjoyable. Why not create an enjoyable work experience when it is so easy? Moreover, your habitual expressions of appreciation create a team (and family) context of mutual respect. People communicate much more openly in this context. Open communications enhance performance and reduce risk.

> Team members can meet the *standard* by appreciating others
> Habitually, Authentically, Promptly, Proportionally and Specifically.
> (We call this "HAPPS" appreciation.)

⇧ This Behavior   ◇ Average of all Behaviors
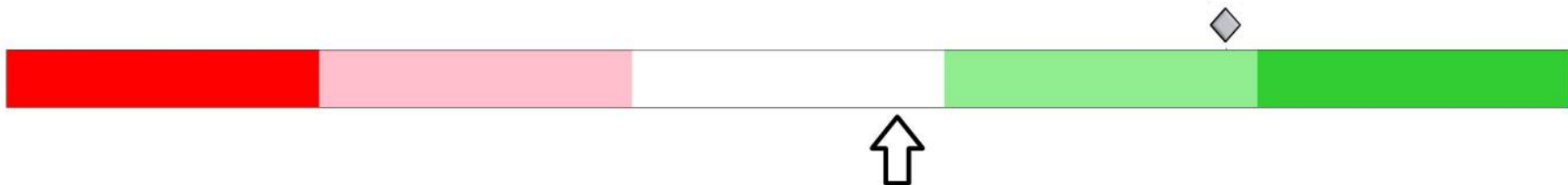
- "I believe my supervisor goes out of his way to praise me."

- "Though I do not have daily interaction with Mike, he is aware of what I am doing from a high level. This primarily accomplished

1. Expressing Authentic Appreciation

through monthly reports and conversations with my co-workers and supervisor. Mike mixes direction with encouragement and praise. Appreciation is succinct and specific. "

○ "The team does a good job at recognizing the contributions of others with a great deal of respect for subject matter experts. "

1. Expressing Authentic Appreciation
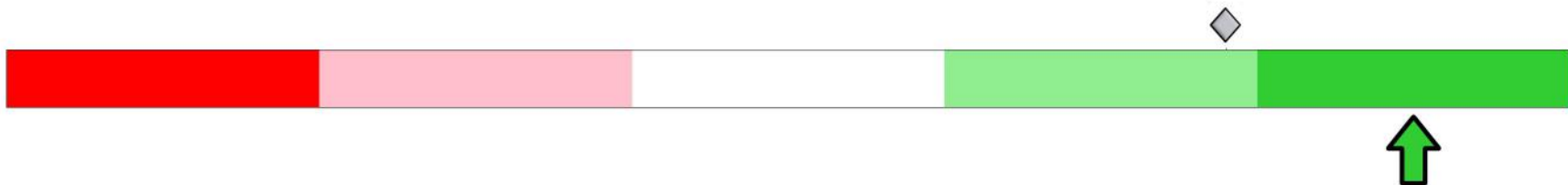
Actions/Exercises

1. Place discussions of "Expressing Authentic Appreciation" on your staff meeting agendas. Ask colleagues to share stories about their observations and experiences with this behavior. Also, ask for at least one expression of authentic appreciation from the group – you may be surprised at peoples' willingness to participate.

2. Our three-day Workshop contains an excellent experiential appreciation module. Download the PowerPoint slides at www.NASATeambuilding.com and have your 4-D Network Provider or Client Program Manager (CPM) present the module, or study the slides and present the module yourself

3. Look for opportunities to express appreciation for people you work with and live with. If you live in gratitude, opportunities will surely appear.

2. Addressing Shared Interests

If we could place one saying on every desk it might be, "People do things for their reasons not ours." When you address interests you share with others, you make the reasons the same. Your payoff is improved relationships at work and in your family. It is usual in the workplace for conflict to develop across organizational interfaces. You can reduce this conflict making the Shared Interests inquiry, "What do they want that I can want for them also?"

> Team members can meet the *standard* by addressing the interests they share with others, especially when conflict inhibits performance.

⇧ This Behavior   ◇ Average of all Behaviors

o No assessor comments were submitted for this behavior.

2. Addressing Shared Interests
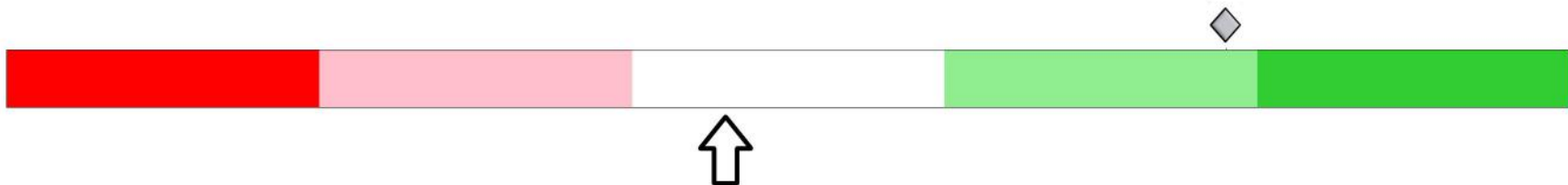
Actions/Exercises

1. The most potent Shared Interests exercise is a joint activity with the two teams (organizations) who have difficulties working effectively together. Like other examples, you can:

    a. Ask your 4-D Network Provider/CPM to conduct the (about 2 hours) Shared Interests exercise using our Workshop slides; or

    b. Read the "Shared Interests" chapter in How NASA Builds Teams, then download and study the relevant slides and perform the exercise for your team.

3. Appropriately Including Others

If your team members fail to provide people the information, power, or rewards they believe they are entitled to, people may feel excluded. Then, they likely become angry, even if this was not intentional on your part. Then, they may "act-out" their anger at you, or your teammates, making work unpleasant and reducing productivity. In contrast, over-inclusion, as in inviting people to nonessential meetings or sending unnecessary e-mails wastes peoples' time. Moreover, it may suggest that productivity is not important to you.

> Team members can meet the *standard* by appropriately sharing power, information, and recognition, and avoiding wasteful over-inclusions.

⇧ This Behavior ◇ Average of all Behaviors

o No assessor comments were submitted for this behavior.

3. Appropriately Including Others
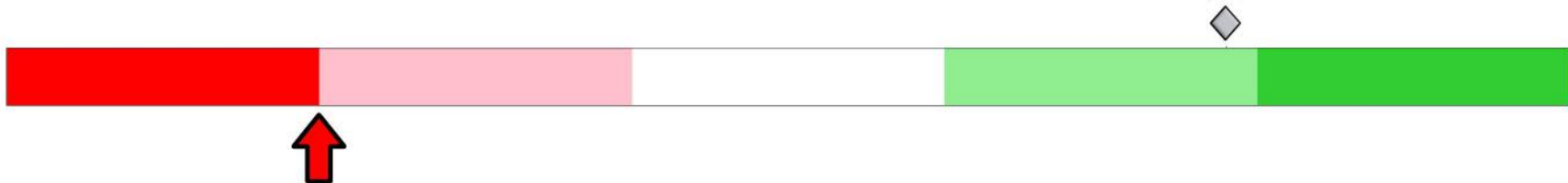
Actions/Exercises

1. Gather your team together and give each member a 3x5 card. Ask them to write exclusions they observed or experienced, without naming specific culprits.

2. Then, on the other side, name all the over-inclusions they have observed or experienced, without naming specific culprits.

3. Take a break while a facilitator organizes each category on separate flip charts, combining similar items, then sequencing them top-down in order of decreasing frequency.

4. Then team members discuss the exclusions, then over-inclusions developing action items to address them.

4. Keeping All Agreements

It is essential to your success that others perceive you and your teammates as fully trustworthy. One very simple behavior demonstrates your integrity and trustworthiness to others – how rigorously you keep all your agreements.

Team members can meet the *standard* by only entering agreements they can keep, then rigorously keeping these agreements, while renegotiating problematic agreements before they break them.

⇧ This Behavior   ◇ Average of all Behaviors

o No assessor comments were submitted for this behavior.

4. Keeping All Agreements
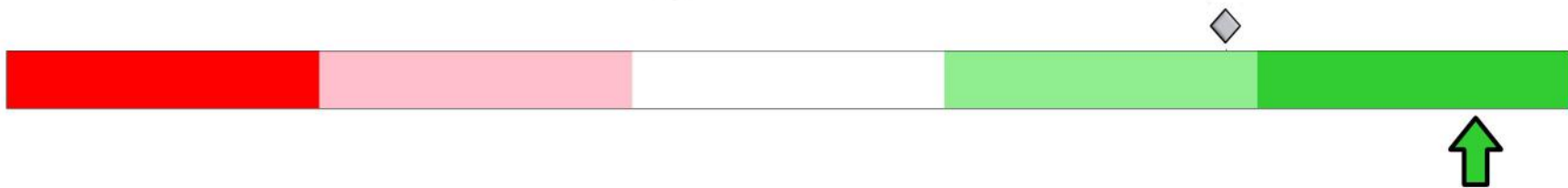
Actions/Exercises

1. Decide now collectively that will live in integrity, rigorously keeping all your agreements. When you make this "mindset-shift" you increasingly notice when you are entering agreements, and be more careful to only enter those you can keep.

2. Begin with all team members agreeing to arrive on time for meetings. (Of course, remove structural lateness, scheduling your meetings with perhaps 15 free minutes between them.) If you are permitted to do so, agree on a "sanction" for lateness. Our company has a penalty for being more than one minute to our weekly (on-line) staff meetings. Late people agree to augment their next (restaurant) tip by $5. (We have inexpensive "atomic" clocks to synchronize time.

5. Expressing Reality-based Optimism

It is very natural for people to ignore unpleasant realities. Confronting unpleasant realities requires willingness and discipline. Unfortunately, the truth of such realities is the foundation for all creativity. Absent reality, useful creativity is unlikely.

> Team members can meet the *standard* by holding optimistic mind-sets, while fully embracing unpleasant realities, and then advocating appealing and credible future outcomes.

⇧ This Behavior   ◇ Average of all Behaviors

o No assessor comments were submitted for this behavior.

5. Expressing Reality-based Optimism

Actions/Exercises

Conduct the same "Elephants in the room" exercise that we conduct in our workshops.

1. Again, give each team member a 3X5 card to write unpleasant realities ("Elephants") that they prefer to ignore.
2. Record these on flipcharts in order of decreasing frequency, combining similar topics.
3. You may want to form groups of about 5 people to prioritize the Elephants. As each completes they report findings to the larger group.
4. Then have your 4-D Network Provider/ CPM process high-priority items with the Context Shifting Worksheet with the group.

6. Being Outcome Committed

Identifying the Outcomes that you care most deeply about allows you to focus your energy on what really matters to you. Moreover, 100% Commitment alters your perception, "magically" revealing the means to realizing the Outcome.

> Team members can meet the *standard* by demonstrating 100% commitment to realizing their team's essential Outcomes.

⇧ This Behavior　　◇ Average of all Behaviors
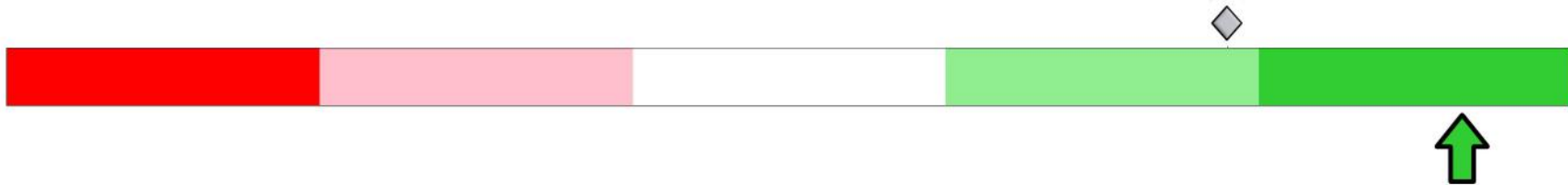
- No assessor comments were submitted for this behavior.

6. Being Outcome Committed
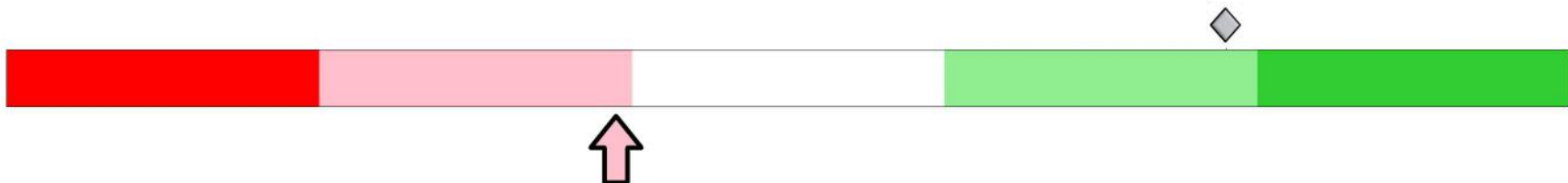
Actions/Exercises

This behavior is rooted in deep introspection by individual team members. People are examining nothing less than the meaning and purposes of their lives. Once again, we recommend that you have your 4-D Network Provider/ CPM provide the module in this topic extracted from our three-day Workshop slides. This is a powerful and moving experience.

7. Resisting Blaming or Complaining

Blaming or Complaining are dangerous habits. Blaming can take you take you into the "drama state" of "Blamer." The Blamer's assignment of responsibility for the "mess" is both certain and wrong. Thus, they are unable to address the real cause of their difficulty. Complaining can take you into "Victim" state. The Victim concludes that the situation is hopeless, and chooses helplessness, abandoning their ability to take action. Finally, when teams tolerate these behaviors, they can spread like a cancer.

Team members can meet the *standard* by avoiding blaming or complaining, and being intolerant of blaming or complaining by others.

⇧ This Behavior ◇ Average of all Behaviors

○ No assessor comments were submitted for this behavior.

7. Resisting Blaming or Complaining
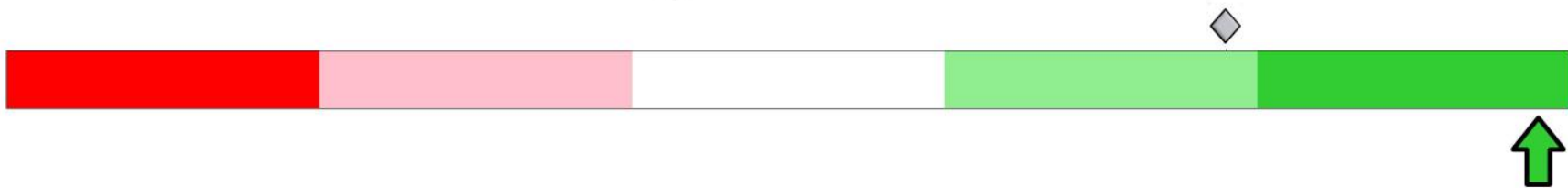
Actions/Exercises

1. Your first step is for you to collectively decide that you do not want drama in your team's social context;

2. Then, request individuals' permission to point out their blaming or complaining when you notice it; and

3. Commit to collectively refusing to participate in victim "clubs" where victims support each other, playing "Ain't it awful" together.

8. Clarifying Roles, Accountability and Authority

As we worked with teams over the years, helping them clarify their RAAs, an important finding emerged. Accountability trumps everything. If team members are not clear about the results they are Accountable to produce, any success you realize is pure chance. This is not OK.

> Team members can meet the *standard* by defining and communicating their Roles, Accountability and Authority (RAAs) to the people who need to understand and/or approve them.

⇧ This Behavior ◆ Average of all Behaviors

o No assessor comments were submitted for this behavior.

8. Clarifying Roles, Accountability and Authority

Actions/Exercises

This is one of the easier behaviors to improve/master. Here are two options to improve your RAAs:

1. We have developed a very popular one day "RAA Event" that your 4-D Network Provider/CPM can provide for you team.
2. All team members agree to take action themselves:
    a. Download the Workshop Workbook from www.NASAteambuilding.com and print the "RAA worksheet" at the end.
    b. Fill out the worksheet, then
    c. Discuss your RAAs with your supervisor, obtaining his or her approval.

You will likely see a significantly higher score for this behavior in your next reassessment."

The "Plus" Question

"What about the ABC team supports good teamwork?"

○ "Project Personnel understand Teamwork."

○ "1) People tell it like it is and then move on with their work in this project. Your opinion is welcomed and considered...but you'd better have supporting data/information to back it up. 2) It does not appear that there are 'hidden agendas' within the Flight Project. 3) Spontaneous social times on Friday afternoons are good for bolstering team spirit and team work. "

○ "Co-location for staff meetings. Frequent senior staff meetings. The leader's attitude. "

○ "Dedication of Individuals to effort. Work Ethic. Commitment to Excellence. Open Communications. "

The "Plus" Question

- ○ "Everyone has the same goal - success. Everyone is willing to contribute to the work that needs to be done. Although we are short staffed sometimes, the work always gets done and usually on time. Everyone does what is necessary to get the job done. "

- ○ "Everyone is committed to ensuring that the instruments and spacecraft work - for the Nation's benefit. "

The "Plus" Question

Actions/Exercises

These comments are an excellent source of team-appreciation material. Edit the comments to improve the grammar and consistency. You might post this document in your conference rooms to enhance your "glad-group" emotions, uplifting your team during difficult times.

The "Delta" Question

"What could the ABC team do to be more effective?"

○ "Reduce interference by outside entities."

○ "1) Resolve conflicting guidance from the sponsoring program office. 2) Add selected staff where overextended. "

○ "1) Too much travel hinders regular communication and interaction that needs to occur between team members. People who's input or support is needed are frequently away and unavailable for periods of time. 2) It is sometimes unclear who needs to be included in the decision-making process which is an impediment to progress and forward momentum. "

○ "Abrasive and stubborn team members sometimes impede progress, but can, in many cases, be pacified. "

The "Delta" Question

○ "Extensive travel, shifting requirements, unclear directions from the Program and customer chain, etc. "

○ "Frequent travel disrupts communication and can inhibit progress on items that require agreement from multiple people. Disagreements are often not resolved, with the involved parties preferring to continue on their own paths. "

The "Delta" Question

Actions/Exercises

These comments provide an excellent source of performance-enhancing action items. One reason these action items are so potent is that you bring customized teambuilding processes into *your work context* in ways that make sense to you.

You might find it useful to select both action items you can complete within your team, and actions that require assistance from outside your team. Note: An action-item has three components: a designated responsible individual; a statement of work; and a due-date.

Now, Take Action

- Select one or two behaviors for special attention

- Read and discuss the appropriate chapters in *How NASA Builds Teams*

- Schedule your next *Team Development Assessment* (TDA)

- Add a 5 to 10 minute discussion of one of the eight behaviors to the start of each (weekly) staff meeting

- Schedule a three-day workshop (or behavior-specific sub-modules) with your 4-D Network Provider

These action items bring performance enhancement into your work context. "Where attention goes, power flows."