



**ODD**

# Introducing a model of team effectiveness

# INTRODUCTION



**Effectiveness** – the ability to be successful and produce the intended results

- For the team, success is achieving the results, but effectiveness is about capability for success

A **Corporate Team Strategy (CTS)** is about building the capability of teams throughout the organization, developing them to be effective and drive organizational success

A model of teamwork, supporting methodology and an assessment tool based on the model are essential foundations to develop a CTS

# CHOOSING A MODEL



- The determination of a model is based on a number of factors.
  - It must be chosen by the organization for team leaders and members not for the elite OD or HR practitioner
  - it must be easily understood by all
  - it must be a verifiable model and it must have established reliability
  - it should not be overly complex
  - not dependent on experts for deployment
  - the availability of an assessment tool that enables the team to continually assess their challenges against the model.

# CHOOSING A MODEL



- The model-based tool must have -
  - the capacity to generate assessment to assessment comparisons is paramount.
  - the capability to correlate with other key business metrics and allow the organization to create benchmarks for successful and/or failing teams.
  - a language recognizable to as wide a population as possible and not be biased towards one type of team versus another
  - the capacity for continued, repeated and regular use
  - self-serve and self-managing capability for the team and leader

# BEHAVIOURAL VS EFFECTIVENESS MEASURES



- Behavioural assessments
  - have a focus on the individual and how the collective makes up the team and not the team as an intact unit.
  - tend to be complex, require training and accreditation for their use and implementation
  - do not, allow for assessment comparisons that track team progression
  - do not easily lend themselves to correlation with other key business metrics
- Behavioural characteristics can be understood, and the team can organize to maximize the impact of their combined characteristics, but they cannot be substantially changed.

# BEHAVIOURAL VS EFFECTIVENESS MEASURES



- Effectiveness assessment instruments:
  - Focus on the team as a unit, holistically
  - Focus on criteria such as goals and role clarity which are directly controlled and can be managed by the team
  - Allow for correlation with key business metrics
  - Allow the development of norm data for internal comparisons
  - Highlight standards of teamworking within the organisation
  - Provide the team with a benchmark measure of their effectiveness
  - Allow the team to create targeted action plans
  - Allow the team to measure progress

# TDP MODEL



- The Team Diagnostic Profiler is a model of team effectiveness plus an integrated methodology to support teams and drive performance.
- Results-oriented, action-focused, operationally-driven and capable of integrating with key business methods and metrics.
- TDP is comprised of the model, an assessment tool and a comprehensive but easy to follow analysis process for the team.
- TDP model comprises six factors, each of which then has two criteria.

# TDP MODEL



**Process** There has to be appropriate planning and evaluation techniques to build an organic team

**Goals** Team members need to be clear about the goals of the team and how their role contributes to its achievement.

**Structure** Team members must be organised appropriately and have the skills to achieve the goals.



**Relationships** Effective teams require good communications and trust between members.

**Climate** Conflict has to be managed and recognition provided for different levels of performance to generate a positive climate

**Leadership** Leadership behaviour has to help the team achieve its goals and encourage participation.



# TDP MODEL



- The validation and reliability studies for the TDP model and methodology were completed on 600 teams and 3,000 individuals.
- Creates an action learning cycle. There is no ideal state, only what the team consider effective for them.
- Respects the team's integrity and recognizes that given time and opportunity to reflect a team can and will enhance their own effectiveness.
- Provides the robust structure for the team to have the conversation and reflect on effectiveness measures that work for them.

# THE BENEFITS OF A MODEL-BASED APPROACH



- A model and supporting tool
  - standardizes the language of teams across the organization
  - opens up the possibilities for cross team support where team leaders can share ideas, skills and solutions and even facilitate feedback sessions for each other
  - Impacts positively communication and engagement
  - Provides a framework for supporting business performance through effective teamwork
  - provides information on what particular teams are working effectively and why
  - generates data to help profile what team leader traits work best in your organisation

# THE BENEFITS OF A MODEL-BASED APPROACH



- A model and supporting tool contd
  - allows comparison with other organisations
  - allows for the benchmarking of team and team leader effectiveness with external organisations
  - allows the measurement of training and development interventions for team leader initiatives.
  - Early identification of issues with company-wide implications
  - illustrates what factors are supporting the team's performance
  - identifies aspects of their team-working that may hinder performance