

Team Development Measure

TEAM REPORT

Team Name: **Test Team**

Survey Initiation Date: 11/30/2010

Guide to Reviewing Your Team Development Measures

Background

Team development is an important factor in the creation of high performing improvement teams.

The Team Development Measure (TDM®) indicates the degree to which a team has and uses the components needed for highly effective teamwork.

Teamwork components consist of:

- Cohesiveness A sense of “oneness” or working well together
- Communication Including participation, problem-solving, and decision-making
- Role clarity Understanding the roles of each team member
- Goals-means clarity Agreement on the team’s goals and the strategies to achieve

them

Stages of Team Development: Four components and two levels of solidification form the eight stages of team development. The scores at each stage are approximations and not precise points. Movement from one stage to the next is more of a flow in the development of a team than it is a distinct step up the ladder of team development.

Scores on the measure are interval (one point is the same size anywhere on the scale) and measures team development on a yardstick. Scores range from 0-100 where 0 = no team development, and 100 = full team development. The following table shows the eight stages:

Stages of Team Development

STAGE	SCORE RANGE	COMPONENTS	SOLIDIFICATION
Pre-team	0-36	None to Building	---
1	1-46	Cohesiveness	In Place
2	47-54	Communication	In Place
3	55-57	Role Clarity	In Place
4	58-63	Goals-means Clarity	In Place
5	64-69	Cohesiveness	Firmly In Place
6	70-77	Communication	Firmly In Place
7	78-80	Role Clarity	Firmly In Place
8	81-86	Goals-means Clarity	Firmly In Place
Fully Developed	87-100	Everything	Firmly In Place

The Components of Team Development

Cohesiveness The first component put in place as a team develops is cohesiveness (attraction of the members to the team). Cohesiveness is the social glue that binds the team members together as a unit. Without cohesiveness, it is extremely difficult for a team to attain the other components of a developed team.

<i>When a team is cohesive, team members:</i>
Are attracted to the team.
Find membership in the team to be a personally meaningful experience.
Enjoy the company of the other team members.
Support, nurture, and care for each other.
Feel free to share ideas and suggest ways to improve team function.
Feel they are using their unique skills for the benefit of the team.
Have a strong “we” feeling.
Routinely develop creative solutions to problems.

Communication The next component of team development is communication. Communication involves a full range of topics, including decision-making and problem-solving. Effective communication becomes easier once the team has developed a certain level of cohesiveness. Communication is, of course, key, since further team development and effective functioning cannot occur without team communication.

<i>When a team is effectively communicating, team members:</i>
Always freely say what they feel and think.
Are always direct, truthful, respectful and positive.
Openly discuss all decisions before they are made.
Handle conflict in a calm, caring and healing manner.
Openly explore options to solve problems when they arise.
Do not talk about each other behind their back.
Do not have a hidden agenda.

Role Clarity

The next component to become part of a higher functioning team is clear role definitions and expectations. Team members take on the primary role of “Team Member” - the role of team member supersedes individual roles. While professional roles brought to the team give the team its potential strength, equally, if not more important for team development, is that individuals feel equally valued as members of the team. Additionally, team members should know who is doing what and what other team members expect of them.

<i>When a team achieves role clarity, team members:</i>
Feel that accomplishments of the team are placed above those of individuals.
Understand the roles and responsibilities of all other team members.
Have a clear understanding of what other team members expect of them.

Goals & Means Clarity The final component of team development to become a fully functioning and performing team is clearly defined team goals and the means to reach these goals.

<i>When a team achieves goals and means clarity, team members:</i>
Have clarified and agreed upon what the real work of the team is.
Clearly understand the goals of the team.
Agree on how to reach the team goals.
Agree upon clear criteria for evaluating the outcomes of the team.

How to Use this Report

This report indicates where your team is on the scale of team development; which of these four components are in place, and how firmly they are in place.

You will first see a histogram showing how many team members scored the team at different levels of development. You may be interested to note consistency or variation across team members. Rankings are also useful for tracking changes over time. However, the information that will help your team grow lies in the answers to the survey questions and how you address them. The survey responses have been clustered according to the four components.

If you are receiving this report in advance of your team meeting, review the range of responses for each component. Some questions to think about might be:

Does this snapshot resonate with your experience on this team?

Why might team members respond differently?

Which are the areas you would like to work on?

What are some ways your team might improve the experience for all members?

- ✓ Make notes on this report and highlight the areas you want to be sure to discuss at your next team meeting.
- ✓ Put your name on the cover page of your report, so you will know which one has *your* comments and reflections.
- ✓ Once your team has reviewed this report together, make a plan for improvement. One source for ideas is the “Tips for Successful Teamwork” in this toolkit, but your own ideas will be most valuable.

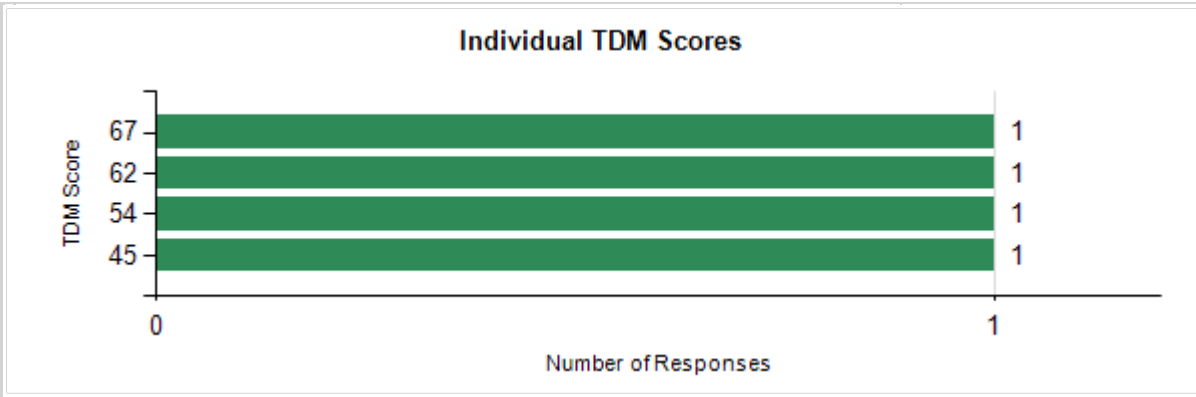
Team Development Measure

Test Team: 4 respondents

The graph below shows how many team members see the team at what stage.

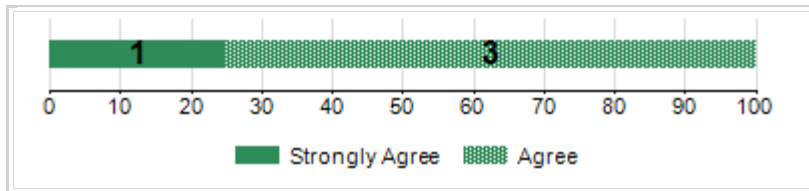
Team Development Measure® (TDM)

	Fully Developed	87 - 100	All Team Attributes Firmly in Place
	Stage 8	81 - 86	Goals, Means Established
	Stage 7	78 - 80	Roles Established
	Stage 6	70 - 77	Communication Established
Highest Score = 67	Stage 5	64 - 69	Cohesiveness Established
	Stage 4	58 - 63	Building Clarity of Goals, Means
Team Avg = 57	Stage 3	55 - 57	Building Clarity of Roles
	Stage 2	47 - 54	Building Communication
Lowest Score = 45	Stage 1	37 - 46	Building Cohesiveness
	PreTeam	0 - 36	Any Team Attributes are Accidental

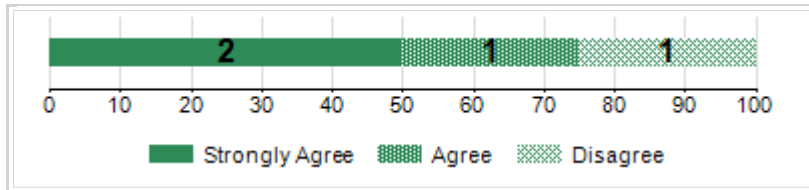


Cohesiveness

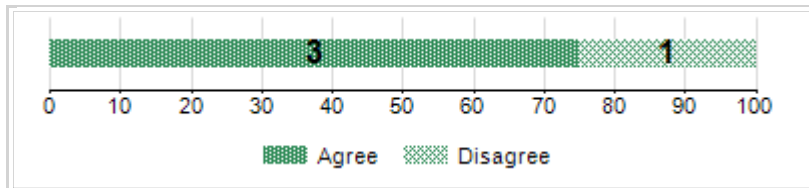
All team members feel free to share their ideas with the team



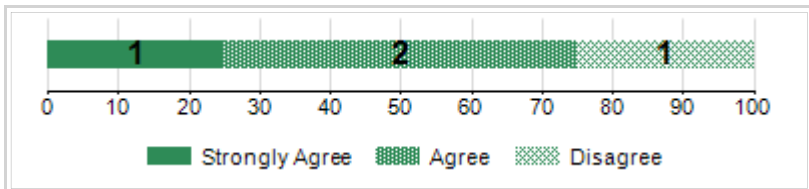
All team members feel free to express their feelings with the team



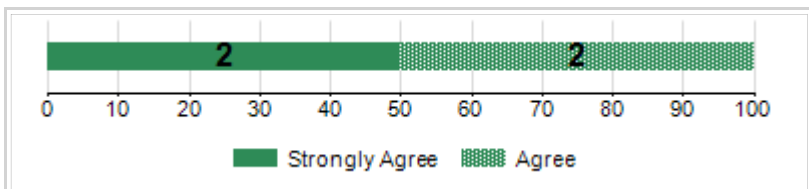
The team practices tolerance flexibility and appreciation of the unique differences between team members



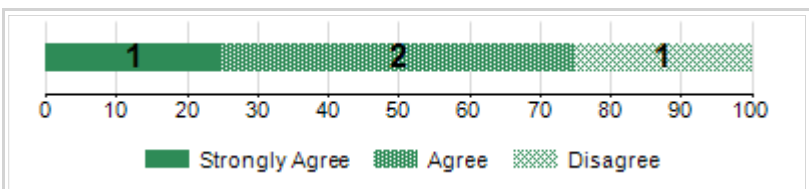
In this team, members support, nurture and care for each other



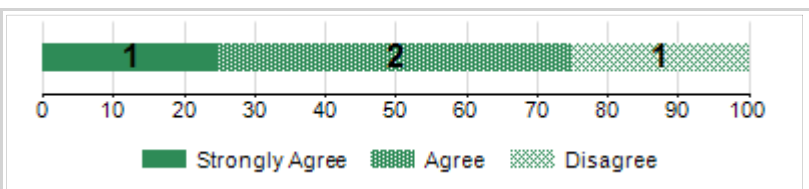
As a team we come up with creative solutions to problems



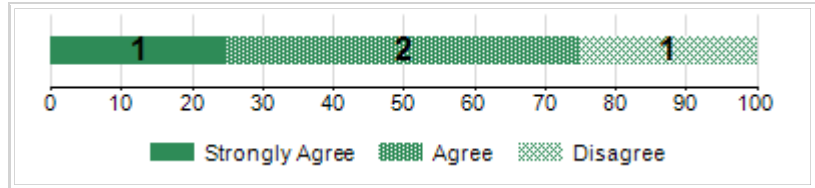
In the team there is more of a WE feeling than a ME feeling



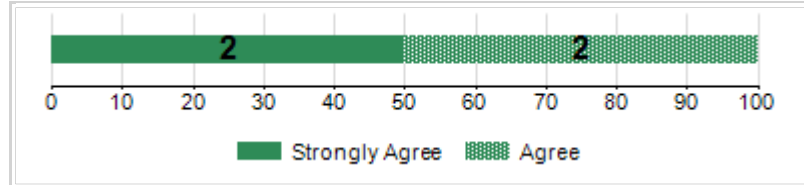
I enjoy being in the company of the other members of the team



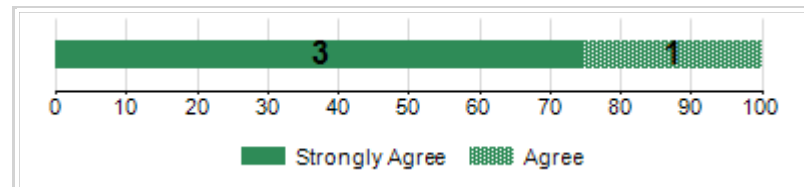
This team is a personally meaningful experience for me



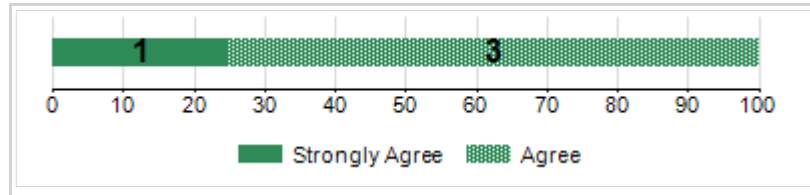
The work I do on this team is valued by the other team members



I am allowed to use my unique personal skills and abilities for the benefit of the team



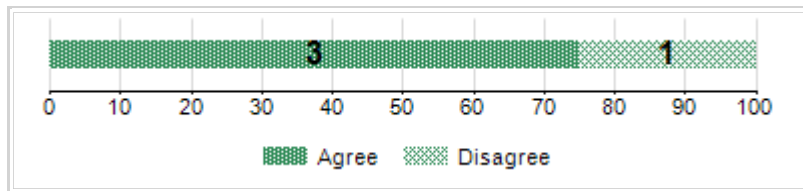
All individuals on this team feel free to suggest ways to improve how the team functions



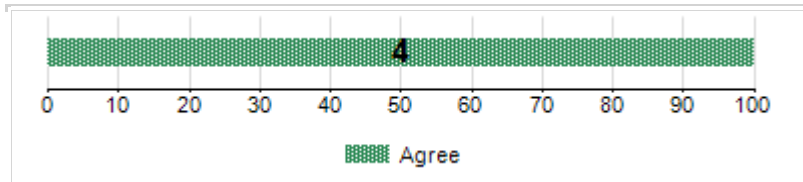
Use the space below for your Reflections on Cohesiveness:

Communication

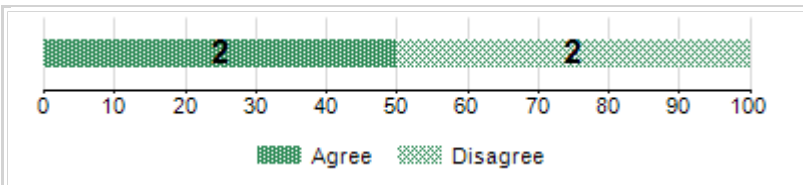
Team members say what they really mean



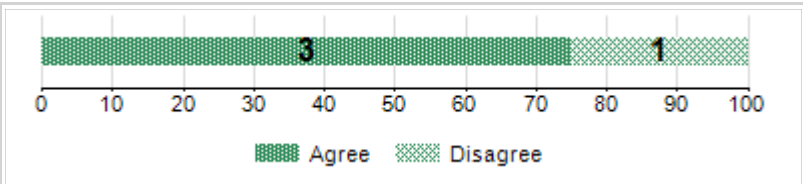
Team members say what they really think



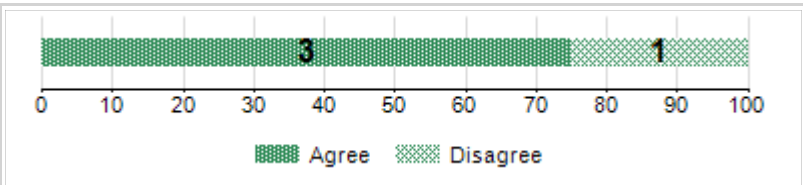
Team members talk about other team members behind their back



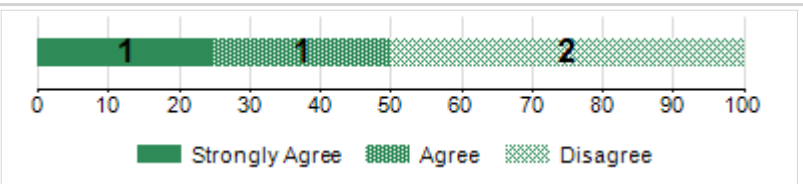
All team members participate in making decisions about the work of the team



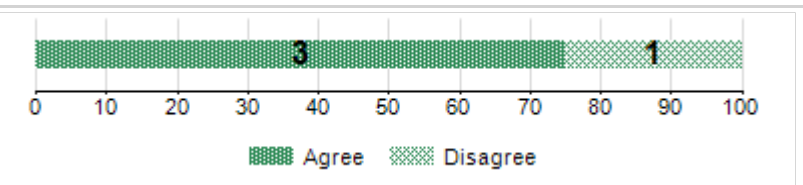
The team handles conflicts in a calm caring and healing manner



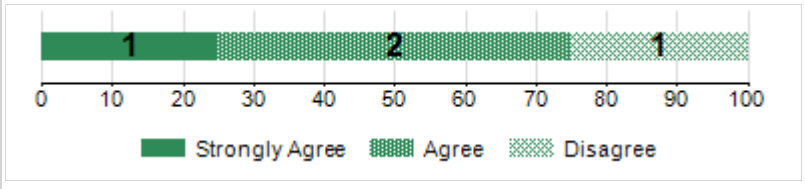
Regardless of the topic communication between the people on this team is direct, truthful, respectful and positive



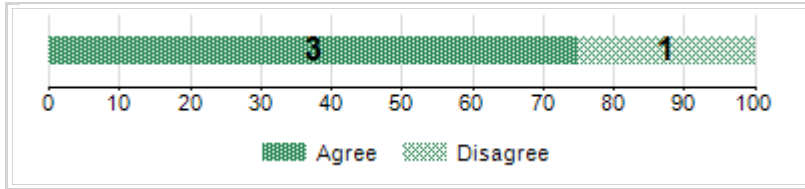
The team openly discusses decisions that affect the work of the team before they are made



Information that is important for the team to have is openly shared by and with all team members



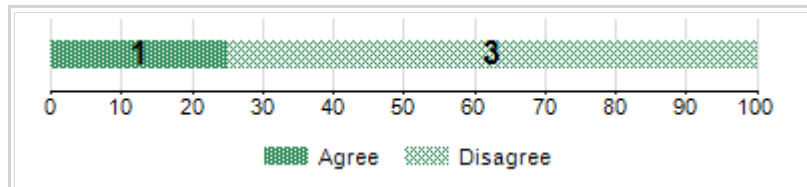
When team problems arise the team openly explores options to solve them



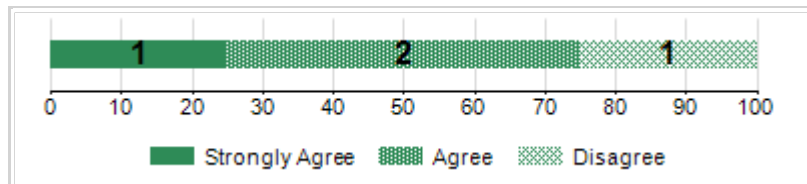
Use the space below for your Reflections on Communication:

Role Clarity

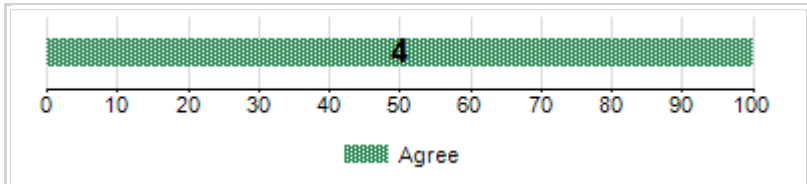
Roles and responsibilities of individual team members are clearly understood by all members of the team



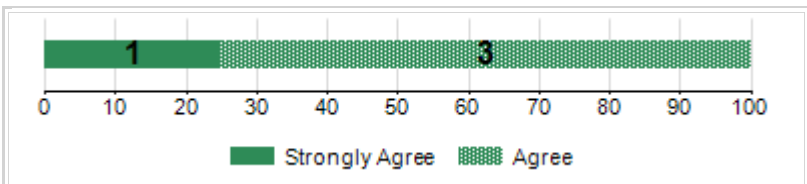
All team members place the accomplishments of the team ahead of their own individual accomplishments



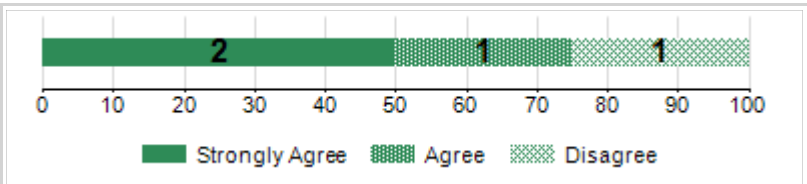
All team members define the goals of the team as more important than their own personal goals



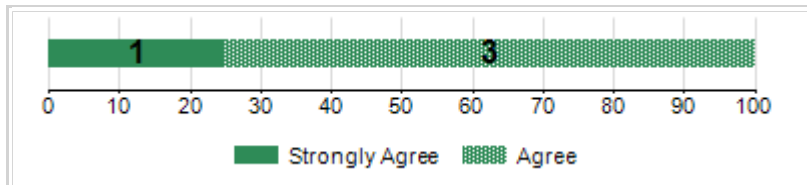
I have a clear understanding of what other team members expect of me as a team member



Some members of this team resist being led



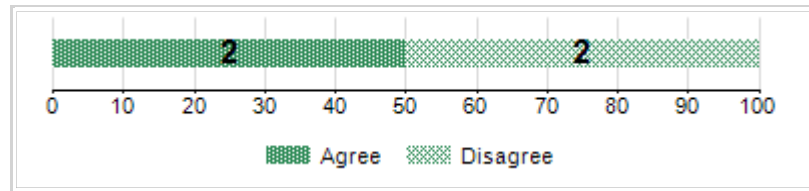
On this team the person who takes the lead differs depending on who is best suited for the task



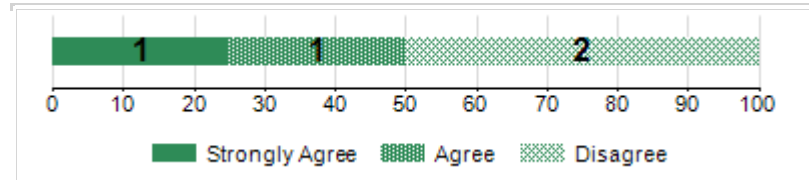
Use the space below for your Reflections on Role Clarity:

Goals & Means

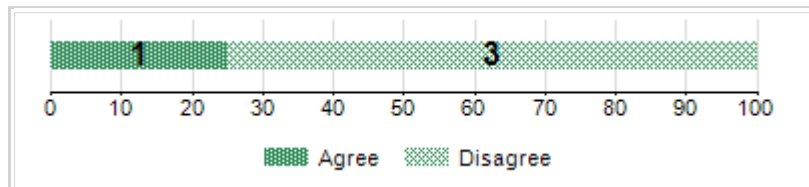
The team has agreed upon clear criteria for evaluating the outcomes of the team's effort



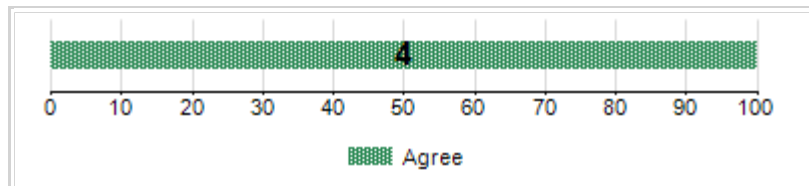
There is confusion about what the work is that the team should be doing



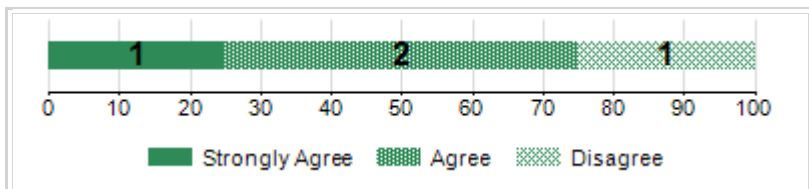
There is confusion about how to accomplish the work of the team



The goals of the team are clearly understood by all team members



I am happy with the outcomes of the team's work so far



Use the space below for your Reflections on Goals & Means:

TIPS FOR SUCCESSFUL TEAMWORK

Adapted from The Team Handbook®, Third Edition, Scholted, Joiner and Streible, Oriel Incorporated, 2003

TIPS FOR IMPROVING COHESION

Establish Ground Rules

Every team should establish ground rules, or “norms,” addressing how meetings will be run, how team members will interact, and what kind of behavior is acceptable. Each member is expected to respect these rules, which usually prevents misunderstandings and disagreements.

Ideally the team should:

- Openly state or acknowledge norms

Symptoms of a problem:

- Certain important topics are avoided
- No one acknowledges norms
- Recurring differences about acceptable behavior
- Behavior that signifies irritation
- Conflicting expectations

Some strategies:

- If ground rules were not established and agreed to at the start of the team, take time to do this
- From time to time, review the ground rules, adding, deleting, or revising them as needed

Encourage Balanced Participation

Since every team member has a stake in the group’s achievements, everyone should participate in discussions and decisions, share commitment to the project’s success and contribute his or her talents.

Ideally the team should:

- Have balanced participation
- Build on members’ natural styles of participation

Symptoms of a problem:

- Some team members have too much influence
- Members contribute only at certain times or about certain topics

Some strategies:

- Send agendas out before meetings to allow participants to prepare for discussions
- Use brainstorming or a nominal group technique to elicit input from all team

members during discussions

[1] “Nominal group technique is a structured method of generating a list and then narrowing it down. The first phase is silent brainstorming. In the second phase, members vote to reduce the list.” The Team Handbook®, Third Edition, Scholted, Joiner and Streible, Oriel Incorporated, 2003. Pg 3-14

TIPS FOR IMPROVING COMMUNICATION

Clear Communication

Good discussions depend on how well information is passed among team members.

Ideally, team members should:

- Speak clearly and directly
- Be succinct; avoid long examples
- Listen actively
- Avoid interrupting when others are speaking

Symptoms of a problem:

- Members unable to say what they feel
- Sense that there is more going on than is said
- Opinions expressed as facts
- “Plops” – statements that receive no acknowledgement or response
- Bullying statements
- Discounting opinions

Some strategies:

- Develop strong communications skills and learn to recognize problems that result from poor communication
- Use a meeting evaluation to discuss how well team members communicate
- Consider having observers (team members, coach or outsiders) watch the team and give honest feedback on communication dynamics

Beneficial Team Behaviors

Teams should encourage all members to use the skills and practices that make discussions and meetings more effective.

Ideally, team members should:

- Initiate discussions
- Seek information and opinions
- Suggest procedures
- Elaborate on ideas
- Complete assignments on time
- Summarize
- Test for agreement
- Act as gatekeepers, manage participation
- Keep discussion focused
- Be creative in resolving differences
- Ease tension and work through difficulties
- Get agreement on standards
- Refer to documentation and data
- Praise and correct others fairly

- Accept both praise and complaints

Symptoms of a problem:

- Failure to use discussion skills
- No shared responsibility – reliance on one person
- People repeating points – not sure heard the first time
- Discussions are stuck – inability to let go of one topic
- Discussions are not candid – real discussion happens outside meeting

Some strategies:

- Learn principles of giving constructive feedback (Team Handbook 6-24) [\[1\]](#)
- Review Ten common team problems and solution strategies (Team Handbook 7-14) [\[2\]](#)
- The team leader can focus the team on developing effective discussion skills. For example, team members could pick two or three skills for the whole team to practice at a meeting, reviewing their performance during the meeting evaluation

Well-Defined Decision Procedures

An important characteristic of teams is the process used for decision-making. A team should always be aware of the different ways it reaches decisions.

Ideally the team should:

- Discuss how decisions will be made
- Explore important issues by polling
- Test for agreement
- Use data as the basis for decisions

Symptoms of a problem:

- Conceding to opinions that are expressed as fact with no supporting data
- Decisions by one or two people
- Too-frequent recourse to “majority rules”
- Decision by default; silence interpreted as agreement

Some strategies:

- Have the team leader or coach lead a discussion on decision-making by the team
- Occasionally, designate a member or outsider to watch and give feedback on how decisions are made so the group can talk about any changes it needs to make

Awareness of the Group Process and non-verbal communication

Ideally, all team members will be aware of the group process – how the team works together – *and* pay attention to the content of the meeting.

Ideally, team members should:

- Be sensitive to nonverbal communication

[\[1\]](#) The Team Handbook®, Third Edition, Scholtes, Joiner and Streible, Oriel Incorporated, 2003. Pg 6-24.

[\[2\]](#) The Team Handbook®, Third Edition, Scholtes, Joiner and Streible, Oriel Incorporated, 2003. Pg 7-14.

- See, hear, and feel team dynamics
- Comment and intervene to correct group process problems
- Contribute equally to both content and process
- Work on group process issues

Symptoms of a problem:

- Avoiding group dynamic issues
- Pushing ahead on the task when there are signs of resistance or confusion
- Inattention to obvious nonverbal cues
- Members attributing motives to nonverbal behavior
- Remarks that discount someone's behavior or contribution

Some strategies:

- Have a facilitator or coach observe and evaluate how well the team handles problems, confusion, discussions, and so forth
- Encourage the team to have several "process checks," times when members can say how they think the meeting is going, or express thoughts for which there are no appropriate times in the meeting
- Routinely include group process issues in meeting evaluations

TIPS FOR CLARIFYING TEAM ROLES

Clearly Defined Roles

Teams operate most efficiently when they tap everyone's talents and when all members understand their duties and know who is responsible for what issues and tasks.

Ideally the team:

- Has formally designated roles
- Understands which roles belong to one person and which are shared
- Uses each member's talents
- Involves everyone in team activities

Symptoms of a problem:

- Roles and assignments that result from pecking order
- Confusion over who is responsible for what
- People getting stuck with the same tedious chore

Some strategies:

- The team must decide how roles will be assigned and changed
- Review your pre-work materials or the VHA Improvement Guide for suggested team and meeting role descriptions
- Have the team leader discuss the responsibilities and roles of all involved with the team
- The team leader might facilitate discussions on what duties must be assigned, how they will be assigned, and how they can be changed
- Reach consensus about roles within the team

TIPS FOR CLARIFYING GOALS AND MEANS

Clarity in Team Goals

A team works best when everyone understands its purpose and goals. If there is confusion or disagreement, they work to resolve the issues.

Ideally the team:

- Agrees on its charter or works together to resolve disagreement
- Sees the scope of the charter as workable
- Has a clear vision and can progress steadily toward its goals
- Is clear about both larger project goals and purpose of individual steps

Symptoms of a problem:

- Frequent switches in directions
- Frequent arguments about what team does next
- Feeling project is too big or inappropriate
- Frustration at lack of progress
- Excessive questioning of each decision or action
- Floundering

Some strategies:

- If team members feel they don't understand the charter, or are unclear on goals, review your team charter (if you have one) as a group to be sure everyone has the same understanding
- Encourage team members to ask questions about a decision or event until they are satisfied with the answers
- If you find the charter is too broad, work with your sponsor to make it more manageable

A Plan for Improvement

Work plans help the team determine what advice, assistance, training, materials and other resources it may need. They guide the team in determining schedules and identifying milestones.

Ideally the team:

- Has created a work plan
- Has a process map or description of work steps and refers to these documents when discussing next steps
- Knows what resources and training are needed

Symptoms of a problem:

- Uncertainty about direction
- Being "lost in the woods"
- "Fishing expeditions"
- "Filling the sky with lead"

Some Strategies:

- Consult The Office of Systems Redesign's VHA Systems Improvement Framework Guidebook^[1] for tools and guidance on planning improvement projects
- If needed, seek assistance from a coach or technical advisor (e.g, Systems Redesign Point of Contact, Quality Manager, or other knowledgeable person)

[1] <https://srd.vssc.med.va.gov/Committee/si/VHA%20Improvement%20Framework/System%20Improvement%20Framework%20Guidebook%20-FINAL%20Jan%2020%202010.doc>