

# The Dynamic Teamwork Readiness Review Program

## Preparing the Executive/Management Team for Sustainable Results

New teams or teams facing a major change in their leader, sponsor, members, focus, and/or goals usually have a small window of time at the beginning of the team's processes to prepare the team for the challenges and opportunities they face. The more effectively this time is used, the more likely the team's efforts will be successful.

In our experience, the new leader of an existing or newly formed executive/management team has less than 100 days to begin delivering sustainable results. The team leader's preparation and the leadership actions taken during this time will have a direct impact on the team's results.

Our extensive work with executive and management team leaders over the past two decades allows us to recognize and address the wide range of issues and dysfunctions any management team might expect to face as they begin to carry out their work. Our research has identified ten critical success factors that must be considered in the development of powerful teams that deliver expected results.

The Dynamic Teamwork Readiness Review Program has been developed to provide the team leader with an assessment of these Critical Success Factors and a blueprint for many of the actions they should take to successfully lead their team through this critical period in the life of their team.

### The Team's Charter and Key Goals

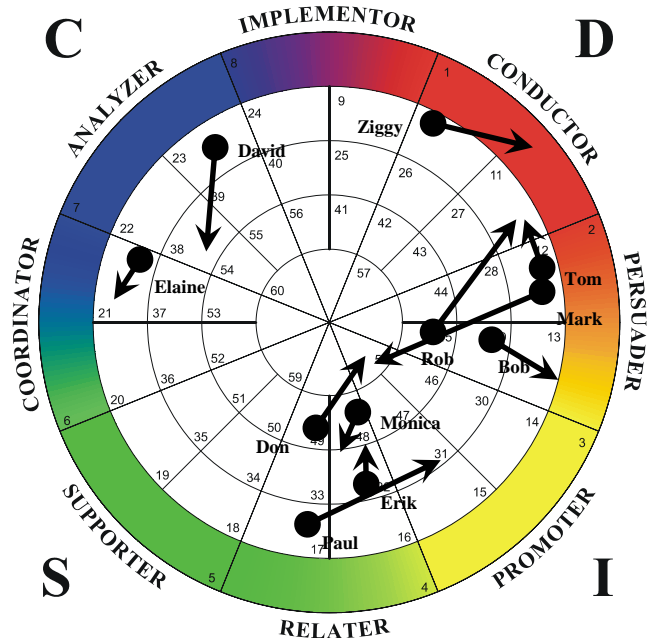
An effective team must focus on and embrace the expectations of the team's sponsor. These expectations must be clearly expressed and embraced by the team's leader and members as a guiding light for the actions the team must take to achieve their goals. Focusing on the outcomes stakeholders expect from the team's efforts provides a powerful magnet for the commitments individual team members must make to support and carry out the team's efforts.

During the Readiness Review, we engage the team's sponsor and key stakeholders in discussions that allow us to clarify and document the team's charter and goals.

### Building Mutual Trust

A platform of mutual trust is essential in developing a high performance management team. Teamwork Dynamics has determined that a shared understanding by team members of the work style, talents, strengths, and limitations of each team member is a critical success factor in building trust and achieving outstanding team performance.

During the Readiness Review, each member of the team completes on-line assessments of their behavioral style and key motivators. The results are reviewed with each team member individually or in a team feedback session. Team members develop an understanding their personal styles as a basis for understanding the styles of other team members.



Profiles of the team's expected behaviors and motivators are developed from the individual team members' reports to identify behavioral, commitment, and accountability issues the team's leader and members will likely face.

### Existing Dysfunctions

Patrick Lencioni in his book, "The Five Dysfunctions of a Team" details the situations that lead to major failures in management teams. Teamwork Dynamics has developed an on-line survey based on the above and designed to help teams identify the dysfunctions that are impacting the critical success factors present in their teams.

Participants in this survey will include team members, sponsors and significant stakeholders. The results will be compiled to identify issues the team must address to overcome significant dysfunctions.

### The Power of Collaborative Debate

Debate and collaborative processes become key success factors once a platform of mutual trust has been

established and clear goals have been defined. These processes need a clear and continuous focus on the team's goals as well as the challenges that must be dealt with as the team moves toward their ultimate objectives.

Effective debate and collaboration requires that the ideas of each participant are aired and processed in the search for solutions. The tools of collaboration must support this sharing process in such a way as to make it quick and thorough.

Traditionally, team leaders have poised questions and queried team members one by one for their response to the questions. Their comments are captured on flip charts, erasable boards, and note pads. Through open and structured discussions, items are categorized, prioritized, and processed.

A successful debate and collaborative process requires that team leaders carefully orchestrate the structure of the questions to be presented and guide the discussions so that specific actions are defined and individual commitments to complete the actions are obtained.

During the Readiness Review the team's processes of problem solving and collaboration are examined and evaluated. Additional processes are defined as needed by the team to facilitate this core team process.

**The Culture of Individual Commitment**

An effective team leader will utilize the collective ideas of the team in defining 'action items' and 'next steps' as a basis for gaining the commitments of individual team members. An effective commitment process must also include documentation of the processes followed, decisions reached, and commitments made.

Throughout the debate and collaborative processes, commitments for action are noted and recorded in to-do lists developed by individual team members, the team leader, and appointed scribes.

During the Readiness Review the team's processes and culture of individual commitment are examined and evaluated. Additional processes are defined as needed by the team to facilitate the willing acceptance of individual commitments to action.

**The Discipline of Personal Accountability**

A discipline of follow-up must be in place to insure individual team members are held accountable for their commitments. Follow-up processes should enable each team member to easily provide the team with the current status of their outstanding commitments. The team leader must review the status of open commitments on a timely basis to identify those situations where the leader's and/or

team's intervention is needed to reach the team's goals. An effective system of personal accountability will include team processes to identify the nature of the barriers that are getting in the way of individual team members' efforts to complete their commitments . . . and support the process of defining additional actions to eliminate or bypass the barriers.

The team's systems that drive the discipline of personal accountability are examined and evaluated during the Readiness Review. Additional accountability systems and processes are defined as needed by the team to facilitate the completion of individual commitments to action.



**The Readiness Review Report and Action Plan**

The Readiness Review of the critical success factors of an executive or management team is carried out by an Executive Consultant skilled in the dynamics and processes of executive and management teamwork. The review includes individual interviews with the team's leader, the team's sponsor, and individual team members. Where appropriate, interviews include key stakeholders.

In most cases, the Readiness Review can be completed in two weeks or less and produces a detailed report that includes suggested action items for the team leader, the sponsor and the team. We meet with the team leader and/or the team's sponsor to present our findings, discuss our recommendations, and develop additional action items.

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*Please do not hesitate to contact us by phone or email to discuss your executive or management team situation and explore the applicability of an independent and powerful Dynamic Teamwork Readiness Review.*