

# The Team Iceberg

## Observable Results: "Team Performance" (above the surface)

### 7 Processes (TPI)

- Shared Purpose, Goals
- Balanced Structure & Skills
- Clear Working Approach
- Supportive Relationships
- Mutual Accountability
- Continuous Improvement Environment
- Personal and Team Development

### Outputs

- Work Products
- Product Costs
- Delivery Time
- Customer Satisfaction

## Underlying Causes (below the surface)

### Awareness of and Balance of Roles and Preferences (TMS)

- Tactician
- Strategist
- Facilitator
- Challenger

### Awareness of and Progression Through Stages of Group Development

### Acquired Team Skills: Task Oriented

- Clarifying & Confirming
- Building Consensus
- Initiating
- Seeking Info, Opinions
- Giving Info, Opinions

### Acquired Team Skills: Interpersonal

- Relieving Tension
- Balanced Participation
- Collaboration
- Keeping Standards
- Seeking Commitment

**4. Performing** — Finally team members understand not only their own roles, strengths and weaknesses, but those of the other members of the team as well. They diagnose and solve their own problems and implement their own changes as necessary to keep the team running smoothly. Though they need to spend less time working on the team, they never forget that, like a well-oiled machine, it must be periodically tuned if it is not to run-down.

**3. Norming** — If team members continue to pay attention to their own processes as they work on tasks, they will develop and adhere to behavioural norms, ground rules, reducing destructive conflict & increasing cooperation.

**2. Storming** — The most difficult stage for most teams, (the reason some teams avoid it by staying comfortably but unsatisfactorily in Stage 1) occurs when members realize the task is different and more difficult than they imagined, and may become testy, blameful or overzealous. Impatient about the lack of progress, but still too inexperienced to know much about decision making, members argue about what approaches the team should take. They try to rely solely on their own personal and professional experience, resisting the need to collaborate with other team members.

**1. Forming** — When a team first comes together, members cautiously explore the boundaries of group behaviour. Like new swimmers, they stand by the edge of the pool, dabbling their toes in the water.

## **Team Process Check**

Here's a quick tool for checking on the decision-making process of a team or group. This can be used for meetings, project teams or any other circumstance where a group wants to work together effectively.

1. Read over the seven criteria.
2. On a scale of 1-10, rate how well you believe the team or group is performing.
3. For each category, identify one behaviour for the team or group to practice (stop, start or continue) which would add to its overall performance.
4. For each category, identify one behaviour you wish to stop, start or continue to add to the team or group's effectiveness.

<i>Criteria</i>	<i>Rating 1-10</i>	<i>Ideas for Improvement for the Team</i>	<i>Ideas for Improvement for Myself</i>
<b>On Track</b>			
Many digressions; get off-topic 1 2 3 4 5 6 7 8 9 10 <span style="float: right;">No digressions; stay on-topic</span>			
<b>Participation</b>			
A few key members dominating and some members not participating 1 2 3 4 5 6 7 8 9 10 <span style="float: right;">Everyone contributes and is involved</span>			
<b>Listening</b>			
More than one person talks at a time; repetitions, interruptions and side conversations 1 2 3 4 5 6 7 8 9 10 <span style="float: right;">One person talks at a time; clarifying and building of ideas</span>			
<b>Leadership</b>			
No attempt to bring the team/group back on-track and encourage equal participation 1 2 3 4 5 6 7 8 9 10 <span style="float: right;">Team/group members intervene to keep everyone on-track and actively manage equal participation</span>			
<b>Decision Quality</b>			
Team/group decisions were inferior to individual assessments 1 2 3 4 5 6 7 8 9 10 <span style="float: right;">Team/group expertise and decisions were superior to individual judgements</span>			
<b>Candour</b>			
Team/group members do not offer opinions freely 1 2 3 4 5 6 7 8 9 10 <span style="float: right;">Team/group members spoke openly, "said what was on their mind"</span>			
<b>Fun</b>			
:( <span style="float: right;">:)</span> 1 2 3 4 5 6 7 8 9 10			

