

## Discover Your Team's Strengths

### **Team Building- Challenge of the 90's**

Team Building is undoubtedly one of the greatest challenges facing organizations today. Team Building is more than assembling talent, and more than randomly bringing together people and assigning them a goal to achieve.

### **A Proven, Structured Process to Team Building**

There is a proven, structured process for building successful teams. Individual skills must be sorted out. People must understand how to work together through the four phases of team development. Each team member must adapt to prescribed roles in the teaming process in order to structure a team capable of winning on a consistent basis.

### **1st Step - Know Your Team's Strengths**

The first step in a successful Team Building process is to perform a "Team Analysis" for the purpose of knowing, understanding and appreciating the individual team members' strengths. This is the purpose of the *Discover Your Team's Strengths* session.

This session will cover only the first step in the Team Building process. To further address your Team Building needs, we can arrange for a one-day Team Building workshop. This workshop utilizes the following Team Analysis information to help you "build" a more successful Team.

### **A Decade of Achievement**

The candidate assessment/employee development technology that produced this report is currently used by human resources professionals in over 500 major corporations. This next-generation system is the most advanced selection and management process ever developed. Since 1985, tens of thousands of individuals have enhanced their professional lives with the insights provided by reports like this one.

## Overview of Personality Traits

### Historical Background

Psychologists tend to agree that the most effective and orderly way to understand and assess personality is in terms of a limited number of basic traits. This idea is certainly not new. In ancient Greece, Hippocrates identified four traits of behavior (Melancholy, Sanguine, Choleric, Phlegmatic). However, the development of objective instruments to quantify these traits is a fairly recent development.

### Four Traits

The Selection.expert Communication Survey measures the four basic personality/behavioral traits which represent interpersonal functioning in the workplace. These traits (or High Traits) are Dominance, Extroversion, Patience, and Conformity.

### Dominance - The Control Trait

When a person's High Trait is Dominance, he/she is likely to be:

- > Self - Confident
- > Very Competitive
- > Hard - Driver
- > Task Oriented
- > Aggressive
- > Decisive

Low Trait: Cooperative; very approachable; and non-threatening.

### Extroversion - The People Trait

When a person's High Trait is Extroversion, he/she is likely to be:

- > Friendly
- > Outgoing
- > Talkative
- > Optimistic
- > Likable
- > Motivating

Low Trait: Reserved; guarded; creative; and contemplative.

### Patience - The Paced Trait

When a person's High Trait is Patience, he/she is likely to be:

- > Warm
- > Steady
- > Good Listener
- > Easygoing
- > Avoids Conflict
- > Cautious

Low Trait: Urgent; quick; fast pace; and action-oriented.

### Conformity - The Systems Trait

When a person's High Trait is Conformity, he/she is likely to be:

- > Accurate
- > Conservative
- > Perfectionist
- > Traditional
- > Loyal
- > Thorough

Low Trait: Independent; generalists; need freedom from rules.

# Your Communication Profile

## Eight Page Report

The Communication Profile describes your individual personality attributes. Each Profile is eight pages and presents your personal strengths, leadership style, decision making style, energy level, motivational needs and stress level.

## Page 1 Summary of Personality Traits

Communication Profile of Maxwell Smart Page 1

Trait	Primary Profile	Environmental Adjustment
Dominance	+32	+31
Extroversion	-32	+31
Patience	-29	+44
Conformity	-32	+31

**Primary Profile**  
 High Trait: Dominance +  
 Low Trait: Extroversion  
 Decision Making: Facts  
 Energy: Average  
 Stress: Agitated

**Profile Summary**  
 Maxwell, your response indicate that you are very results-oriented and independent. Your intensely aggressive, authoritative, and sometimes overbearing nature leads you to be highly competitive, ambitious and demanding of others. Your nonconformity encourages you to be anxious about finding better ways to accomplish your ambitions, and it influences you to get around the boundaries of traditions or rules. You make quick decisions and take risks.

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## Page 2 High Trait

Communication Profile of Maxwell Smart Page 2

**High Trait**  
 This page contains a description of the High Trait, Dominance, in your profile. This is the trait that is highest above the mid-line on the profile graph. Your High Trait has more influence on your behavior than the other traits and normally accounts for 50 to 70 percent of your behavior and motivational preferences.

**Dominance +  
 The Control Trait**  
 Characteristics of people whose high trait is DOMINANCE are their hard driving and to-the-point qualities. They are top-down-oriented, calculating, and outwardly secure. High Dominant people like to take risks.

Maxwell, often you are not aware of how strongly you may come across to people. Your primary concern is getting projects completed, and you can be pleasant and generous as long as you are receiving the results you are after.

Since you prefer to give orders rather than take them, you are most productive when you are not under close supervision and on your own. You like to solve complex problems, and you respond positively to challenges. Your communication style is very direct and candid, and you also prefer to receive candid feedback. You only work for people when you respect, and you are more confident in what you can do versus what other people can do.

**Service Areas**  
 Too many external controls, or incompetent and trivial interferences

**Potential Reactions**  
 If you feel you are being forced into a corner, you may exert an unbridled manner or apply overpowering pressures in order to gain control of the situation.

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## Page 3 Other Three Personality Traits

Communication Profile of Maxwell Smart Page 3

**Other Traits**  
 Your other three traits, Extroversion, Patience, and Conformity, and their location in your profile are listed on Page 1 of the profile, and they are also portrayed on the profile graph. These three traits have a direct effect on your High Trait and how it is interpreted. You will recall that the High Trait accounts for 50 to 70 percent of an individual's behavior; these other three traits account for the remaining 30 to 30 percent.

The following are some descriptive words and summary paragraphs based on the location and extension of the other three traits with the High Trait.

Very Creative	An Idea Person	Analytical
A Talker	Conciliatory	Frank
A Self-starter	Factual	

You tend to command authority readily and are a powerful decision maker if called upon to do so. You only respect authority or an organization if it is results-oriented. You are inclined to be a dominant leader and a good trouble shooter. You assume that you can accomplish almost anything.

Non-conformist	Free Wheeler	Stubborn
Self-confident	Very Independent	

You like to explore areas removed from tradition and the system. You tend not to relate to structure and generally resist customs and rules, or at least you may enjoy bending the rules. You find discipline and rules too restricting, and you do not like constant direction. As a result, you may resist or fight someone looking over your shoulder.

Reserved Socially	Serious	Private
-------------------	---------	---------

You prefer one-on-one relationships, and you use words economically. Consequently, you may come across in an unfriendly manner when you do not mean to.

Ambitious	Hard Driving	Impatient
Very Competitive		

Because of your urgency, you reliably work your results yesterday. You are a self-starter who responds positively to challenges, and who responds quickly to various situations. You sometimes appear to be more direct and blunt than you realize.

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## Page 4 Motivators & Demotivators

Communication Profile of Maxwell Smart Page 4

**Motivational Needs**

**Primary Motivators**  
 Because your High Trait is Dominance, you will need some of the following factors in your environment in order to be self-motivated and highly productive:

- Daily challenges
- Tangible results
- A position with power and prestige
- Direct answers and candid communications
- The respect of the leadership
- A generous amount of freedom from controls, constant supervision and details
- The ability to measure results on a regular basis in monetary terms (keep score)
- Opportunities to be in charge, make decisions and be responsible for the results achieved

**Primary Demotivators**  
 In contrast, you are likely to be demotivated when:

- Not challenged
- Supervised too closely
- You receive vague answers to questions
- Leadership vacillates
- You lack significant goals

**Other Motivators**  
 These motivators are based on the other three traits:

- A limited amount of emotional exposure
- Time alone to think creatively and figure things out
- Respected as a person and taken seriously
- Socializing in a circle where people are known one-on-one
- Time to prepare for group presentations

because your Patience level is low

- A fast pace with a lot of variety
- Freedom from routine
- New environments in which to work or play
- Assignments that require quick action

because your Conformity level is low

- Freedom from rules, details, and reports
- A generous amount of independence and unusual assignments
- New methods of doing things away from tradition

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# Your Communication Profile

... Continued

Pages six and seven of the Profile describe your specific Environmental Adjustments: how you are flexing your personality to your job requirements and/or corporate culture. Page eight is the Profile Verification page, designed for you to provide feedback about the accuracy of your Communication Profile.

**Page 5  
Decision Making  
Style & Energy  
Level**

Communication Profile of Maxwell Smart Page 5

**Decision Making Style**

There are many different approaches to making decisions. No one way is consistently better than any other, since it primarily depends on work environment and the type of work you are required to perform.

The range of Decision Making Styles is:  
Facts - Facts/Feelings - Feelings - Intuition

Maxwell, your responses indicate that when you make your decisions you tend to rely on the Facts. You take a more analytical approach to making decisions. This means that after considering the situational and interpersonal factors, your tendency is to give more weight to fact-based information when making decisions. The Facts decision style is especially valuable where successful decisions are dependent on effectively interpreting factual types of information.

**Energy Level**  
Response Intensity

Energy level indicates the degree of alertness, awareness and responsiveness of an individual. Energy describes an individual's storage battery and is an indicator of capacity for activity. It might be depleted as an increased rate while interacting within a stressful environment or a managerial role. Food, sleep and relaxation can recharge one's energy.

When energy runs out, the following symptoms tend to appear:

- Increased susceptibility to accidents and mental errors.
- Lack of concentration.
- Inability to continue handling a stressful environment. You will revert from your public self to your basic self, your Primary Profile.

This system measures your energy level by comparing the intensity of your responses to the survey card adjectives to the responses of other people.

The range of Energy Levels is:  
Below Average - Average - Above Average - High - Very High

Maxwell, you currently have an Average Energy Level, and can successfully manage most normally active schedules. Longer than normal days and an extended heavy workload could lessen your effectiveness. You are likely to be at your best when following a predictable schedule and pursuing realistic goals.

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**Page 6  
Environmental  
Adjustments**

Communication Profile of Maxwell Smart Page 6

**Environmental/Role Adjustments**  
The Movement of Traits

Maxwell, your responses indicate how you have been moving your traits in order to adjust to the environmental pressures of your job. These adjustments are from the recent past, usually from 4 to 8 weeks prior to taking the survey. Research shows that individuals alter their Environmental/Role Adjustments at least every 2 to 4 months. Please see the Motivational Review for monitoring this trait movement activity.

Primary Profile 18-Nov-98				Environmental Adjustment 1 18-Nov-98			
D	S	P	C	D	S	P	C
+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+
+	+	+	+	+	+	+	+

These are two graphs visually depicting the differences between your Primary Profile and your Environmental Adjustment Profile. Following are some possible reasons for your trait movement.

**Dominance Drop** - This indicates that you have gone from being a controlling, decisive person to a non-dominant, cooperative person. Perhaps other people are in a position of making decisions that you would normally prefer to make.

**Extroversion Jump** - This indicates that you have gone from being a quiet, reserved person to being friendly, outgoing, and talkative. Possibly, this is a result of needing to be recognized or known and to have more interaction with people in order to reach your desired goals.

**Patience Upward** - This indicates that you are needing to slow down and wait for circumstances to happen, or you are trying to be more casual and easygoing, and not pushing as hard as would be typical of you.

**Conformity Jump** - This indicates that you have gone from being a big picture generalist, with little care for details, to an individual who is more concerned about accomplishing activities in a very orderly and systematic manner. This could be due to a reluctance on your part to delegate details to someone else as would normally be desired.

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**Page 7  
Environmental  
Adjustments &  
Stress Level**

Communication Profile of Maxwell Smart Page 7

**Environmental/Role Adjustments**  
How Co-Workers See You

Maxwell, your Environmental/Role Adjustment indicates that you are moving your traits to perform your job. Because you are moving your traits, your co-workers may not relate with your Primary Profile characteristics.

The following paragraph describes how your co-workers and manager(s) may see you when you are adjusting to the environmental pressures of your job.

Maxwell, your co-workers may observe that you are very warm, friendly, and attentive to people. Your outgoing nature is enhanced by your continual willingness to listen to people's activities and problems. You are non-threatening and pleasant on a regular contact basis. Any interest that you might express in social assistance would prove fitting to your characteristics. You make a very good first impression because of your notable politeness and attentive listening skills.

Please compare this paragraph to the Profile Summary paragraph on Page 1 of your profile.

**Stress Level**

Stress is not necessarily all bad; some stress can also be healthy. The Stress Level measurement indicates how you are handling the environmental adjustments which you are experiencing. The "Good" response indicates that you are coping with your environment effectively, while the other responses indicate varying degrees of difficulty in dealing with it.

The range of Stress Levels is:  
Good - Mildly Stressed - Very Stressed - Agitated

Maxwell, your responses indicate that during the above-mentioned period, your stress level was Agitated. This indicates that you either felt that others were making excessive demands on you, or you were making excessive demands on yourself, (self-critical). Your environment during this period was very stressful and demanding.

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**Page 8  
Profile  
Verification**

Communication Profile of Maxwell Smart Page 8

Trait	Primary Profile 18-Nov-98	Environmental Adjustment 1 18-Nov-98
Dominance	+32	-31
Extroversion	-32	+31
Patience	-29	+4
Conformity	-32	+31

**Primary Profile**  
High Trait: Dominance +  
Low Trait: Extroversion +  
Decision Making: Facts  
Energy: Average  
Stress: Agitated

**Survey Numbers**  
Part 1: 51101-51111-51111-11111-51111-11111  
Part 2: 10515-51555-11555-55555-10555-55551

Maxwell, please rate the overall accuracy of your Communication Profile report:  
[ ] 90% and Over; [ ] 80%-89%; [ ] 70%-79%; [ ] 60%-69%; [ ] Under 60%

Indicate whether or not you can identify with each of these traits and fill in the percentage of accuracy:

Yes	No	Percent	Trait	Value
[ ]	[ ]	%	High Trait	Dominance
[ ]	[ ]	%	Low Trait	Extroversion
[ ]	[ ]	%	Decision Making	Facts
[ ]	[ ]	%	Energy	Average

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## Overview of the Four Stages of Team Development

### **A Scientific Model of Team Development**

In recent years, Organizational Psychologists have conducted numerous studies on team performance. Researchers have discovered that successful teams share common developmental experiences, and engage in similar, systematic processes. According to the results of over fifty (50) recent research studies, these observed developmental processes constitute a model of effective team development. This team development model can be applied to accelerate and improve any team-building process.

### **The Hazards of Uncertainty**

New teams are usually obligated to sink-or-swim. Because most leaders don't know the reasons some teams thrive and some teams fail, they are unable to provide informed guidance to their teams. The leaders' uncertainty over objectives, processes, and expectations is easily perceived by team members, and creates a climate of fear and anxiety. Some teams never get past this stage, and quickly deteriorate into unproductive and acrimonious battle zones.

### **Overcoming the Odds**

By sheer chance, some teams manage to overcome the tremendous odds against their survival. As these teams mature, members gradually learn to cope with the emotional and group pressures they face. Eventually, these teams begin to produce results - often to the surprise of the team members doing the work!

### **The Four Stages of Team Development**

According to researchers, successful teams all proceed through four stages of development: Forming, Storming, Norming, and Performing. Each of these stages is an essential component of the team process, and each addresses specific challenges every team must confront. There is a significant relationship between the four stages of team development and the four primary personality/behavioral traits outlined in the Communication Profile.

### **The Impact of Personality Traits**

The following sections will describe each of the four team development stages. In addition, you will learn how each of the four primary personality traits contributes to a particular stage of team development.

## Overview of the Four Stages of Team Development - continued

### Stage 1: Forming

The Forming Stage involves identifying the specific purpose and goals of the team. The team defines the tasks that need to be accomplished in order to reach the intended goals.

When a team is forming, members cautiously explore the boundaries of acceptable group behavior. This stage involves the difficult status-transition from individual to team member. Team members will formally and informally test the leader's guidance and authority. New team members are like hesitant swimmers standing on the edge of a pool - and testing the water with their toes.

### Common Feelings during Forming

- Excitement, anticipation and optimism.
- Pressure to meet unknown standards or expectations.
- Tentative, conditional attachment to the team.
- Suspicion, fear, and anxiety about the job ahead.

### Common Behaviors during Forming

- Disagreeing on what information needs to be gathered.
- Becoming impatient with prolonged or abstract discussions of concepts and issues.
- Having difficulty identifying core issues; discussing of problems not relevant to the team's tasks.
- Complaining about the organization and/or leaders.

### Effective Use of Dominance during Forming

- Defining team goals and breaking them down into specific elements and tasks.
- Confronting negative behaviors of reluctant group members.
- Assigning specific tasks to the appropriate team members; clarifying roles and responsibilities.
- Keeping discussions focused on the immediate issues; keeping long-term objectives in mind.

## Overview of the Four Stages of Team Development - continued

	<b>Core Competencies and Key Behaviors during Forming</b>
<b>Action Orientation</b>	<ul style="list-style-type: none"> <li>• Steadfastly push self and others for results.</li> <li>• Maintain a bottom-line orientation.</li> <li>• Work hard and display high energy levels; go beyond what is expected.</li> <li>• Seize opportunities.</li> </ul>
<b>Command Skills</b>	<ul style="list-style-type: none"> <li>• Encourage direct and tough debate; know when to end debates and move on.</li> <li>• Take unpopular stands if necessary.</li> <li>• Champion new initiatives; encourage others to express contrary viewpoints.</li> <li>• Conform others and relish leading; let others look to you for direction.</li> </ul>
<b>Determination</b>	<ul style="list-style-type: none"> <li>• Pursue everything with energy, drive, and a need to finish.</li> <li>• Persist through multiple disappointments.</li> <li>• Bounce back quickly from rejection and/or criticism.</li> <li>• Maintain effectiveness in the face of longer hours and/or difficult assignments.</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Establish realistic goals and objectives.</li> <li>• Anticipate and adjust for problems and roadblocks; plan for risk and contingencies.</li> <li>• Accurately estimate the length and difficulty of tasks and projects.</li> <li>• Quickly zero in on the "critical few" priorities, and put aside the "trivial many."</li> </ul>

"Forming" is a period of adjustment. The team creation process can be chaotic and unnerving. Some team members will be demoralized by the uncertainty present in this opening stage. Clarifying team objectives - and assigning specific roles and responsibilities - will ease anxiety among the team. It is normal for very little progress toward group objectives to be made during this stage.

## Overview of the Four Stages of Team Development - continued

### Stage 2: Storming

The Storming Stage is probably the most challenging stage for any team. If objectives have not been clearly stated, agreed upon, and committed to during the Forming Stage, team members may even argue about which direction the team is, or should be, headed. Strong interpersonal and group skills can soothe the wild dynamics of this stage - and ensure that each member contributes fully to the success of the team.

Impatient about the lack of progress, but with no effective decision-making processes, members argue about what actions the team should take. Members begin to realize that their assignments are different and more difficult than they had imagined. It is as if the individual team members have jumped in the water, and - thinking they are about to drown - panic and start thrashing about.

### Common Feelings during Storming

- Sharp fluctuations in attitude about the project's chances of success - from wild optimism to bleak pessimism.
- Defensiveness, blame seeking, or zealotry.
- A Love-Hate relationship with the team.
- Disunity, increased tension, and jealousy.

### Common Behaviors during Storming

- Arguing with hostility and making personal attacks during discussions.
- Questioning the judgement and skills of team leaders and colleagues.
- Resisting change or unfamiliar approaches to task-completion.
- Becoming fiercely competitive; forming factions and "choosing sides."

### Effective Use of Extroversion during Storming

- Initiating discussions; facilitating and "disarming" debates with humor and charm.
- Accurately linking people and their skills to required tasks.
- Negotiating between hostile factions.
- Persuading reluctant or dissatisfied members to commit to the team.

## Overview of the Four Stages of Team Development - continued

	<b>Core Competencies and Key Behaviors during Storming</b>
<b>Influencing</b>	<ul style="list-style-type: none"> <li>• Match your persuasive approach to the person or situation.</li> <li>• Gain the commitment of key individuals to assist in implementing change.</li> <li>• Give compelling reasons for ideas.</li> <li>• Explain complex concepts in simple terms.</li> </ul>
<b>Interpersonal and Peer Relationships</b>	<ul style="list-style-type: none"> <li>• Show respect and concern for team members as individuals.</li> <li>• Show empathy through words and actions; embrace different points of view.</li> <li>• Use diplomacy and tact; be a cooperative team player.</li> <li>• Gain the trust and support of team members; notice and reward extra effort or good ideas.</li> </ul>
<b>Openness and Approachability</b>	<ul style="list-style-type: none"> <li>• Be easy to approach and talk to.</li> <li>• Be open about personal beliefs and feelings.</li> <li>• React with sensitivity and patience to the interpersonal anxieties of others.</li> <li>• Spend the extra effort to put others at ease.</li> </ul>
<b>Presentations</b>	<ul style="list-style-type: none"> <li>• Command attention and manage the group processes.</li> <li>• Speak with enthusiasm and expressiveness.</li> <li>• Listen carefully to questions and objections; respond directly and honestly.</li> <li>• Organize content to flow smoothly and logically.</li> </ul>

"Storming" is the stage when people really begin to "feel the pressure." Personal anxieties can be the cause of interpersonal discord, or even hostility. Recognize that these "people problems" are the result of the team development process - and are not a consequence of genuine ill will. With some guidance and facilitation, team members should be able to learn to understand each other's concerns, and to respect each other's professional contributions. The interpersonal friction and stress of the "Storming" phase leaves team members with little energy to devote to task-completion or group objectives.

## Overview of the Four Stages of Team Development - continued

### Stage 3: Norming

The Norming Stage occurs when team members accept and "settle down" to their roles. The team begins to develop rules and procedures for achieving their objectives. As a group, the team agrees on standards that will enhance their decision-making processes - and allow them to create reasonable project schedules.

During this stage, members reconcile competing loyalties and responsibilities. They overcome their initial resistance and commit to the team and to their assigned roles. They accept the team's ground rules (or "norms"), and respect individual differences among colleagues. Once-competitive relationships become more cooperative - and emotional conflict is thereby reduced. As group cohesion develops, team members stop fighting amongst themselves - and start helping to keep each other's heads above water.

### Common Feelings during Norming

- Acceptance of one's new status as "team member."
- Relief that "it seems like everything is going to work out."
- A growing trust in the abilities and good intentions of colleagues.
- A sense of team cohesion: of having shared values and a common goal.

### Common Behaviors during Norming

- Expressing confidence in one's fellow team members; being friendly and sociable.
- Sharing personal concerns, and openly discussing the team's problems and potential.
- Respecting team ground rules and boundaries (the "norms").
- Attempting to make suggestions, or express criticism, constructively.

### Effective Use of Patience during Norming

- Establishing - and diplomatically enforcing - group standards (norms).
- Encouraging harmony among team members; resolving conflicts.
- Scheduling tasks, assignments, and projects; maintaining time frames.
- Assuring that the needs of less assertive team members are not overlooked.

## Overview of the Four Stages of Team Development - continued

### Core Competencies and Key Behaviors during Norming

- |                    |   |
|--------------------|---|
| <b>Empowerment</b> | <ul style="list-style-type: none"> <li>• Hold team members accountable for tasks and assignments.</li> <li>• Empower others to manage responsibility; delegate responsibility appropriately.</li> <li>• Clearly communicate boundaries of authority and responsibility.</li> <li>• Express confidence in the ability of team members.</li> </ul>  |
| <b>Leadership</b>  | <ul style="list-style-type: none"> <li>• Clarify roles and responsibilities; praise and give credit when appropriate.</li> <li>• Lead by example; your words and deeds should be consistent with your stated values.</li> <li>• Gain commitments from others to develop specific, measurable goals to achieve the team's mission.</li> <li>• Make the team's mission and strategy clear to all team members - and to others within the organization.</li> </ul> |
| <b>Listening</b>   | <ul style="list-style-type: none"> <li>• Listen willingly to the concerns of other team members.</li> <li>• Clarify what the other person is saying; use paraphrasing to enhance understanding.</li> <li>• Listen to the total message; have the patience to hear people out - even when you disagree.</li> <li>• Learn to listen well in a group setting; focus on the speaker's message.</li> </ul>   |
| <b>Perception</b>  | <ul style="list-style-type: none"> <li>• Learn to recognize the various personality traits of your fellow team members.</li> <li>• Read the non-verbal communication of individual team members; learn to read the mood of a group.</li> <li>• Be able to articulate the strengths and limitations of team members - and yourself.</li> <li>• Understand the unspoken messages team members deliver; listen for incongruities.</li> </ul>                       |

"Norming" can only take place after team members begin to accept one another - and to work out their differences. By tolerating individual differences and learning to trust their colleagues, team members are able to separate issues from personalities, and put aside interpersonal rivalries. The team's time and energy are now available for use on the project. Establishing team standards and organizing schedules will focus the team's energy and ensure progress towards the common goal.

## Overview of the Four Stages of Team Development - continued

### Stage 4: Performing

The Performing Stage is distinguished by team cohesion and increasing productivity. Team members have settled interpersonal conflicts, calmed their initial fears, and clarified their roles. A growing knowledge of each other's strengths and limitations frees team members to gain increased understanding of the project, and of their own responsibilities.

Armed with a common vision, and working in a collegial environment, team members can concentrate on increasing their effectiveness. They can begin performing: diagnosing problems and creating solutions, making decisions and implementing changes. The entire team is swimming smoothly, in concert, toward the same goal.

### Common Feelings during Performing

- Insight into personal and group processes, and clearer understanding of each other's strengths and limitations.
- Satisfaction with the team's progress.
- Identification with the team, and with the team's goals.
- A sense of team spirit and unity.

### Common Behaviors during Performing

- Constructively suggesting and implementing change.
- Respecting the established procedures, standards, and timeframes of the team.
- Aligning one's personal values with the values of the team.
- Taking steps to prevent, or work through, difficult group problems.

### Effective Use of Conformity during Performing

- Handle necessary details of team assignments; plan for contingencies.
- Actively encourage all team members to meet established performance standards.
- Create support systems that can assist team progress.
- Be a force for "tradition" within the team; every group has an "institutional memory" that gives it structure and stability.

## Overview of the Four Stages of Team Development - continued

### Organization & Time Management

#### Core Competencies and Key Behaviors during Performing

- Complete work assignments as scheduled.
- Orchestrate multiple activities simultaneously to accomplish team goals.
- Arrive on time for all team meetings.
- Prioritize your work; focus your energy on the most important tasks.

### Performance Standards

- Clearly explain the consequences of substandard work.
- Provide feedback to team members that is immediate and specific; feedback should be fair, accurate, and as objective as possible.
- Be aware of each team member's career goals and short-term interests.
- Provide challenging and "stretching" tasks and assignments.

### Motivating

- Reward team members for good performance; inspire the entire team to excel.
- Convey enthusiasm about team objectives; make each person feel his/her work is important.
- Invite input from each team member; share ownership and visibility.
- Convey trust in team members' ability to complete their assignments.

### Organizational Ability

- Know when to lead and when to follow.
- Understand the agendas and perspectives of other team members.
- Foster effective "give and take" relationships.
- Involve the right people at the right time.

The team is now an effective, cohesive unit. You will see tangible results from the team's efforts, and measurable progress toward the team's goals. Team consensus has created an efficient, structured work process. It is important to maintain the team's systems - while adapting to changing circumstances, and encouraging creative problem solving.

## Overview of the Four Stages of Team Development - continued

### Enhancing Your Team's Development

Every team goes through cycles of good times and bad times. The duration of these highs and lows will vary for each team, depending on how quickly they learn, work through obstacles or problems, and so forth. Team members should know that such cycles are normal and do not indicate whether their team will ultimately be successful.

Understanding these stages of growth can mitigate their duration and intensity. Overreacting to common problems and setting unrealistic expectations result in frustration for team members. With self-knowledge, strategic planning and concerted effort, an assembly of independent individuals can grow into a high-performing team.

Knowledge of the Forming, Storming, Norming, and Performing stages relieves a great deal of team members' fear and uncertainty. It is also helpful to be aware of the variety of behavioral communication patterns in every team. When your team knows what motivates each member, and what each member values, you can smooth over many of the high and lows associated with the formation of a new team.

With every step forward, a team's mood reflects its fortune: if things are going well, team members are optimistic. But no matter how well a team works together, progress is never smooth. As progress swings from forward to stalled, and then from stalled to reverse, the team's mood will swing, too. These swings are linked not only to the stages of growth, but to the various communication styles of the team's members. Effective team-building requires knowledge of both the four stages of team development and the wide range of communication styles within the team.

## Overview of the Four Leadership Styles & Risk/Trust Model

### Historical Background

It is commonly recognized, among behavioral psychologists, that individual leadership techniques fall into four basic categories or styles. There is no one best style of leadership. However, each leadership style impacts a team by how quickly or slowly they take risks, and how quickly or slowly they trust others.

### Four Styles

The model for measuring leadership has four styles: Authoritative; Persuasive; Caring; and Traditional.

### Link to Profile Traits

Each Leadership Style is identified with one of the four primary personality/behavioral traits described in your Selection.expert Communication Profile.

### Authoritative Style & Dominance

The Authoritative Leadership Style individuals tend to perform their leadership role by assuming a tone of direct command. Their focus is often on personal challenges, weighing risks and rewards, and providing others with opportunities to succeed.

Individuals with an Authoritative Leadership Style are usually **risk takers** and **slow to trust** others.

### Persuasive Style & Extroversion

People who have a Persuasive Leadership Style tend to perform their leadership role by using their excellent ability to interpret other people's actions and dialogue, and then persuading them to do things their way. Their focus is on providing new experiences and providing shared opportunities.

Individuals with a Persuasive Leadership Style are usually **risk takers** and **quick to trust** in others.

## Overview of the Four Leadership Styles & Risk/Trust Model - Continued

### Caring Style & Patience

The Caring Leadership Style individuals tend to perform their leadership role by accepting whatever comes their way, by adjusting to it and then pushing ahead with persistence. Their focus is often on gathering together a cohesive, seamless team, providing safeguards against failure, and providing help to others.

Individuals with a Caring Leadership Style are usually **adverse to taking risks** and **quick to trust** others.

### Traditional Style & Conformity

People who have a Traditional Leadership Style tend to perform their leadership role by exercising a conservative and watchful style, while applying themselves to directing systems and procedures. Their focus is on providing facts, structure and being fair to all.

Individuals with a Traditional Leadership Style are usually **adverse to taking risks** and **slow to trust** others.