How to Maximize Team Effectiveness with TeamPulse…

We recommend that you incorporate TeamPulse into your regular team meetings to assure visibility and action that will promote important drivers of team effectiveness. Use this review template as a guide:

Step 1: Review TeamPulse results. What attributes are rated the highest? Or the lowest? Why? What attributes have changed over time?

Step 2: Discuss: Ask team members to provide their feedback on what they feel might have caused any changes in ratings? Or why a given attribute may be rated lower than others. Ask the team what they can do to improve performance on that attribute. If you want the team to move forward, creating an open and psychologically safe environment to discuss what need to change is essential. Warning: Ask questions and do not become defensive. Whether accurate or inaccurate, and whether you agree or don't agree, let team members express how they feel.

Step 3: Discuss: What should the team start doing?

Step 4: Discuss: What should the team stop doing?

Step 5: Discuss: What should the team continue doing?

Step 6: Set goals and assign action items for the upcoming week or month and remind the team that TeamPulse will be measured by a certain date to monitor progress.

How to Debrief with the Team Leadership…

Step 1: Understand the context by determining which of the 16 TeamPulse dimensions is most important and why. Every team has a context, what are the things that have been identified as being the most problematic for the team?

Step 2: Front load the team with the areas of most concern (ie. trust, morale, team leadership, etc.). Solicit ideas from the team leader and team members about ways to address these issues.

Step 3: Create a team action plan (see S.M.A.R.T. Development Planning below). A leader's job is to break big problems down into small, doable actions. It is so important in terms of their credibility and ability to get results over the long-term.

> Work with the team leader to develop a 90-day plan. A 90-day plan is a way for the leader to shape an agenda that they want and can commit to. It can be as simple as 30-60-90. (ie. lay out steps they will take in their first 30, then 60, then 90 days).

> Advise the leader to focus on the 3 P's: Products, Processes, and People. Don't let them shortchange the people issues, because if they focus there the product and process improvements will come.

> Concentrate first on the low hanging fruit (ie. what ca be changed in 30 days). Next the mid-term changes that are possible. Then lastly long-term changes.

> Make sure the team members understand the goals, so the correct expectations are set.

> Focus on quick wins in the first 90 days. Quick wins are typically small steps that matter to others. This advice is based on the fact that successful change happens through incremental steps, not one giant leap.

Step 4: Expand team development by using the Matrix Insights Interaction Styles program

S.M.A.R.T. Development Planning

S.M.A.R.T. is a handy acronym for the five characteristics of a well-designed Development Plan that includes defined development activities.

• **S**pecific: Plans and development activities should be clear and unambiguous. Specific development activities tell employees exactly what is expected, when, and how much; they measure progress toward completion.

• **M**easurable: Specific development activities are measureable and measure progress through milestones. It is difficult for employees to stay motivated to complete their development activities when they have no milestones to indicate their progress.

• **A**ction Oriented: To accomplish development activities someone has to do something. A good plan will clearly include the actions necessary for completion. Employees need to know exactly what they need to do, agree to it and then commit.

• **R**esults Driven: Development activities have a direction which is determined by the result expected. The result is the last measure; it is how the end is determined.

• **T**ime-bound: Development activities should have starting points, ending points, and fixed durations. Commitment to deadlines helps employees to focus their efforts on completion of the goal on or before the due date. Development activities without deadlines or schedules for completion tend to be overtaken by the day-to-day crises that invariably arise in an organization.

S.M.A.R.T. plans make smart organizations. By developing S.M.A.R.T. plans you can track your progress and ensure you are developing yourself against your own goals and the organizations.

My Team Development Action Plan …

List 1-3 dimensions you would like to focus on as a Team:

1. _____

2. _____

3. _____

What specific actions will you take to ensure your progress in these areas?

Item 1:

_____
_____
_____
_____
_____

Item 2:

_____
_____
_____
_____
_____

Item 3:

_____
_____
_____
_____
_____