

team



ASSESSMENT

INTRODUCTION

Congratulations on your decision to move your team toward greater productivity through an understanding of your **TeamType**! In taking this important step, you join a host of thoughtful leaders who understand that having a clear sense of your team's style is the best way to chart a positive future direction. This report will provide you with valuable data on your team's current level of functioning as well as helpful hints for future improvement.

It is important to remember that this data is only as good as your ability to implement the highlighted recommendations and take the actions necessary to build a high-performing team. Whatever your organization's **TeamType**, we believe that all teams have the ability to improve if they are courageous enough to be candid about their strengths and weaknesses and act accordingly.

A wise man once noted that, *"A journey of a thousand miles must begin with a single step."* While your decision to discover your **TeamType** will not improve your team overnight, the information below, paired with your team's hard work can bring about significant change. We applaud your efforts to make your workplace a more effective, enjoyable place and appreciate you trusting us as a partner in that endeavor.

To greater things,

Dr. Daniel Crosby, President

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THE MODEL

The power of teams is great, for good and ill. Reflect on a time in which a team you belonged to was performing at its peak. The things you accomplished were greater than the sum of your parts and you probably had fun doing them! Now consider a time in which a team you belonged to was highly dysfunctional. Egos clashed, performance ground to a halt, and the burden of communicating with your team members may have seemed unbearable. Just as surely as a high performing team is capable of synergistic excellence, a low performing team can be less effective collectively than any individual member would be independently.

So what is the secret to a high performing team? Our experience suggests, and research bears out, that the highest performing teams are able to balance a focus on Results with a focus on Rapport, without sacrificing either. By simultaneously focusing on “*hard*” and “*soft*” skills, the most effective teams accomplish a great deal and do so in a way that hardly seems like work at all.

WHY RESULTS MATTER

It almost goes without saying that the ultimate goal of any team is to produce measurable positive results. The TeamType Results scale measures your team’s ability to attend to detail, execute and remain goal-focused. Teams with a strong Results focus are tough-minded, practical, and work toward measurable benchmarks of performance. What’s more, teams with a strong Results orientation will find that their members are satisfied at working hard toward something concrete in which they can take pride. In the absence of a Results focus, a team is a social group at best, and meaningless at worst.

WHY RAPPORT MATTERS

The most profitable organizations have long understood that “*soft skills*” have hard impact. Positive relationships promote open dialogue about ideas, decrease turnover and disengagement, and provide a support network during times of increased stress. Similarly, teams that emphasize emotional intelligence and other people skills will find themselves with an increased ability to lead, influence, and sell. 21st century employees want more than a gold

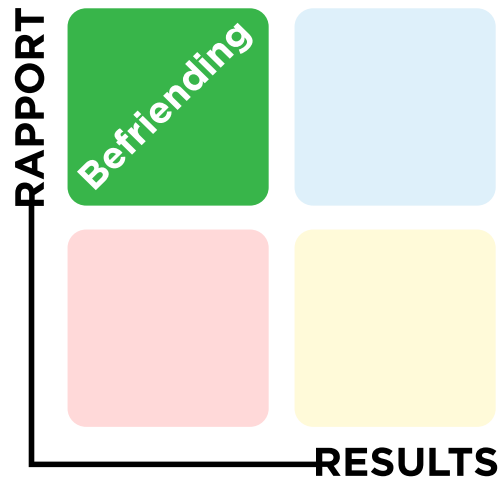
watch and a paycheck – they want to work with a trusted team toward goals that matter to them personally. In the absence of a focus on Rapport, teams risk significant turnover as their employees move toward organizations with a more balanced approach.

WHY BALANCE MATTERS

Teams that are extremely Results focused with no attention to Rapport risk significant “*churn and burn*” as the lofty expectations of the team are not offset by any foundation of positive relationships. Conversely, teams that are highly Rapport focused with no attention to Results lack direction. Belonging to such a team may be enjoyable on a personal level, but does not ultimately accomplish the goals for which the team was formed. The most exceptional teams understand that they can emphasize relationships and goals, maintaining high expectations in both areas. This dual emphasis provides the energy and direction necessary for teams to perform at their peak as well as maintain output over time.



TEAMTYPE RESULTS



BEFRIENDING (HIGH RAPPOR, LOW RESULTS)

Befriending teams are marked by a strong commitment to preserving goodwill among team members but are less concerned with driving measurable organizational outcomes. Given that they are tightly knit, but lack a strong results orientation, Befriending teams may function more as a social organization than a business unit. Three words to describe a Befriending team are supportive, encouraging, and *“people-centric.”*

A number of conditions can give rise to a Befriending team including a pervasive organizational culture of support or a leadership mentality that treating people well is necessary and sufficient to drive organizational outcomes. The Befriending team's motto is, *“Treat people well and the rest will follow.”* Communication among Befriending team members tends to take the form of a pleasant dialogue that may or may not be related to any shared work responsibilities. As a result of this preference for non-confrontational communication, team members may hold back ideas that would *“rock the boat”*. Similarly, Befriending team members can avoid having difficult conversations with one another, which can lead to unproductive gossiping.

Befriending teams run the risk of adding members without ever dismissing those who underperform or are a poor fit. The biggest impediment to a Befriending team's success is the privileging of feelings over facts when making business decisions. This tendency can lead group members to be fiercely