

# TEAM PERFORMANCE INVENTORY

FREQUENTLY ASKED QUESTIONS

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# Team Performance Inventory

## Frequently Asked Questions

The *Team Performance Inventory* (TPI) is a comprehensive tool for assessing a team's stage of performance, for conducting and facilitating team-building workshops, and for ongoing development. The TPI provides an objective look at where the team is on the performance curve and what it can do to strengthen its effectiveness and achieve higher levels of performance. It provides:

- A valuable insight into a team's unique dynamics and performance behaviors.
- A process for members to explore their interactions with one another; to understand how they communicate and solve problems as a unit; and to build trust and collaboration within the team.
- A developmental roadmap with incremental milestones and practical action steps.

### What Is the Program Designed to Achieve?

The TPI provides a current view of where the team is on the performance curve and where it needs to be to be a more effective team, plus suggestions on how to get there. It includes an end-to-end process to facilitate team building, as well as the means to extend team building beyond the initial workshop intervention.

The TPI identifies a team's position on a quantifiable performance scale and provides the team's leader and members a roadmap for ongoing development. From the results of the assessment, teams will know what they do well and what they need to improve on, but even more essential is that they will know how far they need to go—and what steps they need to accomplish—to reach the high-performing stage.

### What Individual Components Does the Team Performance Inventory Include?

The TPI is a performance improvement process for teams and collaborative workgroups and consists of:

- An assessment instrument in the form of a questionnaire that identifies a team's level of performance.

- A facilitated workshop to understand the stages of team development and what the team needs to do to move to the next stage of performance.
- A toolkit of performance building exercises for strengthening task accomplishment and interpersonal behaviors.

The TPI package consists of four components:

I. Facilitator's Guide in Six Parts

1. The Stages of Team Performance
2. Before the TPI Workshop
3. The TPI Workshop
4. The Exercise Toolkit
5. After the TPI Workshop
6. Supplementary Materials

II. Participant Workbook in Six Parts

1. The Benefits of Teams
2. The Four Stages of Team Performance
3. Individual and Team Development Plans
4. Exercises for Developing and Increasing Effective Team Performance
5. Suggested Development Activities, Exercises, and Resources for Each Stage
6. References

III. Assessment Instrument

The TPI is a survey questionnaire to be completed by individual members of a team. The assessment consists of instructions, the questions, a self-scoring worksheet, and space for feedback.

IV. CD-ROM

The toolkit includes a computer disk with scoring software and sample scoring for reference, email links to ask questions, and help desk contact information.

The CD also contain a full set of reproducible exercise masters for use in the workshop and appropriate PowerPoint slides for use in the workshop.

## Who Is the Program Designed For?

The *Team Performance Inventory* is appropriate for most groups in the organization, including teams, work groups, departments, leadership teams, and boards of directors. It is ideal for project teams, virtual teams, and functional teams such as sales and client-service teams.

## How Long Does the Program Take to Complete?

The TPI process consists of three phases and twelve steps

### I. Planning the Workshop

Step 1. Read and become familiar with all of the TPI materials

Step 2. Meet with the team leader

Step 3. Conduct a team orientation meeting and distribute the assessments

Step 4. Collect the assessments, enter the data, and develop the reports

Step 5. Interpret the assessment results

Step 6. Give the leader feedback

Step 7. Determine the key issues for development

Step 8. Prepare the agenda

Step 9. Assemble the workshop materials and set up the physical environment

### II. Delivering the Workshop

Step 10. Deliver the workshop

### III. FOLLOWING THE WORKSHOP

Step 11. Wrap up, make recommendations, and follow up

Step 12. Facilitate ongoing support for the team

## How Much Time Will It Take?

The schedule below gives you a general idea of the time needed to conduct the TPI workshop.

### Participants

30 minutes	Attend orientation meeting
30 minutes	Complete assessment
1½ days	Attend workshop
TBD	Post-workshop development activities

### Facilitator

12 hours	Pre-workshop activities
1½ days	Facilitate workshop
4 hours	Post-workshop activities

### Team Leader

1 hour	Attend meeting with facilitator
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30 minutes	Attend orientation meeting
1½ days	Attend workshop
1 hour	Post-workshop meeting with facilitator
TBD	Post-workshop development activities

## Do I Need Any Special Skills to Facilitate the Program?

No, you do not need any special skills to facilitate the program. The Facilitator's Guide walks you through every aspect of the team-building initiative from beginning to end, including agenda, script outline, PowerPoint slides, exercises, and instructions to help you introduce the TPI model and interpret the team's assessment results.

## What's Unique or Different About This Program?

The TPI is distinct in its completeness and applicability. It is a full turnkey program that can be applied throughout the organization in any collaborative situation. The differentiation is clearly in the TPI's four dimensions of measurement: Attributes of Team Performance, which determines a team's relative position on a progressive performance scale; Interpersonal Relationships, which highlights potential tensions within the team in areas of conflict, communications, shared values, and feedback; Indicators of Task Accomplishment, which identifies symptoms of nonperformance as well as earmarks of achievement of task accomplishment; and Team Leader's Style, which benchmarks the leader's current style with that of a preferred leader style associated with each stage of performance.

## How Is the Team Performance Inventory Used?

The *Team Performance Inventory* is used for team evaluations, for a group learning process, and as a structured workshop. The TPI can also be used as a repeatable process, where you assess the team periodically over the team's lifecycle to measure levels of improvement and opportunities for reinforcement.

## What Is the Focus of the Team Performance Inventory?

HR, OD, and training professionals will rely on the *Team Performance Inventory* for:

- Team building
- Performance improvement
- Leadership development
- Improved interpersonal skills
- Better communication

## What Are the Key Features of the TPI?

The program:

- Includes an easy-to-use, self-scoring assessment that takes only a few minutes to complete.
- Provides an easy-to-read graphic representation of results.
- Addresses five easy-to-understand modes of group development.
- Instructs the group on ways to achieve high levels of performance and effectiveness.
- Enables a facilitator to focus on targeted development activities.
- Suggests appropriate steps for learning and growth.
- Includes powerful ready-to-use tools and resources.
- Defines clear steps for moving the team to the next step.
- Links the team's development opportunities with appropriate training activities.

The report tells you the following about your team:

- The characteristics of your team at this stage
- The indicators of your team's level of performance at this stage
- The leader's role at this stage of development
- The team members' roles at this stage
- The specific action steps your team needs to complete in order to move to the next stage
- The uncompleted steps that are preventing your team from moving to the next stage
- The feelings expressed by your team members at this stage
- The key questions team members ask at this stage of development

The program consists of selected activities and exercises for self-development and team development. These have been designed to be completed either independently, in small groups, or within a team-building workshop. The subjects include:

- Accountability
- Barriers to teamwork
- Change
- Communication
- Conflict resolution
- Creativity
- Decision making

- Group dynamics
- Ground rules
- Problem solving
- Roles and responsibilities
- Intra-member knowledge
- Trust
- Communication
- Conflict
- Feedback
- Career development
- Team players
- Team performance
- Action planning

The activities, consisting of discussions, roundtables, and case studies, include time required, objectives, instructions, facilitator notes, materials, and PowerPoint masters for delivering powerful training experiences for teams and work groups.

**The Four TPI Leadership Styles** The TPI Leadership Styles is a guide that helps team leaders know when and how to apply the four different leadership styles at the appropriate stage of a team's development. The guide also includes suggestions on: how to recognize traits of team stagnation and how to get the team back on track; how to prevent backsliding and reversion to old behaviors; how to make performance sustainable; and how to make the connection between the team's stage and success. The four styles include:

- Directing
- Coaching
- Facilitating
- Delegating

By applying the applicable leadership style at each stage of development, the leader will enable the team to overcome and neutralize roadblocks that inhibit progress preventing the team from moving to the next stage of development.

## What Are the Benefits of Using the Team Performance Inventory?

### For Teams and Team Members

Assesses your team's present stage of development and where it is on the performance scale.

Identifies the issues that are impeding your team's growth and progress.



**For Managers and Leaders**

Provides valuable insight for addressing team development.

Suggests how you can use the four unique leadership styles during each mode of group development.

**For Facilitators and Trainers**

Diagnoses the key issues within the team and provides appropriate interventions and resources.

Provides a robust toolkit of activities and exercises for improving team effectiveness.

## Will There Be Revisions and Updates?

Future revisions and updates will be influenced by feedback from those who conduct and facilitate the inventory over time. From this data, the authors envision adding a section that deals with the attributes of high-value, high-performing teams; the characteristics of highly successful teams; key factors influencing success of teams; teams that are more likely to be successful; and team and leader competencies.

## What Is the TPI Designed to Measure?

The TPI measures three dimensions of performance in a team setting;

1. Interpersonal behaviors that highlight potential tensions within the team in areas of conflict, communications, shared values, and feedback,
2. The preferred approach to task accomplishment, including symptoms of non-performance as well as earmarks of achievement of task accomplishment, and
3. The influence of the team leader's style on outcomes, which benchmarks the leader's current style with that of a preferred leader style associated with each stage of performance.

## What Type of Questions Are Used?

The assessment consists of an inventory of forty items scored on a 3-point scale of: Does Not Clearly Describe, Somewhat Clearly Describes, and Very Clearly Describes to measure four progressive dimensions of performance in a team setting.

## Who Should Take the TPI?

Teams, work groups, and other collaborative communities such as departments and business units who would value knowing their level of team performance and the key issues that confront them should take the TPI.

## How Is the TPI Process Facilitated?

Distribute the assessment instrument to each member of the team. Each member completes and scores his or her own assessment, which consists of forty question stems that describe the characteristics of a team and its members. Respondents read each of the statements and indicate how clearly the statement characterizes their team.

## How Do You Score the TPI?

The assessments are self-scored. Each participant completes a simple tabular worksheet form at the end of the instrument and calculates his or her score for each question.

## How Is the Team's Stage Determined?

Once the facilitator has received all of the respondents' assessments, he or she determines the team's stage of development by entering the scores into the scoring software on the CD.

## How Are the Reports Generated and What Do They Reveal?

The *Team Performance Inventory* reports include a summary of results in graphical, tabular, and chart form. The reports can be printed directly from the scoring software. The printouts present a graphical representation of the team's results. Any errors in input can be detected through using the Input Audit Trail Report.

## Is the TPI Proven and Reliable?

The *Team Performance Inventory* has undergone rigorous peer review and pilot testing. The test base provided specific feedback that indicated a high level of agreement and face validity. The authors anticipate ongoing review of the instrument for validity, reliability, and bias.

## How Is the Assessment Administered and How Long Does It Take?

The TPI is a paper-based, self-scoring assessment consisting of forty questions. It takes approximately fifteen minutes to complete and ten minutes to score.

## Are Exercises and Resources Available Beyond the Assessment Itself?

The TPI package provides numerous skill-building exercises and tools that build on the insights gained from the assessment.

## Can I Use the TPI in a Structured Workshop Format?

The *Team Performance Inventory* contains all the information needed to conduct a one-day turn-key workshop. It includes dozens of adaptable and ready-to-use team-building facilitation aids to quickly prepare and deliver an outstanding workshop.

## How Can the TPI Be Used for Multiple Project Teams?

The facilitator would have each project team complete the assessment and identify their team's stage of performance. Then you would have the leaders of each of the individual teams take the assessment as members of the integrated program unit. This would provide information on the program team's stage of performance and developmental opportunities as well as specific information about each project team's stage of performance.

## What Development Tools Are Included?

Numerous strategies and guidelines are offered to meet the needs of team leaders who are looking for ways to do their jobs better. Various approaches and practical how-tos are provided, allowing you to focus your attention on your team's specific developmental needs.

## Is This a One-Time Process, or Is It Something That Can Be Repeated?

After the initial assessment, you can reassess your team any time over the team's lifecycle. You will learn what progress the team has made, how much further they need to go, and whether any reversion has taken place. These issues can then be addressed with ongoing performance improvement opportunities.

## How Could I Use the TPI with a Senior Leadership Team?

By their nature, leadership teams need performance interventions that are quick, concise, and actionable. You would use the assessment to establish the team's stage of performance and then use the development tools to address the key issues confronting the team and implement the appropriate training.

## Will the TPI Work with Groups on the Plant Floor?

The *Team Performance Inventory* enables managers in their role as team leader to lead a team-building initiative with confidence. The practical tools and techniques can be applied to a variety of group situations, including the plant floor.

## Would the TPI Be Relevant for Patient Service Teams?

The Team Performance Inventory is applicable to any industry, including healthcare. It takes into account that teams are both localized and disbursed. Knowing the degree to which your team members perform would be invaluable to you and to your patients.

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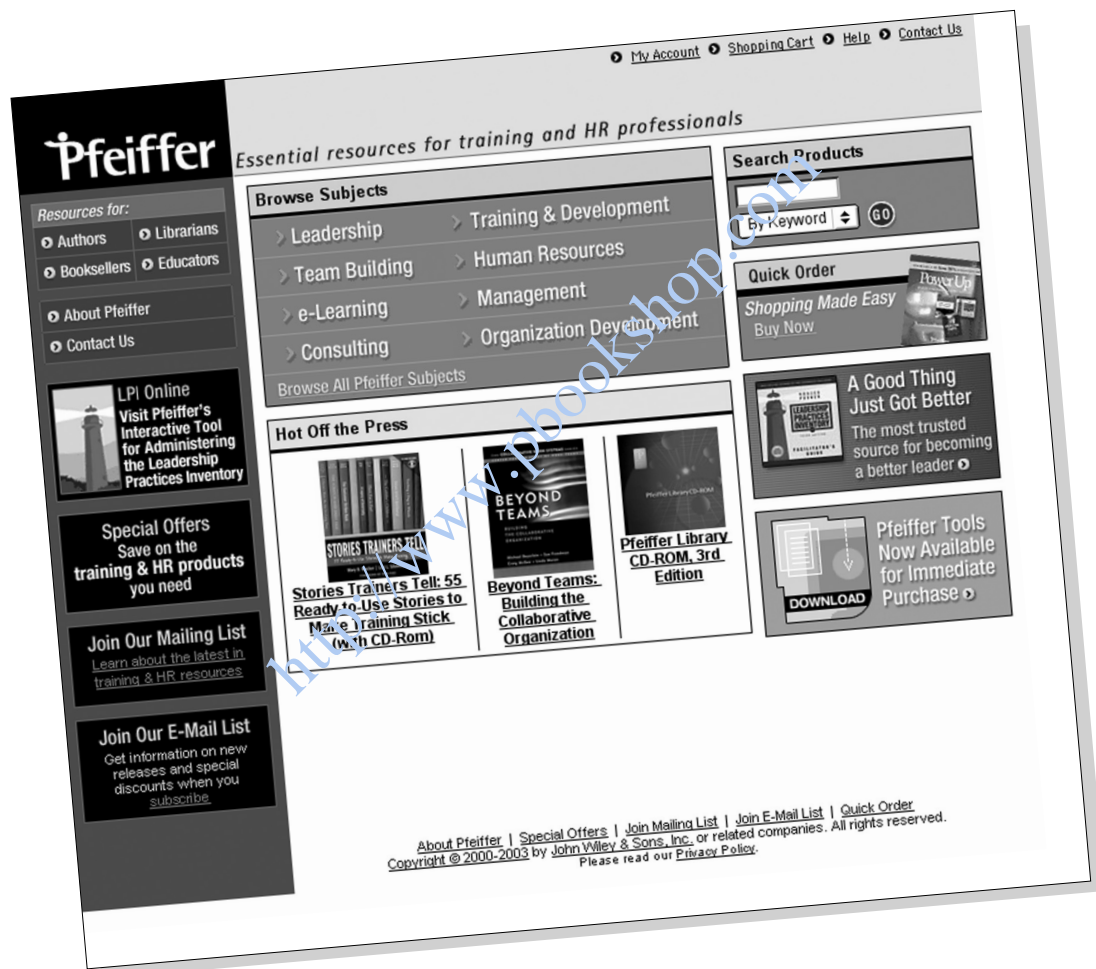
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