How to Measure and Improve Teamwork

This documents explains how to measure and improve performance in team-based collaboration.

Key Terms

Measurement. Measurement is a process used to determine the quality of a performance--a high score aligns with effective performance.

Measure. A measure is the tool for assigning a number to quantify level of performance. A measure reveals and organizes specific factors that undergird masterful performance.

Improvement. Improvement is the process of examining present levels of performance and then taking specific actions that lead to progressively improvements.

Levels of Performance. There are five levels of performance, Level 1 to Level 5. The three anchors for levels of performance are:
- Beginner (L1 = Level 1)--Performers have valuing and knowledge of factors that under-gird high performance and they are beginning to apply these factors.
- Proficient (L3)--Performers are achieving solid performance by executing most factors that undergird high performance. In slang, performance is rocking!
- Master (L5)--Performers integrate factors of high performance into their way of being. That is, performance is at the virtuoso level.

Contextual Information

Purpose. When performance can be measured, it can be improved. Improvement in performance meets a basic human need--we want to become better at what we do and ultimately become high performers.

People. Measurement & improvement of team performance is done by the team.

When? Begin measuring and improving team performance early in the life cycle of the team. Continue the process over the life of the team. Assess on a regular basis, but not too often--the idea is to maximize growth while getting things done.

Scope. The measurement/improvement process should take about 10-15 minutes.

Benefits. Properly executed, the measurement/improvement process provides a return on investment. Example--10% time investment in assessment provides a 30% return due to time savings from more effective performance.

Methodology (a step-by-step plan)

1. Set the stage
   a. *Agree as a team to measure & improve team performance. Find an effective place and time (about 10-20 min). Provide each team member with the Measure.*

   b. *Review documentation of past team assessments.*

2. Measure & assess team performance
   a. *Ask each team member to measure team performance with the measure. Strive for honest measurement because present levels of performance can only be grown if they are honestly represented.*

   b. *Dialogue to identify present level of performance.* Document present level of performance.

   c. *Improve team performance by using assessment. Focus on the 2 to 3 <u>most impactful</u> strengths & improvements.*   Document the assessment.

   d. Add documentation into the assessment section in the team binder.

3. Follow up on the assessment
   a. *Monitor project work and follow up on your assessment. That is, deepen strengths and execute action plans.*

   b. *Repeat steps 2/3 at the right frequency to lead to effective growth. If this result is not being attained, figure out why and fix the problems.*

   c. *On an as-needed basis, assess the measure and send your assessment report to Professor Elger* delger@uidaho.edu*. Community-wide assessment is how we improve our process.*

A Measure for Team Performance

Goals-The team creates clear and motivating long-term (LT) goals and reaches these goals by creating & attaining aligned short term (ST) goals.

Long Term Goals:	__created	__motivates team	__builds powerful synergy in team
Short Term Goals:	__created	__guide day-to-day actions	__energize long term success
Written LT/ST Goals?:	__yes!	__yes--specific & clear	__yes--S.M.A.R.T.

Roles & Accountability--Each team member performs in roles and takes on tasks that empower them to make both technical and collaborative (team) contributions. Regarding performance, each team member holds themselves and their peers accountable.

Key Roles:	__identified	__clear expectations	__written performance criteria
Action Items (tasks):	__assigned	__delivered w/ quality	__quality with balanced contribution
Self Accountability:	__valued	__acted on	__lived (embodied)--*I commit & deliver*
Peer Performance:	__expected	__peers commit & deliver	__complete trust in peers

Assessment (Feedback)--Each team member helps themselves & their colleagues improve processes & performances.

Focus on assessee's needs:	__attempt made	__helps assessee	__exactly what the assessee wants
Free of judgement (+/-):	__attempt made	__few if any judgments	__rich information without judgments
Key Factors:	__attempt made	__identifies important factors	__immediate impact to assessee
Specificity:	__attempt made	__specific information	__describes what, why, & how
Clarity:	__attempt made	__easy to understand	__direct & powerful communication
Assessment frequency:	__used sometimes	__used often	__provides optimum impact

Support. Team member support their colleagues by encouraging them, by listening, and by bringing out the talents and points of view that are unique to each individual.

Encouragement:	__attempted	__people feel encouraged	__people feel energized & motivated
Listening:	__attempted	__people feel heard	__deep & shared understanding
Individual talents:	__team tries to ID	__talents provide impact	__people do what they love to do

Process Approach. The team defines, documents, and applies key processes and practices to get results.

Meeting process:	__agreed on	__effective meetings	__energizing & impact-filled meetings
WBS/Schedule/Scope:	__agreed on	__milestones reached	__continuous on-time delivery & right scope
Assessment process:	__agreed on	__noticeable growth	__transformational growth
Problem Solving process:	__agreed on	__routine problems solved	__barrier jumping--innovation!
Finance:	__agreed on	__project on budget	__providing return on investment
Conflict Resolution:	__agreed on	__conflicts solved	__conflict resolution energizes team
Brainstorming Process:	__agreed on	__produces outstanding ideas	__produces innovation
Documentation Practice:	__agreed on	__thorough & time-effective	__effective in all respects
Process Improvement:	__agreed on	__noticeable	__continuous, effective, and innovative

EXAMPLE: Team Assessment

Monday 10/17/05 at 11:30 am

同 Strengths

1. Name. Flexible agenda.
   How? At start of meeting discussed, modified & agreed on agenda.
   Why?. Meets individual needs while providing team-based decision making.

2. Name. Assessment identified most important ideas for improvement.
   How? Round robin--ask for most important strength & most important improvement. Hold short dialogue and then move on & let task leader finish outside meeting time.
   Why? High impact for low time investment.

◈ Improvements

1. Concern. Too much focus on short term ==> missing long term thinking
   Recommendation. Create long term written goal & use this to guide weekly actions.
   Action Plan.
   a. next meeting, each team member presents their long term goal (3 main items)
   b. assemble the long term goals like a jigsaw puzzle
   c. write a cohesive long term goal
   d. use written goal as a guide

2. Concern. DL is quiet may not be getting value from being on the team.
   Recommendation Each team member gets value from team
   Action Plan.
   a. next week--see if goal aligns with each team member's needs
   b. modify goal as needed

◓ Insights

1. Aha moment!--Shifting my role on the team really help me spend more time doing what I enjoy--this is wonderful!
   Transfer--Align roles with what people want to do--they will perform at a higher level and be happier.

2. Aha Moment!--It is amazing how we have shifted from long-term thinking to a focus on the crises of this week.
   Transfer. Continually think about where you want to end up--this eliminates clutter and reduces work.