



## Team Development

The goal of team development is to help a work group become a high-performing unit that accomplishes extraordinary collective results. A "team" can be any group of people that must work well together to accomplish a specific purpose: intact work units, project teams, cross-functional teams, self-directed teams, management teams, committees and boards.

One major aspect of team development is improving skills in areas such as personal leadership, team cohesion, team planning, effective meetings, innovative problem solving and conflict resolution. Multi-source feedback can help:

1. Assess individual team member interpersonal skills. (See the application, "Individual Development.")
2. Survey team effectiveness by getting feedback from internal or external customers and other stakeholders who benefit from the team's work.
3. Survey team development by having team members assess their team to determine strengths and areas that need improving.

### HOW TO SET UP 20/20 INSIGHT GOLD

Methods 2 and 3 above involve assessing the team as a whole, rather than individual team members.

**Subject.** The team's name is entered as a subject.

**Respondent relationship types.** Relationship types can be customized according to the individuals providing feedback. If people outside the team are giving feedback, they can be designated as "External Customer," "Internal Customer" or by team or department name. If only members of the team are giving feedback, all members can be given the same designation, such as "Team Member."

**Surveys.** The Survey Library includes two surveys that can be used to assess the team as a whole:

- Team Effectiveness - when the team is receiving feedback from people *external* to the team
- Team Development - when the team members are assessing their *own* team

**Open-ended questions.** These questions can stimulate feedback that gives the team specific impressions about the team.

- What does this group do best?
- What can this team do to cause you to be more satisfied with its work?

**Scales.** The "Agreement" scale works well for both types of surveys.