

Sarah: Hi everyone and welcome to today's webinar. ***Team Effectiveness: What Is It Anyway?*** Hosted by HRDQ-U and presented by Keera Godfrey. My name is Sarah, and I will moderate today's webinar. The webinar will last about an hour. If you have any questions, you can type them right into the chat window on your GoToWebinar control panel, and then we'll either answer those questions as they come in live or at the end of the presentation we'll reply back with by email.

Sarah: Our presenter today is Keera Godfrey. With 15 years' experience, Keera is a change management in training consultant helping organizations connect, build, and invest in their greatest assets, people. Whether re-engineering business processes, implementing a new information system or augmenting staff, taking care of people is critical to success.

Sarah: In 2010, Keera founded Naris Communications, a company that specializes in designing training programs, developing stakeholder communications, and delivering leadership training to support organizational transformation, performance improvement, and information system implementations. Welcome, Keera, and thank you so much for joining us today.

Keera Godfrey: Thank you so much, Sarah, and good afternoon everyone. Thank you for joining me today. So as Sarah mentioned, we're going to talk about a very important subject that in some cases can make the difference between success and failure.

Keera Godfrey: Today's presentation is about team effectiveness, so let's just get started with our agenda. Here are our agenda items for today, today we're going to talk about what is team effectiveness? What is the profile that's used to measure team effectiveness?

Keera Godfrey: We're also going to talk about some of the benefits of using the profile. We're going to talk about an ideal team, and we're also going to introduce to you the concept of the elements of CARE, which is an acronym for team-based training program. At the end, if we have time, we'll definitely take your questions.

Keera Godfrey: I'm sure if I ask you today if you have been on a team, if you have lead a team, or created a team, all of you would say yes. If I asked you about

your belief about the value of the team to your success or to the organization's success, and your response may vary. According to a survey conducted by the Center For Creative Leadership, 91% of respondents agreed with the statement, "Teams are central to organizational success." Then 87% said that, "Our teams collaborating with other teams is essential for success."

Keera Godfrey: So we see here the potential correlation between teams and success, so let's learn a little more about what is needed to measure a successful team, and also how to achieve one. The Team Effectiveness Profile is a diagnostic instrument. Yes, it's offered by HRDQ, and that instrument is designed to assist groups in improving their output and work satisfaction. It also includes 50 items are presented in the profile is for rating on a five point scale, and by rating each of these items, the respondents express their opinions about how the group functions.

Keera Godfrey: When respondents share their perceptions with other members of the group, a useful diagnosis of the group's effectiveness may be developed. So based on the results of the profile, you can design various learning strategies to deal with the most significant issues affecting the groups, the work that is performed within the group, and which can lead to of course, like we said, improved output and group member satisfaction as well.

Keera Godfrey: Let's talk a little bit about the history of the profile. The original profile was first used and published in 1980 with the purpose to assist the groups in raising and confronting blockages to its performance. The 1980 profile contained 28 Likert-type scale related questions in four categories.

Keera Godfrey: These categories were planning and goal setting, group member roles and relationships, group operating processes, as well as interpersonal relationships. The group members were asked to, or are asked to rate individually on the five point scale, and that range from unsatisfactory to excellent.

Keera Godfrey: Since then, the concept of a group working through blockages to its own performance has received attention from several authors and researchers. Some researchers, for example, view team-building as the careful working through of all blockages until a group becomes a team.

Keera Godfrey: The concept is by grappling with specific hindrances to performance, a group can continue to learn new skills, share relevant information, build trust, and grow in maturity by taking interpersonal risks with each other, and resolving previously undiscussable issues.

- Keera Godfrey: Other researchers believe that team-building means taking deliberate action to identify and remove barriers to effective teamwork, and to replace them with the kind of sound behaviors that can lead to superlative performance.
- Keera Godfrey: Today, several improvements have been made to the Team Effectiveness Profile, so the profile now assists teams in identifying potential blockages to performance by measuring the extent to which teams engage in five categories of team effectiveness. These are the mission, vision, and goals, team roles, operating processes, interpersonal relationships, as well as interteam relationships.
- Keera Godfrey: Let's start with the first one. Healthy organizations and their subsystems have compelling visions of the future, and clearly defined, as well as clearly well communicated, statements of purpose. Plans are developed collaboratively, and work is managed against goals and objectives. When priorities are revised, the need for change is discussed and agreed to by the entire group.
- Keera Godfrey: Organizations that experience blockages in this general activity often do not have a clear vision of their future, nor have they devoted the time or energy to developing a clearer definition of the purpose or the reason for being. Why was the group formed in the first place?
- Keera Godfrey: In the profile, there are several questions that's asked, that the respondents are giving their opinions to on the five point scale, as to whether they agree. Let's go onto the next category, which is team roles.
- Keera Godfrey: In highly effective groups, work is organized to support the group's functions, so roles, and relationships, and accountabilities are clear to everyone. Members are technically qualified to perform their jobs, and have immediate plans for acquiring needed knowledge and skills. Again, we're talking about the team roles in effective teams.
- Keera Godfrey: The profile really looks at how are team roles defined, and how are the team members aware of and have accountability to the roles that they're assigned in the team? In an inappropriately structured group, or in one in which the members have unclear or confused perceptions about their roles and responsibilities, the group can lose considerable energy in performing its tasks.
- Keera Godfrey: Then when we look at the operating processes, again, these are the sections within the components within the Team Effectiveness Profile. The policies and procedures used to manage the work of the group

support both the task and the maintenance needs. When we talk about task needs within a team, we're referring to the activities required to accomplish work objectives.

Keera Godfrey: Then when we talk about the maintenance needs within a team, we are referring to the human needs, the need for recognition, the need for participation, the need for appreciation, as well as the general quality of group life.

Keera Godfrey: Operating processes includes activities such as the problem-solving, the decision-making, the conflict management, and the meeting quality. When we are assessing a team, we are essentially assessing all these various factors.

Keera Godfrey: Interpersonal relationships also is a factor within an effective team. For effective teamwork to occur, the interpersonal relationships must be high quality. Each group member needs to be fully interactive with each other as a group. A high level of trust is required if problems are to be solved, and group work is to be satisfying.

Keera Godfrey: Ineffective groups have more interpersonal ... has poor interpersonal relationships. Members may be cautious in their disclosures, and unwilling to take interpersonal risks, and I'm sure many of us have been on a team, and we've experienced that as well.

Keera Godfrey: When there is also ineffective group, constructive feedback may not be an operating norm. Until all of the interpersonal relationships are dealt with, it will be totally impossible for a group to function effectively and solve problems as an authentic team.

Keera Godfrey: As we're looking at team-building, as we're looking at the profile, the Team Effectiveness Profile, we want to be able to measure the interpersonal relationships, and the quality of those relationships.

Keera Godfrey: The last element within the Team Effectiveness Profile, the last component is interteam relationships. Some researchers, [Burkhart 00:11:28], actually, in 1969, he observed that one of the most serious drains on organizational energy results when departments or divisions of the same organizations compete inappropriately. As a team, the various teams are not working together within an organization.

Keera Godfrey: When do situations need to be changed to win-win situations? Groups sometimes need outside help in developing a more productive and satisfying intergroup relationships. Problems of intergroup relationships, or interteam relationships, arise as an organization's work becomes more differentiated. The more specialized various work groups become,

the more difficult the problems of coordination become. We definitely want to be aware of that as we're working through our teams, and evaluating our teams.

Keera Godfrey: One of the things I wanted to do for this presentation is to make it interactive, so I noticed it's after 2:00, it's almost 3:00, so I hope you had your coffee. What I want to do now is if you can participate in a poll, it's a little bit of a test your knowledge.

Keera Godfrey: For this one, I went over the five components, so I want you to tell me which is not one of the five components of the Team Effectiveness Profile? Is it A, team roles. B, mission, vision, goals. C, interteam relationships, or D, administrative processes? Using the poll, please provide your answer.

Keera Godfrey: All right. Okay, let's see. I see some answers there. 93% of people are saying it's D. Let's see the right answer. And you are right. The correct answer is D. Remember, it should be operating processes, which includes the task needs as well as the maintenance needs. So good job, thank you so much for participating.

Keera Godfrey: Let's move on. We have a few more of those, so pay attention. All right, so let's talk about some of the uses and applications. The profile is a self-administered learning instrument, and it's available in print, and also there's an online version to it.

Keera Godfrey: It yields an overall team effectiveness score, as well as separate scores for each of the five categories of team effectiveness, indicating the general health of the group, and also blockages that may hinder team effectiveness.

Keera Godfrey: If administered through HRDQ's assessments portal, there is an additional option of audio generating a group aggregate report, which is very helpful as you're working through removing blockages within the team. Teams can create this manually if the print version is used.

Keera Godfrey: Here are some applications to it. The Team Effectiveness Profile is most appropriate for intact work groups, groups that have some history of working together. It can also be used to prepare a newly formed group for the kinds of issues that may block its success in the future. You can also use it to measure performance before and after a team-building initiatives, and you can get a baseline using it before.

Keera Godfrey: Then also, if you have a struggling or a team, you can use it to unblock those issues, to reveal those issues, and then also to develop programs to unblock them. Then also, it can be used, as I said, for orienting a new

team to potential problems, letting them know, "Hey, this is what you may experience," so you can be proactive about counteracting what they may experience in the future.

Keera Godfrey: I introduced the Team Effectiveness Profile, which I said is a team measuring tool. Now I would like to talk to you about a team intervention program that can help remove the blockages identified in the TEP, the Team Effectiveness Profile.

Keera Godfrey: This is an introduction to the concept of CARE. Please contact your HRDQ representative to learn more about obtaining the full training program for CARE. So clearly, teams are a vital part of almost every organization, which are depending on them to use resources more effectively, solve problems, be more creative, and provide greater productivity than an individual employee working alone.

Keera Godfrey: The goal of every team is to perform at its highest level, and the secret to achieving high performance is this: having team members who care. Care, in the literal sense, as well as in the sense of the acronym for the following traits: communication, ability, results, esprit de corps. These four traits are the foundation of team excellence.

Keera Godfrey: You will find these are practical strategies as you go through this, as well as the taking the full training on this. There are practical strategies for developing each trait as you take the program. Let's talk about those, I want to introduce those to you now.

Keera Godfrey: Communication. Let's talk about the ideal team, as we talk about in relationship to communication. In the ideal team, every team member talks and listens more or less equally, so it's an equal balance between talking and listening among themselves as well.

Keera Godfrey: Comments are short, and they are to the point. Team members display energy through their gestures and their tone of voice, and they tend to face each other when they speak. Also, team members connect with everyone on their team, not just their own team leader. Again, we're talking about that ideal team of what do you want to experience as it relates to communication.

Keera Godfrey: Team members engage in ongoing conversations outside of the formal meetings, and/or the channels of communication. Some team members seek and bring back information from outside the team. It's wonderful if you experience these, or if you see these things happening, or if you don't see these things happening on your team, then it's a wonderful indicator as to where you are. Again, taking the profile will help you.

- Keera Godfrey: We talked about the ideal team. Let's talk about the ideal team member. Do you have these characteristics? The MIT Human Dynamics Lab calls the ideal team member, "a charismatic connector." The general consensus is that the more of them a team has, the more successful it is. Let's see what kind of traits this person has.
- Keera Godfrey: The ideal team member engages others in short, high energy conversations. They communicate with everyone on the team equally. Again, using the equal balance of listening, as well as speaking. Then this team member also helps make sure everyone is given a chance to contribute.
- Keera Godfrey: This person listens as much as he or she talks, so being a raging extrovert isn't necessary, and also being on the other end of being an extreme introvert, also may cause problems there as well. Again, we're talking about the ideal team member having a balance.
- Keera Godfrey: Let's talk about some elements again. Again, we're still under communication. On high-performing teams, members talk and listen in equal amounts. Listening involves more than just hearing the words. It usually takes concentration and attention.
- Keera Godfrey: In order to be a great listener, you have to listen to what is being said, the actual words, listen for how it's said, the tone of voice, the body language, the emotion. Listen for what is not being said. What's not being said? Is there something else not being considered? Is there a sensitive, or an ethical or an unethical issue that isn't being raised?
- Keera Godfrey: Analyze the overall message. When you listen for what is said and how it is said, you can interpret the message easily, more easily. Ask yourself, "Are the words and the body language congruent? Does something not add up, or does something not make sense?" Again, talk and listen equally.
- Keera Godfrey: The next one under communication is ... this is again, these are communication characteristics of a high-performing team, is to display energy. There are several things you can do to display energy when you speak. Even if you don't have a natural energy for the work, it will be created simply if you just ask yourself ... act as if you have this energy. Display energy by incorporating these few little tips below.
- Keera Godfrey: Be passionate about what you're doing, create a positive environment, and you can do that if some team members are always voicing negative thoughts and feelings. It makes it difficult for other team members to remain positive or energetic, so to neutralize this, a tip can be for every

negative thought or feeling voiced, you contribute something positive to encourage others to do so, and encourage others to do as well.

Keera Godfrey: Vary the pitch of your voice, and/or increase the pace in which you speak. That can also help bring energy into the room. Use an energetic body movement. It includes movement that is bold and convincing, and not rigid and intense, or tense.

Keera Godfrey: Then of course, another one that we've always heard is to use eye contact. Energy is conveyed through direct, but not unremitting, eye contact. Again, talking about communication within effective teams.

Keera Godfrey: The third communication characteristic of effective teams is that each team member connects with each other, with other team members. Strong team members connect with everyone on their team, not just the leader, like we talked about.

Keera Godfrey: The easiest way to connect with others is to ask questions. You can load yourself up with questions, so if you want their questions, if you wanted to uncover assumptions, you can ask something like, "What are you assuming in this situation? You seem to be assuming something," and you're saying what it is, and you say, "Is that correct?" So again, asking questions.

Keera Godfrey: You can use questions again to gain understanding. If you want to gain understanding of something, then ask, "How does this relate to our probably or our issue?" Or, "What is your main point?" Again, it's how you say it. You don't say, "What is your main point?" Or, "What's your point?" Not like that. We're saying, "What is your main point? You've expressed a lot and I hear you, and I'm trying to get to what's your main point here? I really want to understand."

Keera Godfrey: Another one you can do to ask questions is to seek input and perpectives ... perspectives, sorry, or opinions, and you can do that by asking questions such as, "How do you feel about ..." and you say whatever situation it is. You can also use questions to explore evidence or consequences.

Keera Godfrey: "How can we find more about ..." or, "What effects would this have on this situation?" There are ways you can connect with every team member, and in various situations, just by asking questions.

Keera Godfrey: Let's move onto the fourth one, which is converse informally. High-performing teams engage in ongoing conversations, even outside of the formal meetings and/or channels of communication. There are benefits to conversing informally, which are develop and strengthen personal

relationships. Also, you can find some common interests and connections. You can toss around some ideas for dealing with problems at work, and sometimes dealing with those things, and talking about them outside of work can be very impactful.

Keera Godfrey: Then here are some things just to avoid as we're talking about conversing informally. Gossip. Talking about others behind their backs is always counterproductive. Don't say anything about someone that you won't say directly to him or her.

Keera Godfrey: Then also, advocating extreme views. Often, these are political views, or religious views, but they can also be philosophical views of work or life that creates separation rather than connection.

Keera Godfrey: Here's another opportunity for you to test your knowledge. We talked about communication, and so which of the following is true of a high-performing team? A, there is one strong leader who dominates the group. B, team members mostly use electronic means to communicate in order to save time. C, team members make a point to connect with every other team member, or D, team members focus exclusively on their own team.

Keera Godfrey: What do you think? All right, nice. Okay, thank you. Okay. There is definitely a 97% of people think it's C. Let's see if you guys are correct. You are correct, it is C. High-performing teams, in these teams, the team members make a point to connect with every other team member. Wonderful.

Keera Godfrey: All right, let's move onto A, which is ability. Again, this is the acronym for CARE. So we finished C, which is communication, and now we're on A, which is ability. All right, so the second aspect of CARE is ability. The goal of ability is to create the synergy within the team.

Keera Godfrey: The definition that we're using for synergy here is, "Working together ... the working together of two or more things to produce a result greater than the sum of their individual effects." It comes from a Greek word, the *synergia*, which means, "working together."

Keera Godfrey: How do you create this type of synergy that we're looking for? Creating this synergy means understanding that group's ability is more important than the individual talent. We're working together as a team here, and you can always hear that phrase, "There's no I in team." In essence, it's true.

Keera Godfrey: If you're trying to achieve that synergy, then you want to realize that. To maximize the group ability, know more of your own skills and

experience, where your skills and experience are needed and more effective, and what other team members can do better than you. To better understand the skills and abilities of other team members, you just, again, ask questions.

Keera Godfrey: "What are my strengths?" Or, "How can I use my strengths to contribute to the team?" Perhaps more importantly, know the work that the other team members must do. This will never be static, so you're going to have to review this periodically, looking at your skills compared to other skills, and really seeing how you're going to build that synergy.

Keera Godfrey: As we look at all of this, and we talk about the goal of the synergy, and we just went through these here, we want to make sure that we're seeing the entire picture, we're seeing in lack of a better term, the trees as well as the forest, because you're looking at trying to get the big view of how is it that this team is going to perform? What are the individual trees? How do they contribute to the forest? That's what you're going to have to do to maximize that group ability. So looking at your skills as well as the skills of your team member.

Keera Godfrey: Let's talk about some key considerations when assembling your team. You want to keep the business needs in mind as you assign team responsibilities to individual members. For example, an individual may excel more at one task, but decide which would enable them to do something on the team or organization that meets his goals.

Keera Godfrey: So they have multiple tasks, but which one do they need? Or they have multiple skills, which one would really ... of that team member's skills, which one would really impact more on this team? Consider what training is necessary for individuals and for the team as a whole to provide the skills needed for the team to achieve its goals.

Keera Godfrey: Direct your effort towards putting employees in situations and tasks that play to the employee's strength, more than focusing on making them improve their weaknesses. Again, you're looking at the strengths, you're looking at the skills, and you're seeing how you're going to build this synergy.

Keera Godfrey: Or you can do something like pair up team members in complementary ways, for example, so pair a stronger innovator, somebody in your team might be an innovator, and then somebody on your team might be a strong implementer, so which is a person ... somebody creates ideas, but then you need a person who knows how to follow through on ideas as well.

Keera Godfrey: Try to assign task and projects that appeal to the individual interests.

They will no doubt do a better job, not to mention be more satisfied if it appeals to their interest.

Keera Godfrey: Also, here, there's some other considerations. Let people try new things, and explore new work so that you can uncover hidden talent, or develop a natural skill. Team members may surprise others with previously undiscoverable talents ... undiscovered talents.

Keera Godfrey: Once you have determined the strengths of team members, put them together to maximize productivity and results. You accomplish this easily by building a diverse team, one with different strengths and weaknesses. The breadth of skills and experience will promote more creative problem-solving. Again, having this diversity on your team, various skills.

Keera Godfrey: Okay, let's go again, let's test your knowledge. Which of the following best describes what to consider when assembling your team? A, have team members with similar skills work together. B, let people try new things and explore new work so that they may uncover a hidden talent or develop a natural skill. C, make team members work on those activities that they are most familiar with, whether or not they appeal to their personal interest, or D, work on improving team members weaknesses more than playing to their strengths.

Keera Godfrey: Which of the following best describes what to consider when assembling a team? I think that was an easy one. I need to make these questions a little harder. Wonderful. Perfect. All right, you got it. You guys are really good here.

Keera Godfrey: The correct answer is B, so 90% of you got that right. If you want to ... While you're assembling your team, let people try new things and explore new work, so that they may uncover a hidden talent or develop a natural skill. All right, let's move on here to results. Again, CARE, C-A-R-E, and we are on R, results.

Keera Godfrey: All right, so the third aspect of CARE is results. Many teams equate results with goal-setting, however, if there's too much emphasis on the goal itself, or if the goal is not clear, the actual result may suffer. Many managers believe that employees and teams need extrinsic motivation, such as setting specific goals in order to persuade employees to work hard, and in some cases that is true.

Keera Godfrey: However, a study by Maurice Schweitzer, a professor at Wharton, he showed that setting goals may actually reduce intrinsic motivation, so to help ensure that our goals don't derail our team's success, I want to talk to you about some ... how to avoid some goal-setting mistakes.

- Keera Godfrey: One of the goal-setting mistakes can be again, too many goals. This mistake can make it difficult for a team to prioritize the work, because there's so many goals. Many teams may also see each goal as just something else to check off the list, as opposed to something in addition to being completed that should be of high quality.
- Keera Godfrey: Furthermore, as we look at the aspect of too many goals, it may be difficult to the goal accomplishment, especially as you reward recognition, have a reward recognition system, because there are so many different goals, so you can't really focus on your reward and recognition.
- Keera Godfrey: And also, a goal-setting mistake can be irrelevant or meaningless goals, and I'm sure many of you have experienced that. This mistake, however, can cause teams to become cynical about achieving any goals, or at least, they may be suspicious that goals exist just to create extra work, and to make someone else look good. Again, that may seem like, "Oh, of course that doesn't happen in the workplace." Yes, it does.
- Keera Godfrey: Another goal-setting mistake is the goals are unrealistic, or unachievable. This mistake can cause teams to take extreme measures, sometimes even unethical, in order to achieve a goal. For example, we have experienced that, for example, that Enron, the energy company, they collapsed, and many of you remember that, in 2002.
- Keera Godfrey: They created goals strictly based on revenue generated, or no matter whether their revenue was actually real or profitable. When you have these unrealistic goals, or unachievable, it really becomes ... sometimes it causes people to do unethical things to achieve those.
- Keera Godfrey: Then also, another goal-setting mistake is focus too much on the process. This mistake can cause teams to spend too much time on goal-setting and tracking. I know many of you, "We need to track it, we need a scorecard, we got to track it," so you spend so much time on tracking, and not enough time focusing on the true evaluation, looking at where are we, and how to move on, and how to make better decisions, and do some continuous improvement, but you get stuck on the tracking of the process in itself.
- Keera Godfrey: Here are some tips for successful goal-setting. One of the tips is to conduct a vision exercise. This exercise, it can really add value to your team. Also, focus your goals on personal growth rather than a financial gain. Focus attention on helping the best performers achieve even higher levels of performance.

- Keera Godfrey: You should also have your goals provide average performance with coaching and managing to help them improve, and again, we talked about this, is pairing them with a high level performer as well, that's pretty effective. Also, consider reviewing the roles of the borderline performers on your team to find a better fit that will help them or allow them to reach their high performance levels.
- Keera Godfrey: All right, here we go again. Which goal-setting mistake can cause a team to become cynical about achieving any goals? Which one did I talk about that causes them to become cynical? A, too many goals. B, too specific goals. C, unrealistic or unachievable goals, or D, irrelevant, meaningless goals.
- Keera Godfrey: Which one? Oh, I see by the scores there's a lot more. I don't see any 90s here. I don't see any 80s. It's definitely a little more challenging. Okay. All right. Many of you, 44% have C, which is unrealistic, unachievable goals. The correct answer is D, irrelevant and meaningless goals can cause people to become cynical about achieving any goals.
- Keera Godfrey: All right. All right, so let's talk about the last one, the E in CARE, the esprit de corps. When we look at this, the last aspect of the high-performing team acronym CARE, is esprit de corps. The definition is, "A sense of unity of common interests and responsibilities as developed among persons closely associated in a task, or a cause, or an enterprise."
- Keera Godfrey: In teams where you find high esprit de corps, you find ownership, integrity, connectedness, and also you find confidence. When you find this ownership, you know it exists, because the team members know what to do, but they do not have to be told how to do it. The focus is on the contribution to the team, rather than personal gain.
- Keera Godfrey: When you see this integrity, the team members trust one another. They are honest with one another. There is an environment where it is safe to disagree, and that's okay. When you see this, again, the ownership and integrity, you know that you're on the right track and you're achieving this concept of esprit de corps.
- Keera Godfrey: The last two elements of esprit de corps are a connectedness, and also confidence. When you see this connectedness, you also see where team members keep their eyes and ears open to what is going on throughout the team. Every member of the team, they're looking around, they're knowing what's going on, they know each person, they're connected.
- Keera Godfrey: The team members, they also, they show concern for one another. If

someone is sick, they're finding out, "Well, what happened?" or, "Glad to see you back," or they make a personal phone call to find out what's happening.

Keera Godfrey: When things go wrong, a team members react to show support for one another, and they're not necessarily placing blame. There is a support system there.

Keera Godfrey: The last element here is confidence. When this confidence shows up, the team members, it's reflected in their cheerfulness, and friendliness, and optimism; all the qualities that draw others in. Also, the confident team members, they take their work seriously, but they don't take themselves seriously, and that's important, especially when you're developing relationships, and having this connectedness and confidence within a team.

Keera Godfrey: In high performance teams, they pursue contacts and connections outside of their core groups in order to bring in new ideas and creativity. That is very much so important as we're working within our teams. Teams with this esprit de corps are willing to teach and learn from one another. They want to stretch their skills and increase their cross-functional contributions. In other words, they have a desire to always improve.

Keera Godfrey: One of the best ways to do that is to bring ideas from the outside of the group and try them in new ways. Clay Christensen, he's the author of *The Innovator's Dilemma*, calls this, "associational thinking." It's taking unrelated ideas, and repurposing them in new ways.

Keera Godfrey: For example, Ben Silbermann, he's the co-founder of the visual social network Pinterest, he patented the visual appeal of the website based on how he collected insects in his youth. You taking something from outside, and you're like, "Okay, how can I repurpose this? How can we use this concept to build something that was going to help the team?"

Keera Godfrey: Here's our last question here. Which of the following best advice for developing effective team-building activities? We talked all about teams, and team-building, we talked about CARE, we talked about the profile, so which of the following do you think is the best advice for developing an effective team-building activities?

Keera Godfrey: A, consider what challenges the team is facing and develop an activity to address them. B, don't be afraid of doing embarrassing activities, because it's all in good fun, or C, choose any activity that gets the team members away from work. They will always appreciate the time off, or D, use team-building activities to turn around a team with low morale.

So if the team has low morale, you just need a team-building activity.

Keera Godfrey: What do you think? Okay. All right. I see an 83%. Oh, it's going down, let's see. Okay. 78%. All right, let's see. 78% said A. Let me see if you're correct. You are. One of the best ways, my best advice for developing effective team-building activities is yes, to consider what challenges are the teams facing?

Keera Godfrey: Again, using the profile that you can actually get some analytics on where are your team, and then develop an activity that address those challenges. Let's move on to talk about how to use the Team Effectiveness Profile to achieve CARE. Let's put it all together.

Keera Godfrey: The Team Effectiveness Profile again, is a diagnostic tool, and it helps you to improve a team's output, as well as the work satisfaction. Under normal circumstances, issues that block a team's effectiveness may not be apparent. Issues that remain undisclosed can drain a group's energy, and undermine its productive efforts.

Keera Godfrey: The Team Effectiveness Profile was developed to help groups systematically identify those issues. Then once you identify those issues, you can use the concept of CARE to now work through and to build the team as you're going through it, and then also like we talked about, is adding those team-building activities in there as well, and then once you look at that and you create that program, and you start working on those areas, then you can also then redo or retake the Team Effectiveness Profiles, and then you can get to track the progress that your team is making along the way.

Keera Godfrey: In summary here, again, assess. Use the Team Effectiveness Profile to assess your team's health. Use the elements of CARE that can be implemented to strengthen the team effectiveness, as well as performance, and then also conduct informal and formal assessments to monitor your team effectiveness.

Keera Godfrey: I know I shared a lot with you today, and I just thank you for your time. I'm going to turn it over to you, Sarah.

Sarah: Wonderful, thank you so much, Keera. If you have any questions for Keera, go ahead and send those in, and we'll take a look at those, and we'll reply back to the group by email. Go ahead and type in any of those questions that you might have.

Sarah: While those come in, consider looking to HRDQ for your training needs. We publish research-based experiential learning products that you can deliver in your organization. Check out our online or print self-

assessments, our up out of your seat games, our reproducible workshops you can customize, and more, whether at our website, or you can give a call to our customer service team.

Sarah: If you do need help either learning a training program, or you want one of our expert trainers to deliver it for you, we also provide those services. We look forward to being your soft skills training resource. That's all the time we have today. Thank you so much, Keera, for sharing your expertise.

Keera Godfrey: Thank you.

Sarah: Thanks everyone for participating in our webinar, and happy training.