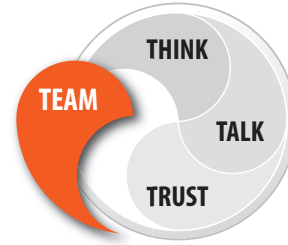


TEAM-FRIENDLY

Finding Strength in Unity

The effective change leader is **Team-friendly**. This involves working with people in ways that foster genuine collaboration and engage their heads, hearts, and hopes.



We are most effective as a team when we compliment each other without embarrassment and disagree without fear.



The **CHANGE-friendly** PRACTITIONER knows that a team is most likely to be effective when five conditions exist:

1. It's a real team, not just a team in name only.
2. It has a compelling purpose that kindles the enthusiasm of its members.
3. It has a reinforcing framework that promotes and enables rather than inhibits team achievement.
4. It enjoys a nurturing context, not just lip service support.
5. Team members have ready access, individually and collectively, to skillful coaching on teamwork issues.



NOTES



Jot down some of your key take-aways from the trainer's tutorial on **Team-friendly** behaviors.

Real team:



Compelling purpose:

Reinforcing framework:

Nurturing context:



Skillful coaching:





THE FOUR Ts SELF-ASSESSMENT



Activity Description

This activity will help you discover and understand opportunities for improvement in your use of the **Four Ts – Trust-friendly, Talk-friendly, Trust-friendly, and Team-friendly** behaviors. After completing the self-assessment, you will analyze and compare your results to the scores and results of other workshop participants.

INSTRUCTIONS: Read each statement and decide how accurately it describes your use of the **Four T** behaviors.

- a. Never or rarely engage in this behavior (**0** points)
- b. Sometimes engage in this behavior (**1** point)
- c. Regularly engage in this behavior (**2** points)
- d. Always or almost always engage in this behavior (**3** points)

Place the **point value** of your response choice beside each statement.



Think-friendly

- _____ 1. I think in ways that challenge the status quo, that challenge existing norms, and that clearly expand possibilities.
- _____ 2. I ask smart questions (“smart” in the sense that they explore fresh territory and help uncover information that other people may have missed).
- _____ 3. I carefully challenge my own stories (conclusions) to ensure that they’re based on facts rather than on assumptions.
- _____ 4. I constantly look for the root causes of things that affect my change effort, not just the superficial symptoms.
- _____ 5. When faced with difficulty, I ask myself “What am I doing, or failing to do, that could be contributing to this predicament?”

_____ **Total Number of Points**

Talk-friendly



- _____ 1. I postpone judgment on things until I have sufficient data to proceed with justifiable confidence.
- _____ 2. I identify important “undiscussables” (elephants in the room) and make it safe for people to talk about them openly.
- _____ 3. I genuinely listen with the intent to learn and understand rather than to judge or to prepare my rebuttal.
- _____ 4. When I advocate a position, I do so with a sincere spirit of humility, confidence, and respect.
- _____ 5. While having confidence in my own positions, I listen to contrary views in a welcoming, non-defensive manner.

_____ **Total Number of Points**



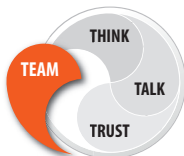
Trust-friendly



- _____ 1. I use “the language of trust” by being explicit about my commitments to others and being very clear about what I expect of them.
- _____ 2. I am very careful to treat people respectfully, regardless of their position or title.
- _____ 3. I honestly question my own motives to ensure that I’m doing the right thing(s) for the right reason(s).
- _____ 4. I give people feedback that is honest, specific, fair, and actionable.
- _____ 5. When I ask someone to do something (attend a meeting, produce a report, etc.), I make sure the task is not “fake work”—that it is explicitly linked to a clear strategy.

_____ **Total Number of Points**

Team-friendly



- _____ 1. The teams in my organization operate with team charters that clearly outline important issues like purpose, tasks, boundaries, authority, and expected results.
- _____ 2. Our teams are organized with an emphasis on needed skills and varied viewpoints rather than just selecting team members on the basis of political correctness (ensuring that every demographic subgroup is “represented”).
- _____ 3. To achieve specified ends (goals, objectives, targets), our teams are given reasonable flexibility regarding means (how to do it).
- _____ 4. In my organization, we emphasize understanding interdependencies—how each team affects and is affected by the efforts of others.
- _____ 5. In my organization, we provide coaching that’s specifically aimed at improving teamwork.

_____ **Total Number of Points**

FOUR TS

Scoring Your Assessment

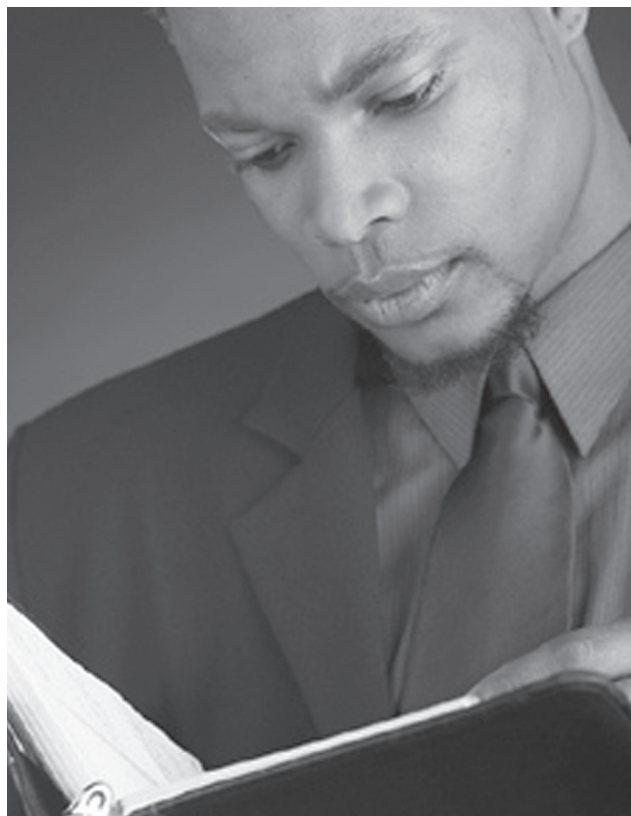
List your four scores from the assessment:

_____ **Think-friendly**

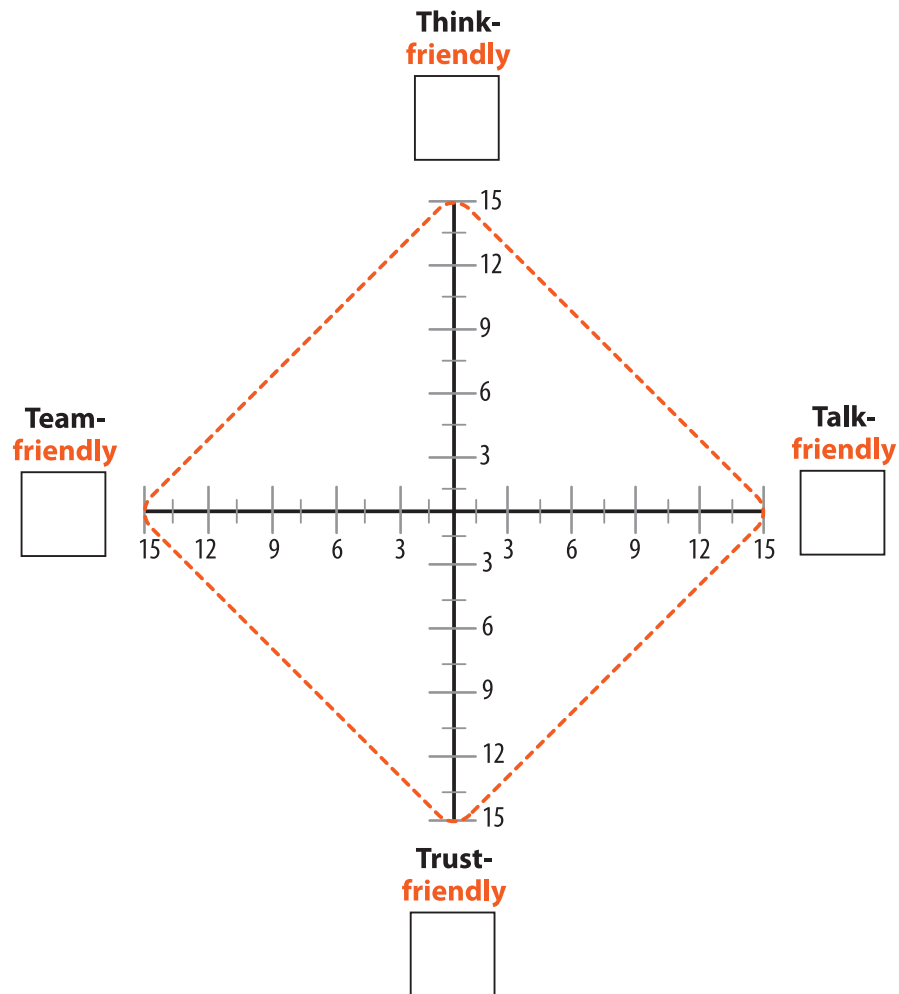
_____ **Talk-friendly**

_____ **Trust-friendly**

_____ **Team-friendly**



Place your scores on the following chart:



Shade the area inside the configuration you plotted. This represents your perception of the current situation. The area outside your plotted area represents the *opportunity for improvement*.



INTERPRETING YOUR SCORES

Think-friendly

- 0-5:** You're missing opportunities to expand your thinking and are likely mired in a rather ho-hum change effort. It's not uncommon for smart people to assume they can simply "wing it" through a change effort without paying the price of deliberate and strategic thinking. Does that describe you?
- 6-10:** You're making better-than-average use of good thinking behaviors, but you're still not operating at the level for which you should strive. Continue to ask a lot of smart questions—always from the perspective of the "learner" rather than from the "judger"—and you'll be pleased by the progress you make.
- 11-15:** Congratulations. Your thinking behaviors are definitely the ones that will produce superior results. But don't get complacent. Because change by its very nature is a fluid process, **Think-friendly** behaviors are a critical ingredient at every stage of every change effort.



FOUR TS

Talk-friendly

- 0-5:** You may be coming across as not really that interested in open dialogue with others. That may not be your actual intent, but as the old saying goes, perception is reality.
- 6-10:** You're clearly making an effort to use good dialogue skills, but there's opportunity to get better. Be sure to ask a lot of smart questions—always from the perspective of the "learner" rather than from the "judger." This practice not only helps you think better, it helps you talk better.
- 11-15:** Nice work. You seem to be talking so people will listen, and listening so people will talk.

Trust-friendly

- 0-5:** You may be paying some low-trust “taxes” that make your work more costly and more time-consuming than it needs to be. Remember: You can be regarded as personally “honest” (a character trait), yet still have considerable room to improve on the competencies associated with high trust.
- 6-10:** You no doubt understand that trust has both character and competency components. Become even more aware of the power of language as you interact with people. Talk the “language of trust” by explicitly discussing how trust is important to you and what you’re trying to do to earn and maintain the trust of others.
- 11-15:** Excellent. When it comes to trust issues, you apparently “get it.” But take nothing for granted. While a reputation for high trust can take years to establish, that reputation can be shattered by a single act or by one moment of inattention.



FOUR TS

Team-friendly

- 0-5:** There’s a good chance that the teams in your organization are little more than clusters of people with only minimal direction and influence. This can be worse than having no teams at all because it gives the superficial illusion of teamwork while producing no real results.
- 6-10:** Your organization is headed in the right direction on teamwork issues, but you’re still not enjoying the full benefits of synergy. Make sure each team has its own charter that’s been mindfully drafted. Make sure your teams have plenty of clarity on both ends and means.
- 11-15:** Excellent. Overall, your organization is doing a good job in its use of teams.



WHAT'S YOUR BASELINE?

Now that you've completed and scored your Four Ts Self-Assessment, compare your summary with other participants in your organization.

1. Overall, what are 2-3 common strengths?
2. Overall, what are 2-3 significant opportunities for improvement?
3. How could improvement in those areas help with implementation efforts in your organization? Be specific.

FOUR TS







YOUR OWN REAL DEAL

1. Which of the **Trust-friendly** practices can be most helpful to you, personally, in your work with change and implementation? Why?

FOUR TS

2. Which of the **Team-friendly** practices can be most helpful to you, personally, in your work with change and implementation? Why?



Compare responses with your Learning Partner.

