

Virtual Team Setup Report

SAMPLE



AIM Strategies[®] Applied Innovative Management[®]

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INTRODUCTION TO YOUR REPORT

WELCOME! This is your personalized Team Setup Report. It is based on data provided by the Team Setup Questionnaire completed online by the entire team, including the team leader. The report provides information and guidance to help each member work effectively in a virtual team setting.

BEFORE YOU BEGIN: Consider the following points before reviewing the next set of pages:

- This report is compiled from your responses and those of your team members. To ensure anonymity, raters' responses are aggregated.
- The report uses a 7-point scale, which is explained at the bottom of each result(s) page.
- AIM Strategies® recommends that you focus on the highs and lows in your ratings in order to identify your strengths as well as your developmental areas. Effective work relationships require an understanding of both.
- This report ends with a Team Action Plan, which will help you summarize data and consider your next steps.

HOW THIS REPORT IS ORGANIZED: To help you assess your team's perspectives and preferences, this Feedback Report is organized into five sections as described below:

Section 1: Team Setup Overview

A brief overview of how virtual teams operate.

Section 2: Common Threads

Information that fosters a cohesive atmosphere and gives team members ideas for informal interactions.

Section 3: Team Perspectives

Team Operating Principles - summarizes team members' views about how the team should work together. This data will help the team create congruent norms that will support a productive atmosphere.

Open Ended Comments – consists of team members' suggestions about Team Future Strengths, Team Future Challenges, Team Trust Building and Team Norms.

Section 4: Team Vision of Future Performance

Dimensions Details of Future Performance - detailed charts summarize the team's scores for each Dimension and provide action points for that Dimension. (A dimension consists of a set of skills that is applicable to leadership and team development.) Charts provide a detailed breakdown of your team's survey answers and indicate areas of perceived strengths and development for the team.

Team Performance Dimensions Summary – Further helps your team gauge areas of strengths and development, by comparing scores from each dimension.

Section 5: Action Plan

Guidelines for an action plan with specific goals and implementation steps.

TEAM SETUP OVERVIEW

TEAM SETUP OVERVIEW

As Virtual Team (VT) arrangements become increasingly popular, teams and team leaders will grapple with a profound issue - getting each member to actively contribute to the team's efforts. Recall that you and your team members responded to a questionnaire about this subject on or before (enter date). Data from these questionnaires was tabulated and appears in the following pages.

VTs and traditional teams face similar challenges - communicating trust and creating accountability, committing to deadlines, upholding quality standards and resolving conflicts. However, the **Setup** stage plays a more significant role for VTs than traditional teams because the lack of face-to-face contact presents its own difficulties. Work product is delivered in both types of teams through shared processes and procedures; however VTs also need to create the human connections that facilitate those processes and procedures.

AIM Strategies® has developed the **Team Setup Questionnaire** and **Report** to help your team avoid misunderstandings by making sure team members are aware of each other's preferences, strengths and perspectives. This report will reinforce team member commitment and will help you define *critical areas for success* as you move through the **Team Forming Stage**.

COMMON THREADS

Maintaining informal relationships in the workplace helps team members get to know each other better, which fosters understanding and mutual support. The end result is a smoother work flow and improved work product.

AIM's research has shown that when teams set up their norms from the start, they tend to have clear communication and ultimately perform better than those teams that omit this important first step. Of course, working in a virtual setting makes informal relationships more challenging because there are fewer opportunities to create direct communication.

Recognizing this challenge, AIM has included a section to facilitate communication in VTs.

Recall that the **Team Setup Questionnaire** asked for personal preferences in order to discover potential similarities (or common threads) among team members. The table on the next page indicates each VT member's preferences. You may use this data to identify unique facts about your own team and to learn where you share common interests. It will provide ideas on how to connect with your VT members to facilitate informal discussions with each other.



COMMON THREADS

	TV SHOWS	MOVIES	MUSIC	BOOKS	FREE TIME	IDEAL VACATION	HOBBY
Michele (Israel)	Comedy <i>Seinfeld, Friends, Sex in the City</i>	Comedy <i>The Money Pit, Analyze This, Garden State</i>	Rock <i>Rock and Reggae: Beatles, Led Zepplin, Pink Floyd, U2, Clapton, Bob Marley</i>	Business <i>Books - non-fiction ones</i>	Dance	Exotic Places <i>The more exotic the better!</i>	Animal Care <i>Actually dancing is a hobby. I love animals too - turtle!</i>
Jared (U. S.)	Drama <i>The Wire</i>	Animation <i>Brick</i>	Rock <i>Lifetime</i>	Fiction <i>The Dark Tower</i>	Books	Exotic Places	Writing Books <i>Comic Books</i>
Ilona (Russia)	Comedy <i>Big Bang</i>	Animation <i>Miadzaki</i>	Rock	Fiction	Sport	Adventure	Art/Painting/Sculpture
Kenneth (U.S.)	Comedy <i>Family Guy, Home Movies, Beavis and Butthead</i>	Drama <i>The Girl That Leapt Through Time, Kiki's Delivery Service, Akira, Mind Game, My Neighbor Totoro</i>	Electronic <i>Ayumi Hamasaki, The Beatles, Mr. Children, Ministry (pre 1988), YMO, Southern All Stars</i>	Poetry <i>More manga then books unfortunately</i>	Computer Games	Exotic Places <i>Hawaii is the perfect getaway a good amount of the time</i>	Art <i>I draw at weird times like at Japanese classes</i>
Michiko (Japan)	Drama <i>Bones, CSI</i>	Fantasy	Rock	Fiction	Books	Exotic Places	Art/ Painting/Sculpture
Keisuke (Japan)	Sports <i>Soccer game</i>	Action/ Adventure	Classic	History	Sport	Ocean	Community Activities <i>Trip</i>
Jennifer (U. S.)	Comedy	Comedy	Dance	History	Meeting Friends	Exotic Places	Dance Class

TEAM OPERATING PRINCIPLES

TEAM OPERATING PRINCIPLES

Team Operating Principles consist of the blueprint for how your team will work together, for example, how the team handles communication, trust issues, conflict and getting deliverables out the door, among others. Recall that the **Team Setup Questionnaire** asked for your preferences around key areas of interaction. The tables below indicate those preferences, as well as the distribution of answers. You may use this data to discuss ways to enhance the team’s process and to determine what norms the team wants to establish. AIM’s experience has shown that teams that set up their norms from the start (during the team forming stage) tend to have clear communication and perform more effectively than teams that don’t initially define their norms.

Ten tables appear below; each table represents data related to the ten questions on **Team Operating Principles**. Please note that some tables indicate responses that are congruent (meaning that a preference is shared by the majority of the team members). Others show a more distributed preference (meaning that there is less agreement among respondents for that question). Questions with distributed preferences may require discussion within the team to achieve a harmonious way of dealing with that issue.

Each table is formatted with the following information:

1. **Original question.**
2. **Theme** of the question.
3. **Distribution of Responses**, that is, each response is listed with the number of respondents for that response within parentheses. Additional comments are also included here, verbatim.
4. **Preferences**, in the form of a Bar Chart. The X axis represents the options and the Y axis represents the number of respondents.

THEME - COMMUNICATION TIME	
QUESTION: Regarding your workday, what hours would you prefer for one-on-one communication with a team member or members?	
DISTRIBUTION	PREFERENCES
<ol style="list-style-type: none"> 1. By appointment only (0) 2. Early morning hours (1) 3. Middle of the work day (4) 4. Late afternoon (2) 5. Evening hours (0) 6. Late at night (0) 7. Anytime, including weekends (1) <p>Additional Comments:</p>	<p>Legend: X axis –the responses Y axis – number of participants</p>

TEAM OPERATING PRINCIPLES

THEME – COMMUNICATION MEDIUM

QUESTION: What is your preferred method for communicating with team members?

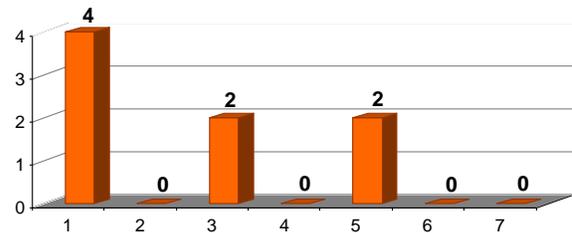
DISTRIBUTION

1. Face-to-Face (4)
2. Telephone (0)
3. Video call (2)
4. Text / Instant Messenger (0)
5. Emails (2)
6. Discussion boards (0)
7. Social Networks (0)

Additional Comments:

Email is really preferable for me, because I am always in meetings and not available for phone calls.

PREFERENCES



Legend:

X axis –the responses
Y axis – number of participants

THEME - COMMUNICATION FREQUENCY

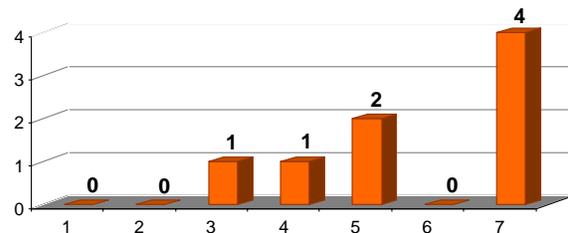
QUESTION: During non-crisis situations and projects, how often should team members communicate?

DISTRIBUTION

1. Only as needed (0)
2. Several times a month (0)
3. Once a week (1)
4. More than twice a week (1)
5. Once a day (2)
6. Several times a day (0)
7. On an ongoing basis (4)

Additional Comments:

PREFERENCES



Legend:

X axis –the responses
Y axis – number of participants

THEME - INFORMATION SHARING

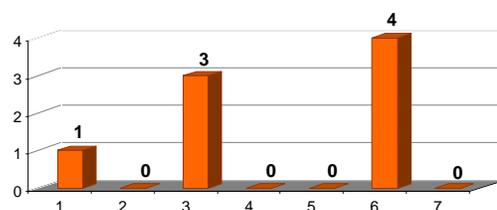
QUESTION: Which of the following best describes your preference for sharing information with team members?

DISTRIBUTION

1. Follow formal procedures when exchanging information (1)
2. Only share information when it's requested (0)
3. Store everything on central location and access it as needed (3)
4. Each team member stores their own information (0)
5. One team member collects all the information (0)
6. New information is shared with the entire team (4)
7. Everyone does what they want (0)

Additional Comments:

PREFERENCES



Legend:

X axis –the responses
Y axis – number of participants

TEAM OPERATING PRINCIPLES

THEME - RESPONSE TIME

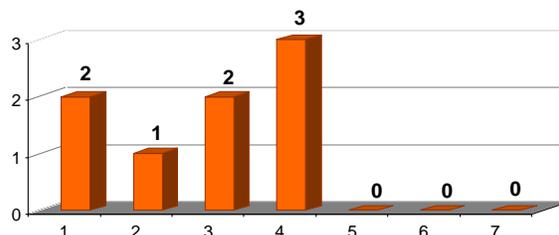
QUESTION: You send an email requesting critical information from your teammates for a project that is due next week. What is the appropriate time frame for a response?

DISTRIBUTION

1. Immediately (2)
2. Within 4 Hours (1)
3. By end of business day (2)
4. Within 24 hours (3)
5. Within 48 hours (0)
6. By the end of the week (0)
7. According to a set schedule (0)

Additional Comments:

PREFERENCES



Legend:

X axis –the responses

Y axis – number of participants

THEME – ACCOUNTABILITY

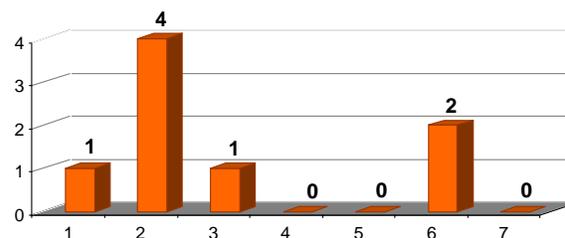
QUESTION: Which of the following behaviors would damage the trust that members had established within the team?

DISTRIBUTION

1. Putting personal goals before the team’s (1)
2. Talking badly about others (4)
3. Not contacting the team about something that affects members (1)
4. Failing to provide progress updates (0)
5. Failure to set or meet quality standards (0)
6. Failing to deliver what was promised (2)
7. Going against the team’s decision (0)

Additional Comments

PREFERENCES



Legend:

X axis –the responses

Y axis – number of participants

THEME – TRUST

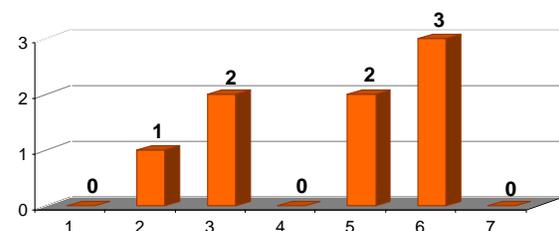
QUESTION: What is the most effective way to establish trust in the team?

DISTRIBUTION

1. Discuss personal interests (0)
2. Listen to each other (1)
3. Support common goals (2)
4. Demonstrate patience and tolerance (0)
5. Provide honest feedback (2)
6. Support rather than blame each other (3)
7. Discuss openly if there is a misunderstanding (0)

Additional Comments:

PREFERENCES



Legend:

X axis –the responses

Y axis – number of participants

TEAM OPERATING PRINCIPLES

THEME – CONFLICT

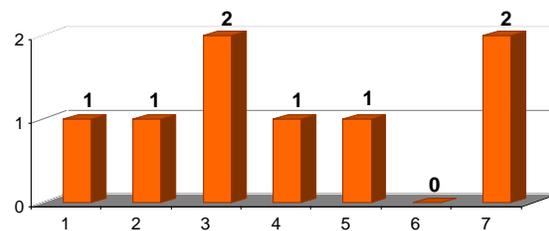
QUESTION: Which of the following situations would you find most troubling?

DISTRIBUTION

1. Team roles are unclear (1)
2. One team member does most of the work (1)
3. Information is not shared among team members (2)
4. There is tension among team members (1)
5. Goals are not being shared (1)
6. One team member is being excluded (0)
7. Team produces low quality work results (2)

Additional Comments:

PREFERENCES



Legend:

X axis –the responses

Y axis – number of participants

THEME – CONFLICT RESOLUTION STRATEGIES

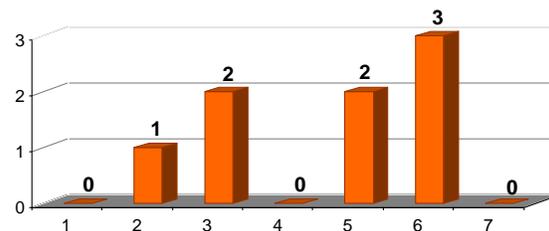
QUESTION: Which of the following would be the best way to handle team conflict if it occurs?

DISTRIBUTION

1. Ignore conflict and continue to work (0)
2. Follow team rules for handling conflict (1)
3. Have those involved handle conflict on their own (2)
4. Ask a team member to intervene (0)
5. Have the team leader solve the issue (2)
6. Discuss the issue at a team meeting (3)
7. Invite a third party to mediate conflict (0)

Additional Comments:

PREFERENCES



Legend:

X axis –the responses

Y axis – number of participants

THEME – DELIVERABLES

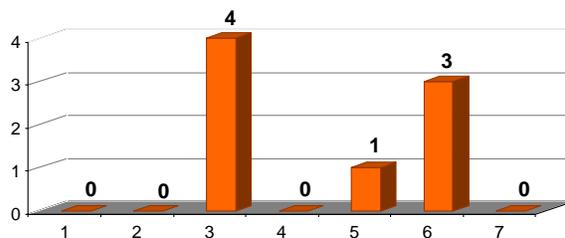
QUESTION: Which of the following standards is the most important to strive for regarding deliverables?

DISTRIBUTION

1. Within time guidelines (0)
2. Cost / budget (0)
3. Innovative quality (4)
4. Preset standards (0)
5. Stakeholders' requirements (1)
6. Customer satisfaction (3)
7. Professional expertise (0)

Additional Comments

PREFERENCES



Legend:

X axis –the responses

Y axis – number of participants

TEAM PERSPECTIVES

OPEN-ENDED COMMENTS

The Open-ended Question Section collects individual opinions and experiences regarding team norms, adding a personal aspect which will help shape your VT. The specific details in these answers provide insight into each member's role and help strengthen the personal connection within the team.

This section is anonymous and should be used for conversations around setting up Team Operating Principles.

TEAM FUTURE STRENGTHS

WHAT STRENGTHS DO YOU BRING TO THIS VIRTUAL TEAM?

- I am savvy at using the Internet for web research and documentation.
- Detail oriented and an eye for catching mistakes.
- Friendly with a positive attitude; can focus and delve into a topic with fervor.
- The ability to draw and demonstrate my Adobe skills.
- I can provide a different perspective on issues involving new business opportunities.
- Lots of experience in various aspects of leadership and management throughout the years.

TEAM FUTURE WEAKNESSES

WHAT ARE YOUR CHALLENGES ABOUT WORKING WITH THIS VIRTUAL TEAM?

- We will misunderstand each other because we will never talk face to face.
- Difficult to figure out time for meetings and conference calls.
- Difficulty communicating with diverse team. Trying to understand preferences of team members so that we respect each other and allow each member to focus on what they are good at. Virtual communication is going to be a challenge because I really prefer speaking face-to-face.
- I am anxious to see how team members will get along.
- Different schedules and coordination of time frames/deadlines.
- A lot of assumptions are made about how the virtual team needs to operate. Some people think that the same practices they did face-to-face would work here, but there is a loss of interaction which makes everyone have a different notion of what happens on our team.

FUTURE TRUST REPRESENTATION

WHAT IDEAS DO YOU HAVE TO CREATE SHARED TRUST WITH THIS VIRTUAL TEAM?

- Talk openly; discuss problems.
- Be a person of my word.

TEAM PERSPECTIVES

- Give honest feedback and have the willingness to continue learning.
- Just simply be honest with each other.
- Share information.
- Set up face-to-face meetings and share our interests / preferences (work hours / communication style, etc) so we get to know each other better. Establish rules for communicating virtually and have training on how best to utilize tools. Share new information with the entire team as soon as it arises and minimize gossip. Handle conflict / miscommunications immediately.
- Establish better team norms, keep track of work, update each other on activities when team members are out of the office, and find ways to have some fun as well.

FUTURE NORMS

WHAT STANDARDS / TEAM NORMS SHOULD APPLY WITH THIS VIRTUAL TEAM?

- Keep promises; meet deadlines.
- It is a good idea to discuss response time three days a week in the evening.
- How quickly you should respond to a request from a team member. Chain of command if there is a problem / issue. How often the team meets (telephone / video / face-to-face). What tools to use for what purposes. General guidelines for how conflict should be handled.
- Openness, hard working, always ask questions when needed.
- Set goals and deadlines, and give an update regarding status and issues as they come up.
- Standards about files / folders / saving information/sharing information and updating each other.

PREVIOUS EXPERIENCE

ADDITIONAL LEARNING / BEST PRACTICES/SUGGESTIONS YOU RECOMMEND FOR THIS TEAM?

- Team building.
- Always be truthful with your feedback.
- Training (technical / diversity / cross cultural communication) so it's ensured that everyone has at least basic skill sets / understanding of challenges to working virtually. Review common challenges / barriers that virtual teams face so members are aware. Have full support of open management and ensure the team has what they need in terms of technical resources / tools.
- Just be sure you are interested enough to pull through.
- Make sure we have a way to communicate on an ongoing basis and find ways to connect.

HIGH PERFORMING TEAMS

In today’s complex business environment it is unrealistic to expect one individual to embody all the critical components of leadership. Rather, high performing teams seek individuals with complementary skills that together ensure the abilities, knowledge and experience vital for success.

AIM has identified seven Leadership Dimensions, or behaviors, necessary for successful team performance. Achieving competence in all seven dimensions enables a team to compete successfully in today’s business environment, regardless whether a team is virtual or co-located. These Dimensions, defined in detail on [pages 13-16](#), are:

Vista · Innova · Adapta · Diversa · Collabo · Communi · Edu

In the following pages you will see seven charts / tables which indicate how your team views its future strengths as they relate to each critical Dimension. Each table represents data related to one Dimension and shows an **aggregate** score. This score indicates team members’ perceptions of their combined strengths, which impact future performance.

Note that the aggregate score represents the summary of the averages of all responses per statement.

FORMAT FOR TABLES:

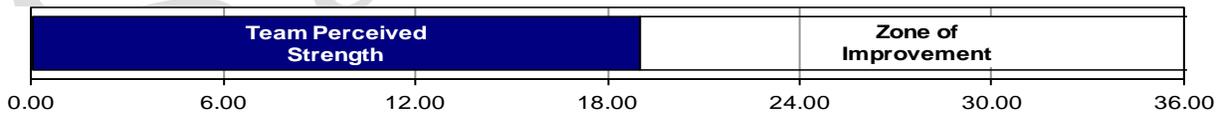
Each table is organized as follows:

- Leadership Dimension and its definition.
- Graph of your team score and a numerical description. *Scores range from 0 to 36.*
- The horizontal bar represents a continuum, from 0 to 36. A higher score indicates a higher **Team Perceived Strength** while a lower score indicates a greater need for improvement (noted here as **Zone of Improvement**). It is possible that a high **Zone of Improvement** signifies that your team needs to work on this particular dimension.
- **Perceived Strengths** list specific actions that the team is best skilled in performing (based on items* rated highest by team members).
- **Zone of Improvement** lists the lowest rated items which team members may consider working on in the near future (based on items* rated lowest by team members).

** an item is a specific question related to a dimension*

CHART 1: VISTA-LEADERSHIP

Vista-Leadership enables teams to envision the future global business environment and the company’s future business opportunities while being grounded, but not stuck, in the present. Teams that practice Vista-Leadership have a wide horizon, distill potential possibilities from known elements and are comfortable with the unfamiliar.



Your Team Score for Vista Leadership is 19 out of 36

PERCEIVED STRENGTHS

Team members intend to pursue the following actions:

- Match the strengths of the organization to the anticipated needs of the business environment.
- Anticipate new strategies, opportunities, and future customer needs.

ZONE OF IMPROVEMENT

Your team may need to engage in these activities:

- Forecast global product and service needs and anticipate consequences that could result from these developments.
- Consider global market trends and the competitive landscape when devising future organizational strategy.

CHART 2: INNOVA-LEADERSHIP

Innova-Leadership - is about seeking new ways to achieve competitive advantage by drawing on and expanding resources. To put clever ideas into action, teams must be confident working with the unknown, using their imagination, and encouraging others to be creative – even if it causes disorder.



PERCEIVED STRENGTHS

Team members intend to...

- Engage with complex problems by taking things apart, rearranging them, and putting them back together.
- Create solutions that challenge conventional thinking.

ZONE OF IMPROVEMENT

Your team may need to...

- Consider how to make a societal impact with the company’s products and/or services.
- Make necessary decisions quickly, often without all of the supporting information or during uncertain times.

CHART 3: ADAPTA-LEADERSHIP

Adapta-Leadership - enables teams to move in any direction at any time in any situation as they learn from their experiences in the moment, and adapt accordingly. When leading change, teams maintain a positive attitude and successfully address issues around resistance. Teams succeed at integrating disparate forces to achieve business results, and are adept at working through non-linear and disruptive phases and processes.



PERCEIVED STRENGTHS

Team members intend to...

- Motivate and propel the global team through major obstacles.
- Anticipate peoples’ resistance to change and develop strategies to overcome resistance.

ZONE OF IMPROVEMENT

Your team may need to...

- Express a positive attitude when faced with a complex dilemma.
- Simultaneously consider many options and shift quickly if they do not work.

CHART 4: DIVERSA-LEADERSHIP

Diversa-Leadership - helps teams understand cultural differences and leverage those differences as business strengths. Whereas the diversity of yesterday was about race and gender, today’s diversity is about cultural relativity, and so global teams must understand how different cultures think, conduct business, and consumer products and services. Team members will require an essential understanding of a wide variety of cultures in order to appropriately adapt business practices.



PERCEIVED STRENGTHS

Team members intend to...

- Recognize global team members’ individual talents and understand how they maximize their performance.
- Willingly engage with people of diverse backgrounds and divergent views.

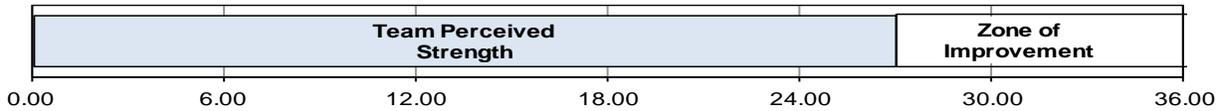
ZONE OF IMPROVEMENT

Your team may need to...

- Adapt work style according to the cultural, social, and business norms of stakeholders.
- Understand why the business practices in the countries where we do business have been successful in each respective market.

CHART 5: COLLABO-LEADERSHIP

Collabo-Leadership - draws on the premise that people accomplish great things through collaborating with other talented people. For global teams, this means drawing together people with unique abilities and varying perspectives regardless of geographic location or culture, integrating their skills and creating synergy. Collabo-Leadership requires the team to know all team members, manage both vertically and horizontally and create a zone of trust.



*Your Team Score for **Collabo Leadership** is 28 out of 36*

PERCEIVED STRENGTHS

Your team members intend to...

- Cultivate a collaborative team environment across locations and cultures.
- Share people, information, and/or capital with others, even if it means taking a short-term loss to make a long-term gain.

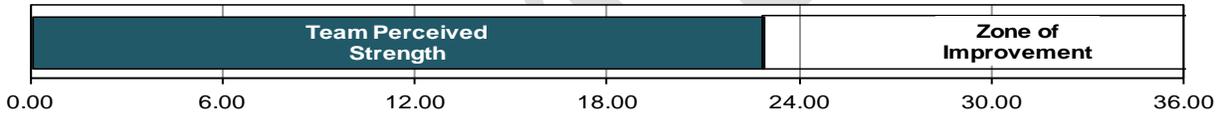
ZONE OF IMPROVEMENT

Your team may need to...

- Seek ways for team members and colleagues to contribute to both formal and informal group projects.
- Support alternate work arrangements conducive to a non-stop global work environment.

CHART 6: COMMUNI-LEADERSHIP

Communi-Leadership - fosters open channels of communication, dialogue, and debate among internal and external stakeholders in multiple locations. Teams with excellent Communi-Leadership skills will effectively represent themselves verbally in a world of diminished cues. In addition, team members create the climate for others to engage in ongoing effective communication.



*Your Team Score for **Communi Leadership** is 23 out of 36*

PERCEIVED STRENGTHS

Team members intend to...

- Maintain open communication with team members who are not in the same physical location.
- Adeptly use technology to enhance communication among members.

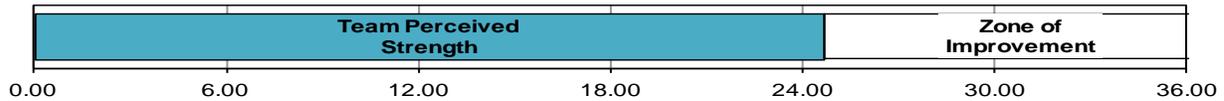
ZONE OF IMPROVEMENT

Your team may need to...

- Recognize and adjust to communication cues, such as behavioral patterns, language and non-verbal messages.
- Establish Virtual Team group norms, clarify roles, and hold virtual team members accountable.
-

CHART 7: EDU-LEADERSHIP: DETAILS

Edu-Leadership mastery demands a bit of selflessness because teams must be prepared to develop their best talent collectively, across the organization, even if this means utilizing a team member’s skills elsewhere in the organization. In addition, teams must hold a dual focus – the long-term goal of developing high potentials to secure a viable workforce and the short-term goals of completing projects within budgets and deadlines.



Your Team Score for Edu Leadership is 24.5 out of 36

PERCEIVED STRENGTHS

Team members intend to...

- Develop and support team members virtually.
- Transfer information across organizational boundaries, regardless of their location, position or role, to further the organization’s interests.

ZONE OF IMPROVEMENT

Your team may need to...

- Assemble work teams with employees from different generations to tap into each person’s unique talent.
- Provide coaching, feedback, and role modeling to other team members.

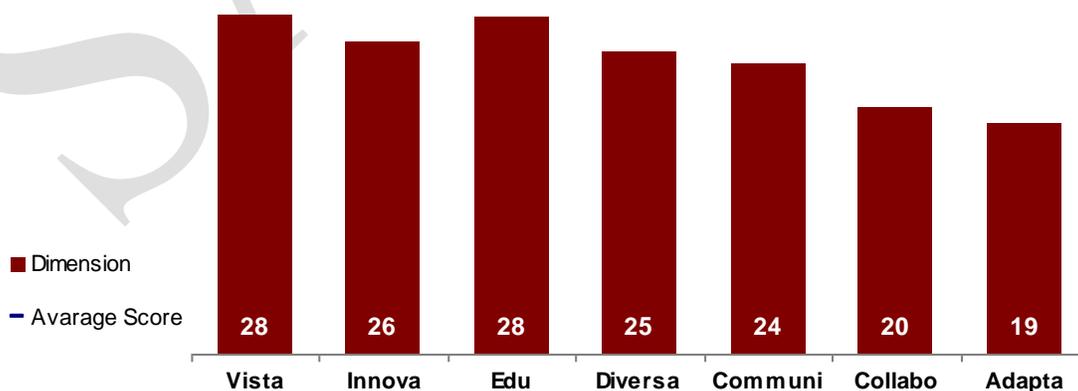
TEAM PERFORMANCE DIMENSIONS SUMMARY

To further help your team gauge areas of strengths and development, the **Team Results for Seven Dimensions Chart** (below) compares scores for all the Dimensions. Dimensions with higher scores indicate that your team is more likely to perform them well; Dimensions with lower scores indicate a Zone of Improvement. (Additional details are available on [pages 12-15](#).)

AIM Strategies® research has shown that a score of at least **28** is required for each of the three Dimensions that you consider the most important for your team. Dimensions with lower scores may indicate a developmental area. Data on these lower scores appear on [pages 12-15](#).

As you analyze this data consider the nature of your team. Identify critical Dimensions for your team’s success and develop skills accordingly. For example, if your team is charged with new idea generation / product invention, and scores a 30 on Innova-Leadership, this Dimension may require a closer look. Perhaps a relevant question is, *why didn’t we score a 34 or higher?*

TEAM RESULTS FOR SEVEN DIMENSIONS



TEAM ACTION PLAN

This section will help you to create a **Team Action Plan** based on the feedback in this report. The aim is to create a workable plan that enables the team to address developmental needs, grow personal relationships, establish accountability and produce impactful results.

In the Action Planning section of this report, you will find the following:

Part I – Team Road Map – to formulate your team operating principles

Part II – Team Vision of Future Performance - to reflect on your feedback on the seven Dimensions

Part III – Make Connections Happen - to formulate goals and actions based on your Common Threads

ACTION PLAN PART I: TEAM ROAD MAP

Consensus among team members regarding Team Operating Principles is vital for successful performance. As a first step towards building this consensus, we recommend that your team schedules a meeting to review this Feedback Report and apply what you have learned to your team’s roadmap.

AIM recommends that you take the following steps in order to facilitate a successful meeting.

1. **Schedule team meeting:** Provide the date, time and duration of this Team Setup meeting.

2. **Before your team meeting:** Review **pages 6 to 9** of this report and note below which team operating principles you want to discuss with your team.

3. **During your team meeting:** Review the data from your Feedback Report, **pages 6-9**, which will facilitate the necessary conversations to create the Team Operating Principles. The four areas that comprise these Team Operating Principles are:
 - Communications
 - Conflict Management
 - Trust
 - Getting Deliverables Out the Door

ACTION PLAN PART II: TEAM VISION OF FUTURE PERFORMANCE

Review the results in the **Team Future Performance Section** on **pages 12-15**. Remember that no one team member can excel in all Seven Leadership Dimensions. An effective team strives to develop expertise around all, balancing them with team / organizational needs.

In the space provided below, pick three Dimensions that your team needs to develop. Look at your scores for all seven Dimensions on **page 12-15**. While evaluating which ones are important for the team, consider the industry and the product you work with as well as your own team goals; you may want to improve skills related to those Dimensions that received high scores, as well.

1. _____
2. _____
3. _____

TEAM ACTION PLAN

Next, place these three Dimensions in the table below:

KEY FUTURE PERFORMANCE DIMENSIONS FOR YOUR TEAM			
DIMENSION - _____ -LEADERSHIP			
ITEMS	ACTIONS	PERSON IN CHARGE	WHO / WHEN
Write ideas on how the team can improve its ability to succeed at that Dimension. Also, populate this column with the <i>Zone of Improvement</i> items from the respective charts.	Indicate how to bring these ideas to life.	Indicate the person responsible for ensuring these improvements happen. May also include the resources needed.	Indicate the team member who will evaluate these actions and the timeframe for doing so.

Having assessed your team’s developmental needs, now you can focus on some fun stuff! Let’s add some informality to your team interactions.

ACTION PLAN PART III: MAKE CONNECTIONS HAPPEN

AIM Strategies® believes that understanding each other’s preferences and hobbies will make the team a more cohesive unit. The *virtual watercooler* is a way to create new shared experiences that can open communication lines and increase understanding. There are many ways to create these watercooler interactions that replicate on-site office environments, where people meet each other in break rooms, chat near the coffee machine or watercooler or celebrate birthdays. Without the luxury of face time, you can simulate creative gatherings to connect your team members to each other and to you.

To start, here are suggestions on how to start those virtual watercooler conversations:

- Set up a “get to know everyone” virtual gathering where new members can join and introduce themselves. They can talk about their hobbies or share one thing about themselves with team members.
- Update your company’s internal directory or create a special website that contains pictures, life events, and special interests in each person’s profile; include an area for comments. Use the information obtained from the Common Threads table on [page 5](#).
- Continue to build rapport during meetings by allowing a few minutes at the beginning for social discourse, e. g. allocate a minute or two for each member to check-in and update participants about something of importance to that individual. Also, consider assigning “break buddies” who can chat with each other after the team call or during breaks.

- Create ongoing social interactions. Learn one thing about each team member's life outside of work – an interest or special hobby.
- Create opportunities to solicit creative and innovative ideas. Conduct a brainstorming call. Use a round-table technique and solicit everyone's input. Follow collaborative brainstorming guidelines that encourage 'no judgment' and 'listening'.

Congratulations! You have completed the Team Setup Action Plan, and now have a strong basis for team development. Remember, this report is a guide for ideas and suggestions. Implementing them is up to you.

We welcome your ideas, comments and suggestions. See our contact information on the following page.

Thank you –

The AIM Team

ABOUT AIM STRATEGIES®

AIM Strategies® Applied Innovative Management® is a results-driven Human Capital Consulting firm specializing in the areas of: Global Leadership Development, Co-located and Virtual Team Facilitation, and Cross Cultural Communications. Our mission is to help our clients build effective global leadership and management skills to enhance business performance. Known for an innovative approach, which clearly links with the client's business strategy, we help you develop global

leaders with the skills necessary for business success in the 21st Century.

To request information about AIM's approach, please email info@aim-strategies.com or visit www.aim-strategies.com to learn about techniques related to raising your innovative management IQ. We are confident that the solutions we develop fit your needs and culture and our services unlock the people potential of your organization!

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