

Business DNA[®]

DNA Team Performance Powerful Questions Book

**Facilitation for Unlocking
the Potential of Your Team**



Why a Book of Powerful Team Questions?

Welcome to the DNA Team Performance - Powerful Team Questions Book.

In my experience if you've ever worked in a successful team, you will have understood the feeling of belonging to something special. When you encounter this feeling of 'teamness' you find that team members use the words 'we' and 'us' most of the time.

Teams generate a climate of loyalty, which stems from the acceptance of dependence on others to achieve a desired outcome. This trust and dependence comes from understanding and respecting the behavioral style of colleagues.

A Team should always be more than just a group of individuals working together. It should share a common purpose, which is clear to each Team member. The purpose of this book is to provide you with key questions to ask in order to bring the people you are working with to a position of 'teamness' where you acknowledge the value each brings to the Team and, from that, understanding will work together to formulate and take ownership of their role in the business.

Specific questions have been provided in this book to address the key behavioral themes of each Business DNA® profile factor and sub-factor. My recommendation is to ask questions in relation to those factors. When addressing the individual ask questions that focus on their highest and lowest profile scores as this will be addressing their greatest strengths and struggles. When asking questions to the whole team ask questions that focus on areas of similarity followed by questions on areas of difference. This process will begin to uncover likely areas that require input in terms of building more effective working relationships. These areas are also likely to be where the greatest differences in life perspective and team/business motivation will be. Importantly, it will also uncover the communication and listening style of each Team member.

With teams I have found that it is rarely the individual skills of the team members that are in doubt but more often it is the behavior of the individuals that make up the team that cause the team to succeed or fail. Revealing the differences may highlight potential dysfunction but revealing the similarities will provide keys to resolving these potential areas of difficulty. Remember everyone is valuable; everyone has a contribution to make. The key is uncovering this DNA and using it to build a successful and high performing team.

By addressing these core areas with powerful questions you will have a richer and more passionate Team discussion, and in the process make each Team member feel more understood and recognize the value they bring to the Team. There is no better way to accelerating trust within the Team and building unity around a common Team/Business purpose and mission.

Whilst not compulsory to use the Business DNA profiles with clients, I encourage facilitators to participate in our training programs. The training will help you better learn how to interpret the Business DNA profiles and improve your team facilitation skills; the knowledge of individual and team behaviors will place you in a stronger position as a facilitator to the team. To receive more information about our training programs please contact us at inquiries@businessdnaresources.com

I sincerely hope that this book is helpful in making the DNA Team Performance experience more practical, and that it will be a significant step towards unlocking greater Team unity for those you work with.

Good luck! - *Hugh Massie, August 2009*

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1. Introduction, Overview and Objectives

A Behavioral Approach to Team Performance



To transform business performance, you need to build and develop your people.

The Business DNA Discovery Process is a structured system consisting of personality tests and facilitation tools used to discover a person's unique natural DNA behavior code and the influences of the environment, experiences and education on how they are motivated to behavior in life and the workplace.

The depth, breadth and reliability of the behavioral information uncovered by the Business DNA personality tests is unparalleled anywhere in the world.

The behavioral information discovered is then used in a range of high powered intelligent solutions applicable to business transformation including: marketing and sales, hiring, building teams, leadership development, business planning, succession planning, career and personal development.

These intelligent solutions can then form the core of consulting, training, coaching and marketing programs.

Objectives of Powerful Team Questions

Our belief is that powerful questions asked at the right time can fundamentally change a person's life as a whole, and how they perform at work and in relating to others. The impact of the questions can be significantly increased if they are customized to the unique natural DNA behavior code of the person.

So, the primary objective of this book is to provide a series of powerful questions which can be used to customize your interactions with team members, your peers and even your leaders, and generally any one in your who you interact with. In a team setting, some of the outcomes of asking powerful questions will be:

- To build one professional, effective, unified Team
- To get to know each other
- To uncover latent potential
- To identify & remove any road blocks
- To set future direction
- To develop individual potential
- To recognise results and learn from them
- To evaluate individual and team performance
- To agree a way forward

2. How to use the Team Behavior Powerful Questions Book

Using this Book

An Important Key

To motivate a group of individuals to become a highly effective and efficient team is all about developing a culture where seeking out best practice is the natural thing to do.

This book is provided so that you as a Team leader, Team Member or Facilitator can address the following:

1. Using the Business DNA personality profiles to build and select a team
2. Uncovering and resolving issues in an underperforming team
3. Uncovering and highlighting what makes a highly effective team (so that the model can be replicated)
4. Providing a forum into which to introduce a new Team leader into an existing team
5. Enabling an existing team to successfully integrate a new member into an existing team
6. Undertaking a team skills and behavior audit with a view to introducing the team to a new critical business project (for example - identifying their ability to work under pressure to deliver an outcome)

The Business DNA suite of profiles will provide insight into behaviors and the possibility of these behaviors surfacing in the face of work pressure, stress, change or other identifiable triggers.

A team has a responsibility to focus on the business and to work together to achieve the required outputs. This Team Behavior Powerful Questions Book will provide the Team Leader and/or Facilitator with the tools to ensure that the team and its members function to their optimum level of performance in all environments.

The list of qualities needed by team members, supervisors, managers and executives to ensure the success of any day to day business project is immense. Teams may face projects or tasks that appear daunting, but all are achievable, providing the first stepping stones to building a healthy team relationship are in place.

Successful team leaders and managers should be continually looking for tomorrow's problems and issues today to detect signs of changes and pitfalls that get in the way of a healthy working team.

This Team Behavior Powerful Questions Book will set out those stepping stones for you.

3. What Makes a Healthy Team?

3.1 Healthy Team Relationships

Is Something Wrong? – the indicators

In trying to establish what makes a healthy working Team relationship Team Leaders and Facilitators should be able to recognize the danger signs which might indicate that something is wrong within a team.

A strong indicator that there is something wrong is when individuals who are known to be supportive, reasonable and responsible:-

- Begin to perform poorly, miss deadlines, produce substandard work
- Expect others to solve their problems
- Do not take responsibility for their actions
- Get into destructive corridor discussion instead of working things out with the 'team'
- Criticise
- Have no time to listen to others opinions
- Become confrontational
- Show no real commitment to working as part of a team
- Work to their own agenda

Is this a Healthy Team? – the indicators

Set out below are some keys to help both team leaders and facilitators understand what a healthy team looks and feels like:

1. Winning team leaders will be a committed to talking about the 'team relationship' rather than the tasks and processes
2. The individual team members will be learning to adapt to change, to embrace it and turn it to the advantage of the project or business task
3. Everyone involved will be committed to high standards as well as clear objectives
4. A good working team relationship allows for differences of opinion to influence unity
5. No one will feel threatened by other team members strengths
6. Every team member will understand the value they bring to the team
7. A healthy team relationship will see a sense of value and purpose in the work they perform
8. Supervisors and managers will strive to provide a positive sense of direction in order to bring meaning to the lives of team members
9. Those tasked with making decisions will act decisively in a non blame culture, ensuring that decisions are soundly based and not just impulsive
10. Good leadership within the team structure will ensure that an atmosphere of enthusiasm prevails in which individuals are stimulated to perform well, find fulfillment, gain self-respect and know that they play an integral role in providing the service required by the company.
11. A healthy Team relationship will have clear responsibilities and defined strategies, so collective effort is enhanced not hindered
12. Strong committed leadership will recognize what best motivates all members of the team and use these motivations to achieve the standards and objectives of the team. Understanding the individual team members Business DNA profiles will provide this information.
13. The team should not feel constrained but should determine the boundaries within which they can freely work in order to provide a seamless service to all the parts of the business across which they have a relationship.

Key:

If a member of the team is continually sabotaging the efforts of the group, even after everything possible has been tried to include them into the team, now is the time to make a stand and take the difficult decision to remove them from the team. There will be no gain without the pain.

3.2 Business Environment Risks

Below are questions to ask in order to uncover business environment risks. Remember that if the company is open to any of the following issues this may be having a knock on effect to the staff and thereby making teams and their effectiveness weak.

1. What is the current state of the Economy?
2. Is the economical environment affecting the business?
3. Are rising costs preventing the hiring of talented and effective staff?
4. Is the business susceptible to high market competition?
5. Is the core product of the business vulnerable to product life cycle changes?
6. Does the business model need to be more flexible?
7. Is the business and teams trying to be productive and effective in tight labor markets?
8. Does the financing structure of the business need to be reviewed?
9. Is the company at risk from fluctuating currency?
10. Is the company at risk from Regulatory Changes?
11. Is the company at risk from political instability?
12. Is the company vulnerable to law suits?
13. Are there poor internal controls?
14. Is the technology in use obsolete?
15. Has there been any effort to align individuals into teams?
16. Within the business is there a lack of trust?
17. Does the business look to be task focus at the cost of relationships?
18. In looking at key positions throughout the business are there square pegs in round holes?
19. Does the human resources statistical information divulge that the business is not attracting and retaining good people?
20. Is there evidence of stress?
21. Is the businesses obtaining new clients?
22. Is there a lack of business purpose and clarity?
23. Is there a lack of sustainable performance?

Key:

A healthy team led by strong and creative leadership at all levels can help the business navigate the difficult seasons.

3.3 Individual Team Member Behavior Impediments

Below are questions to ask in order to uncover individual team behavior impediments. The answers to some of these questions may become evident during the one on one question time that the Facilitator has with the team members.

1. Does the person have low self understanding and awareness?
2. Do they actively listen when being spoken to?
3. Does their observable behavior show that they do not consult with fellow team members?
4. Does their observable behavior show that they withhold information?
5. Does the individual make emotional decisions?
6. Are they too open and free with information?
7. Do they share their problems?
8. Is the individual a poor networker?
9. Are they overly optimistic?
10. Is their communication style unclear and difficult to follow?
11. Do they lack patience?
12. Are they inclined to procrastinate?
13. Do they compromise too much?
14. Do they fail to follow laid down processes and procedures?
15. Do they overlook details?
16. Do they ignore rules?
17. Do they over analyze?
18. Do they cut corners?
19. Do they fail to implement or follow through?
20. Do they lack initiative?
21. Are they over reliant on proven way – referring the status quo?
22. Do they have poor ethics and values?

Key:

Individuals who are getting in the way of their own success will usually have little or no insight into their behavioral or communication style.

3.4 Leadership Style Behavior Impediments

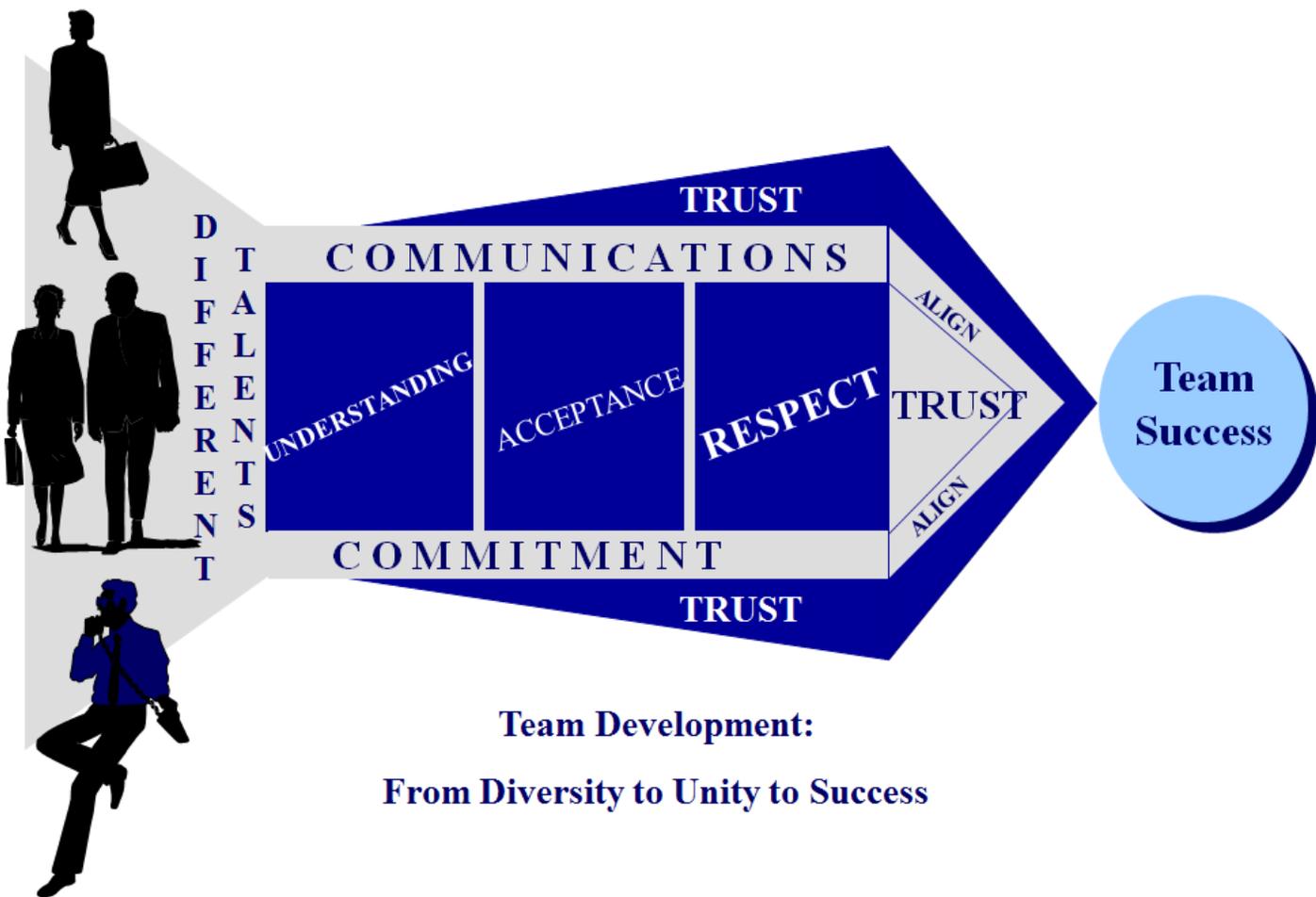
Below are questions to ask in order to uncover leadership behavior impediments. The answers to some of these questions may become evident during the one on one question time that the Facilitator has with the team members. For the Team leader the questions asked of the individual also apply and the following questions are for their role as a Team Leader.

1. Do they have lack of trust in themselves and others?
2. Do they show a personal bias in decision making?
3. Do they show signs of self-interest rather than team interest?
4. Do they have poor delegation skills?
5. Are they overly controlling in their leadership style?
6. Do they lack a clear vision of what is required of the team and where the business is going?
7. Do they set unrealistic goals for the team?
8. Are they hesitant in their decision making?
9. As a team leader are they approachable?
10. Are they driven by ego and image?
11. Do they lack fiscal restraint?
12. Are they too reactionary?
13. Are they a healer or breaker of relationships?
14. Are they impulsive?
15. Do they discount new ideas?
16. Are they inflexible?
17. Do they set boundaries?
18. Do they take appropriate risks?
19. Do they miss opportunities?
20. Do they tend to choose unsuitable people for the team?
21. Do they overuse or underuse individual team members talents?
22. Do they have a correct and appropriate customer focus?
23. Do you see conflicts of interest in their role as a leader?
24. Overall is their business and personal life stable?

Key

Leadership impediments will come when the leader has little or no insight into self and/or the team members behavioral or communication styles.

Team Development Model



4. The Role of the Facilitator

4.1 The Role of the Facilitator

The word Facilitator is defined as - *someone who helps a group of people understand their common objectives and assists them to plan to achieve them without taking a particular position in the discussion. The facilitator will try to assist the group in achieving a consensus on any disagreements that preexist or emerge in the meeting so that it has a strong basis for future action.*

A Team Leader is defined as - *someone (or in certain cases there may be multiple team leaders) who provides guidance, instruction, direction, leadership to a group of other individuals for the purpose of achieving a key result or group of aligned results. The team leader monitors the quantitative and qualitative result that is to be achieved.*

It is important to note that the team membership may not always directly report or answer to the team leader, (who is very often a senior member of the organization but may or may not be a manager) but would be expected to provide support to the team leader and other team members in achieving the team's goals.

Engaging the services of an independent facilitator for the Team event ensures absolute impartiality.

Using the leader of the team currently under review needs to be handled with care. In either scenario there needs to be a “buy in” to the process from the members of the team.

Importantly the use of the individual and team profiles ensures that the event is built on work place behaviors rather than individual personalities.

In most teams the gaps lie in not understanding each others behavioral, communication and listening styles together with team members not feeling appreciated or respected. As the Facilitator, success will depend largely on the preparation you undertake and your knowledge and insight into the core behaviors of the Team with which you are working. Understanding and interpretation of the profiles is a crucial element to the successful outcome of the event.

Sharing your profile with the Team will quickly build rapport and enable you to explain how you wish to be communicated with as well as highlighting the skills you as their facilitator bring too the process.

An important note to Facilitators

Central to the complete success of the Team review is to understand the cross business relationships that currently exists between other departments. Reaching a successful outcome to building an effective team might well require the inclusion of other teams across the business.

What needs to be understood is that in order to make a relationship such as this work effectively, a complete review of processes, relationships and roles and responsibilities should be undertaken to ensure that everyone is clear about the part they are expected to play. Knowing this ensures that the business is served well.

4.1 The Role of the Facilitator

1. **Your Role: As a Facilitator** your role will be to guide the Team Leader and the members of the Team through the Powerful Team questions showing no favor to any individual. It will be important to have undertaken a full and complete pulse check analysis of the team before a team meeting and have discussed the responses with the Team Leader. However, as a facilitator it is central to the process to ensure that the Team Leader is seen as part of the team during the team building process. Key to the Team Building process will be to understand what role the Team Leader might have played in the Team so far. Remember that the Team might see the Team Leader as part of the problem rather than part of the solution.
2. **Set The Direction:** The direction and nature of the facilitation will depend on the team member's responses to your early pulse check questions and what they want to achieve out of the meeting. Remember as a Team Facilitator you want to motivate the Team members to open up, explore and connect to you for a long-term relationship. Aim to achieve a memorable outcome from each meeting. Celebrate the successes.
3. **Appreciative Inquiry:** Create a deeper and richer conversation with the team through using "appreciative" questions.
4. **Watch closely** for any team member who is not participating in the process. Working with the DNA profiles in advance of the process will provide you with insight into those members most likely to 'take over' and those who will 'stay in the shadows'.
5. **Golden Facilitation Rules:** Do not make statements to the team or be analytical or interpretative, listen to them, ask questions to guide, facilitate and empower them, be curious, draw them out - "tell me more".
6. **Fear:** Do not let your own fears of asking questions get in the way – remember why the team is with you – very often they are expecting to complete the Business DNA and Communication DNA profiles and have an in-depth discussion about them – people love to talk about themselves.
7. **Challenging Questions:** If the questions are too challenging for some team members – let them answer in writing – this is less threatening and can overcome difficulty in verbalizing a response to an emotional issue.
8. **Pushing the process:** You do not have to "push" the process to where a person cannot go – some will move fast and others more slowly – however, encourage each team member to open up and tell you more.
9. **Extroverted Team Members:** Some team members will be naturally more extroverted, enthusiastic, social and verbal which means they will generally tell you more. Others will naturally be more introverted, serious, introspective and quiet so they may not be as volunteering with responses and information.
10. **Time to analyze:** There will also be team members who will need time to analyze and think through the question and their response to it. Consider setting some of these questions overnight as preparation for the next day.

4.2 Facilitator Responsibilities

Preparation is key to the success of any undertaking. In the case of facilitating the building of a team it becomes more critical as the facilitator needs to understand why they are undertaking this project.

Pre event diagnostics – Taking the Pulse of the current Team Structure and Behavior

The Facilitator should ensure that the current Team Pulse is established and recorded before embarking onto the main program.

Section 5 provides a list of questions which can be used to do a pulse check of the team and their current status in a variety of different ways.

Some suggestions are:

- Ask the questions on a one to one with individual team members
- Ask the questions as a team
- Ask the questions using individual profile behavior styles. Example: interview each behavior style group and use the answers to compare the responses across the team.

The use of the Business DNA profiles is a critical part of the pulse check and will ensure that you are fully aware of individual behavioral, working, communication and listening styles. It will provide valuable insight into any skill gaps within the team as well highlighting any 'hot spots' such as stress or relationship breakdown.

Case studies have been provided for you in the Annexes but there is no substitute for using the profiles of the team you are facilitating.

A Key to being an effective Facilitator is to stand back and observe a) the team in action b) the various individuals and how they interact with each other and c) the role of the leader and how they behave with their team and how the team reacts to the leaders.

Here are some questions to ask of yourself as the Facilitator.

1. Does the leader keep the team focused on the business and the deliverables?
2. Does the team leader encourage input from each team member?
3. Is the team leader a good facilitator?
4. Is the team leader a good mediator?
5. Is the team leader a consistent decision maker?
6. Does the team leader encourage and build up the team members?
7. Does the team leader have favorites?
8. Is the team leader a good time keeper?
9. Does the team leader run effective and efficient meetings?
10. Does the team leader set high standards of excellence?
11. How do the members of the team interact with each other?
12. How can the Business DNA profiles best be used to facilitate this project?
13. Am I clear about who the key stakeholders are to this project?
14. Am I clear about the outcomes that are expected?
15. Am I building a good rapport with the team members and their leader?
16. Do the members of the team sound and look like a happy group?
17. Do the sick records for the team show excessive amounts of leave being taken?
18. Is the work being produced of a high quality?
19. Will I be able to handle any conflict?
20. Do I have the tools to motivate, build and encourage?
21. Am I fully aware of my own behavioral profile?
22. Do I understand my own communication, leadership and relationships skills?

5. Team Pulse Check for Benchmarking the Team

5.1 Taking the Team Pulse Check

Team Pulse Check:

The Team Pulse Check will provide an important point of reference for the Facilitator and indeed for those taking part in the team development exercise.

This yardstick will ensure that everything that the facilitator and the team undertake is measurable. A Team open to such scrutiny shows a strong commitment to ensuring a successful outcome.

Identifying a Benchmark will focus the team and:

- Provide an insight into the workings of the business and the team
- Provide a starting point from which they can improve
- Enable future planning to be undertaken
- Identify areas of under resourcing
- Will open minds to new opportunities
- Will improve relationships with each other's customers and stakeholders

There are four basic phases to the benchmark process.

1. Collecting the Information
2. Evaluating and Understanding
3. Analyzing the Information
4. Put into action

Asking Questions in this Pulse Checking Exercise will:

- Improve each team member's self awareness of who they are and their relationship with the team
- Identify the similar and different individual perspectives about the team and the way it performs its duties utilizing behavioral insights.
- Identify the individual and team values.
- Get through the "team manners" to beneath the surface of the team issues on each person's unique terms. Using the Business DNA (or Communication DNA) profile to navigate this.
- Open up dialogue with each team member communicating their true views, feelings, opinions, intentions or goals.
- Enhance the team communication and relationships through greater understanding.
- Build the team purpose and a foundation for greater unity based on a more transparent team model and style of working and communication with each other.
- Establish how the team will commit to using individual profiles to enhance the team building process.
- Uncover more about the challenges that each team member may be having.
- Identify additional areas in which business, personal, financial motivation, career development education may be required.
- Provide the Facilitator with useful information which should be fed into the remainder of the project.

Key

It is vital to the process for the Facilitator to have a clear understanding of:

- **Why they have been engaged to undertake this facilitation.**
- **The critical issues facing the Team**
- **A confirmation of information the Facilitator has been provided with**
- **The expected outcome**
- **Whether all the Team are 'signed up' to the process.**

5.2 Questions for the Team Leader

1. How would you define your role as a leader of this Team?
2. Do you see your role as:
 - Setting vision and direction
 - Defining and setting expectations
 - Solving problems
 - Mentoring and coaching staff
 - Delivering an outcome
 - Enhancing your career
3. Do you believe that the team you lead can deliver the required outcomes?
4. How do you think your team members would answer these questions?
5. Define the issues that you believe the team is facing today?
6. What are the key changes that you think need to be made in order to build the team into an efficient and successful team?
7. Do you know the similarities and differences of your team members?
8. How do your team members see you?
9. Do you have a clear understanding of the behavioral styles of your team?
10. Do you have a clear understanding of how the individual team members prefer to be communicated with?
11. Does the team have a clear understanding of your behavioral and communication style?
12. Do you think that the team dynamic would be improved by the sharing of this information?
13. What is the main concern that you have for your team right now?
14. What does the history of your team and the role it plays in the business mean to you?
15. To what extent have you, your line manager and your team members talked about the team and its performance and your objectives for undertaking this team performance analysis?
16. Do your team members fully understand the level of questioning and profiling required to be undertaken in order to build this team and take it to a greater level of performance and excellence. value?
17. Why is it important to you as a leader and to the members of the team to take the team performance to a whole new level?
18. What expectations do you have as to the outcome of the team building process?
19. Are the team members fully aware of the standards and direction that you have set as an outcome to this event? Have these been discussed? What was the reaction?
20. Does your team have a major transition coming up or that has taken place which will have a lasting impact (e.g. change of company senior personnel, difficult and stretching project, individual team member personal events such as death in the family, illness)?
21. Do you currently have professional business advisors? What is your relationship with them?
22. How could your current strategic and business planning be improved?
23. Is there any aspect of your current planning process which would cause controversy? Are you even part of the planning process for the business?
24. Do you know the preferred working and communicating style of each of the members of your team?
25. Are you an effective and functional team?
26. Do you have satisfied customers both internally and externally?
27. Are you loyal to each other?
28. Do you know what the Team objectives are?
29. Are the objectives clear to all members of the team?
30. Do you know what your major responsibilities?
31. What do you like best about your role in the team?

5.2 Questions for the Team Leader continued

32. What do you like least about your role in the team?
33. Do you know what is expected of you in this team on a day to day basis?
34. Are you fulfilled in your role?
35. Do you provide a good service both as an individual and as a team?
36. Do you understand the obstacles to building a good team?
37. Have you discussed these obstacles with your team leader/peers?
38. Do you know what your peers expect from you?
39. Is your opinion valued in the team?
40. Do you have limited resources?
41. Have you discussed with your fellow members how to work around those limitations?
42. What are you hoping to get from this Team building event?
43. In the last seven days have you received recognition or encouragement for good work?
44. Where do you see this team in 12 months time?
45. Your ultimate responsibility as a the team leader is to help the organization achieve its goals. Do you agree with this statement?
46. Under your leadership would you say that your team get results? Explain.
47. The ultimate synergy is when your aims and the team members aims align with company targets. Is this assertion the basis of your leadership with your team?
48. Do you see yourself as a manager of people or a manager of tasks? What do see as the difference?
49. Would you as the team leader see your responsibility as being a strategist as well as a hand on manager?
50. Are you clear about both yours and your individual team members role and responsibilities? How do you think your team members would answer this question?

5.3 Leadership Style

Look at the list below and indicate which of the statements describes your leadership style

As the Team Leader I..... :

- Look for tomorrow's problems today
- Learn to adapt/respond to change
- Set high standards
- Set clear objectives
- Create a sense of value & purpose in work
- Think clearly & rationally
- Provide a positive sense of direction
- Act decisively
- Make soundly based decisions
- Keep my composure
- Create an atmosphere of enthusiasm
- Define roles and responsibilities
- Use the team as a 'think tank'
- Understand the behavioral styles of the team
- See clearly where the opportunities for improvement are.
- Think before I communicate
- Am a good time keeper
- Value you other peoples opinion
- Understanding what is the best form of communication which each of my team members.
- Give feedback when appropriate
- Encourage my team
- Don't allow email wars
- Encourage courteousness
- Don't tolerate Prima Donnas

5.3 Questions for Individual Team Members

Wherever possible these questions should be asked by the Facilitator on a one to one basis. This will help build rapport with the team members and also provide the Facilitator the opportunity to ask supplementary questions in required. If the size of the Team prevents this one to one – then the questions should be given to the individual in a way that they can provide written answers.

1. Where is your life going well right now?
2. What is your greatest strength?
3. What is the purpose for your life?
4. What are you passionate about?
5. What is important to you?
6. When are all aspects of your life working well together?
7. How do you plan to realize your life, career and financial potential?
8. What are the best and worst decisions you have made either in your working or family life?
9. When are your relationships most aligned?
10. How do you want to be remembered?
11. Do you know the preferred working and communicating style of each of the members of your team?
12. Are you an effective and functional team?
13. Do you have satisfied customers both internally and externally?
14. Are you loyal to each other?
15. Do you know what the Team objectives are?
16. Are the objectives clear to all members of the team?
17. What do you like best about your role in the team?
18. What do you like least about your role in the team?
19. Do you know what is expected of you in this team on a day to day basis?
20. Are you fulfilled in your role?
21. Do you provide good customer and internal service both as an individual and as a team?
22. Do you understand the obstacles to building a good team?
23. Have you discussed these obstacles with your team leader/peers?
24. Do you know what your peers expect from you?
25. Is your opinion valued in the team?
26. Do you have limited resources?
27. Have you discussed with your fellow members how to work around those limitations?
28. What are you hoping to get from this Team DNA building event?
29. In the last seven days have you received recognition or encouragement for good work?
30. Where do you see this team in 12 months time?
31. The ultimate responsibility of your team leader is to help the organization achieve its goals. Do you agree with this statement?
32. Under your team leaders leadership would you say that your team gets results? Explain.
33. The ultimate synergy is when the team leaders aims and the team members aims align with company targets. Do you agree with this statement? If not, why not?

5.4 Questions for Individual Team Members Continued

34. Do you see your Team Leader as a manager of people or a manager of tasks? What do you see as the difference?
35. Would you see the role of your team leader as being a strategist as well as a hand on manager?
36. Do you think that your Team Leader has a clear understanding about their own and the individual team members role and responsibilities? How do you think your team leader would answer this question?
37. Tell me what you think are the issues facing the Team today?
38. Describe the skills sets you believe are needed to resolve this problem.
39. Do you think the required skill sets are in the team?
40. Do you believe that each member of the team is adding value team? If yes, how are they adding value; if no, what is getting in the way of them adding value?
41. As a team what steps do you need to take to solve the problems you face.
42. Does your team colleagues opinions of your value and decision making skills matter to you?
43. Describe a time when you had a solution to contribute and weren't listened to. How did that make you feel.
44. Would your colleagues describe you as a Team Player?
45. How does the team take ownership of issues and problems to be faced?
46. Does the team have a culture of blame and pointing the finger rather than taking ownership of issues?
47. What role do you play in ensuring the team remains focused on the business, the deliverables and resolving issues?
48. Does the team leader encourage input from each team member?
49. Describe how you feel when decisions are made and your input was part of the solution. How did that make you feel?
50. What are the skills needed to be a good team leader?
51. What are the skills needed to be an effective member of a team?
52. How valuable to the problem solving process are the following: the team leader as a facilitator, mediator, decision maker, leader.
53. What do you see as your role in the problem solving process?
54. Can you tell me the risks to the team from a team leader who has clear favorites among your colleagues?
55. How do you resolve issues that arise with your team colleagues?
56. How important to the success of the team is good time keeping, running effective and efficient meetings, having clearly defined standards of excellence?
57. How important to you personally is it to be part of the decision making process?
58. Describe a situation when your exclusion from the decision making and problem solving

5.4 Questions for Individual Team Members Continued

59. Describe a situation when your exclusion from the decision making and problem solving process would be acceptable to you.
60. Using your Business DNA profile can you describe your problem solving approach?
61. Using your Team DNA profile can you describe the strengths and limitations of the behaviors in your team in the problem solving procedure.
62. Where do you see this team in 12 months time?
63. What is most important to you right now in your team relationships?
64. How could the communication and trust be improved in your in the team?
65. In what ways do you see your team coming together as a more cohesive team? How committed are you to ensuring this can happen?
66. What would you wish for the most as an outcome to this building process?
67. How important is it for you to understand more about the team dynamics and the individual personalities and behaviors that form this team?
68. To what degree would you like to be involved in making and taking responsibility for team planning and decisions in the future?
69. How could a team get-together, meeting or retreat help? Have you ever held such an event as a team? If yes, what was it like?
70. If you have not held such an event before, what would concern you about such a meeting or retreat with your team colleagues? Would there be barriers to such a meeting or retreat, how could they be resolved beforehand?
71. To what extent are you prepared to be vulnerable with other team members? Would you be prepared to share the content of your personal Business DNA profile?
72. If the meeting was successful, what do you think this would look like?
73. How could your team have fun together?

As the Facilitator it is important to obtain the buy in of each team member to the process of scrutinizing and building the team of which they are a part. Remember that in some organizations team members might not have been consulted about the process. It is, therefore, important to spend as much time in the preparation stage with team members to understand their position and views on the team dynamics. This time will help to avoid any unexpected issues being raised when you bring the team and the leader(s) together.

5.4 Questions for Individual Team Members Continued

A skill set self analysis for the individual team member:

Identify the skills you bring to the team and whether are they used in the team:

1. Product Knowledge
2. Presentation
3. Politeness
4. Listening to customer requirements
5. Clear expression
6. Efficiency / Promptness
7. Willingness
8. Helpfulness
9. Friendliness
10. Warmth
11. Non verbal
12. Satisfying customer and maintain loyalty to the organisation
13. Flexibility re. different customers and projects
14. Excellent time keeping
15. Sensitivity
16. Discretion and tact
17. Handling difficult customers & complaints
18. Negotiating or cross selling
19. Superior verbal communication
20. Tolerance to pressure
21. Flair / style
22. Assertiveness
23. Questioning techniques
24. Presenting the organisation well
25. Establishing rapport
26. Understanding and handling cultural differences and needs
27. Using initiative
28. Reliable decision maker
29. Good at problem solving
30. Analysis of data
31. Planning and goal setting
32. Excellent time keeping

5.5 Summary: What Team Benchmarking Uncovers Using Questions

Performance

Behavior

What motivates/drives the individual

Core Values and Integrity

Latent stress

Unclear life direction

Inherent Workplace Behavior

A Team Player or a Loner

A Leader or a Participant

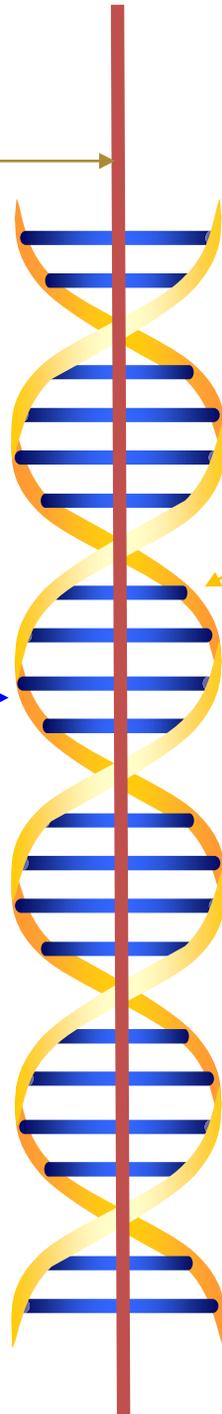
Business Talents Aligned or Not

Mentor/coach needed

Unclear objectives

Standard of decision making

Reliability under pressure



Performance and how to improve
Quality

Gaps in the skill set needed

Potential hot spots

Disconnect from the Team

Communications and Listening
Too vocal

Too quiet

Will participate in the process

Will stay in the margins during the process

Careful analysis of the individual and Team profiles can be used to aid facilitation of the Team Building event

5.5 Summary What Team Benchmarking Uncovers Using Profiles and Questioning

Core Life Motivations

Natural Hard Wired Behavior

Non alignment of the team members

Lack of momentum

Ability to cope with change

Core Life Drivers

Inherent Workplace Behavior

A Leader or a Participant

Business Talents Aligned or Not

Round peg in a round/square hole

Poor decision making processes

What skill/talent is missing from the Team

Leadership Performance

Learned Behavior

Potential for future leadership within in the Team.

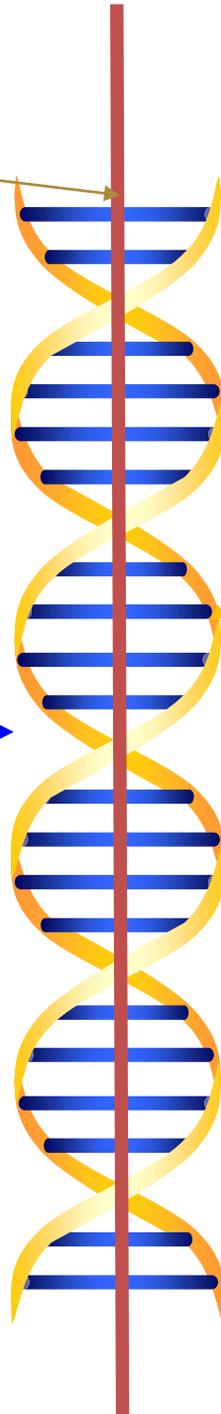
Best Practice for planning

Setting higher standards

Gives focus to processes

Models the most effective team

Identifies coaching and training needs



The analysis of the Team Profile will identify strengths and limitations of the individuals that make u the Team. The Team profile provides clear insight into the management style needed for the leadership of the team.

6. Professional Development

6.1 Personal Values - Special Team Meeting Questions

These are a range of additional questions that you can choose from to have a deeper discussion with the team in particular areas to understand and guide them.

Some of the themes raised by these questions may already have been addressed at an initial level by earlier questions. Further, some of these questions will go to the core of who they are as a person.

Remember it only has to be one of these questions that could take the discussion to a deeper level .

By asking some of these questions you will learn a lot more about their behavior and can more effectively apply the profile information to the discussion.

1. What team differences of opinion have you experienced? Describe some situations?
2. Which team members do you share similar perspectives with? Why?
3. How have you seen these different perspectives influence the way in which each team member addresses team and life situations?
4. Which team relationships may be in jeopardy as a result of the changes made to the team personnel? Why?
5. What do you believe is the impact of the following in your team?
 - Different talents;
 - Personality clashes
 - Creativity v Sales and Marketing
 - Influences of changing business environment;
 - External influences;
 - Tighter deadlines
6. What team behavior have you seen as a result of these differences?
7. How do you initiate difficult discussions in your team colleagues or your team leader?
8. If you have a disagreement with another team member, how do you reconcile your differences?
9. How have you successfully handled a disagreement over deadlines or budgetary restrictions?
10. How could communication and trust be enhanced in your team?
11. What needs to happen to enable every team member to communicate their views and to contribute to finding a way to restore the good working and successful team that you once were?

6.1 Personal Values Questions continued

12. Trust – to what degree do you trust each of the members of the team to deliver their part of the whole process.
13. Commitment – Do you believe your colleagues are committed to returning to the excellent performing team they once were. If not why not.
14. Pride – as the team performance has slipped how has this effected your pride in the work that you produce.
15. Accepting – How much does luck play in the success of this team? Have the changes to the team personnel changed the potential for success.
16. Involvement - Does the thought of actively working through the team issues to find a solution: scare you? Excite you? Intimidate you?
17. Emotion - describe how you feel about needing to go through this fairly intimate process of building back up the team.
18. Confidence – how confident are you that by using the facilitator, the Business DNA profiles and your own involvement into the process you will have a successful outcome.
19. Contentment – How happy are you with your current unsettled team position?
20. Reflectivity – How much do you think about the way things used to be in the team. Do you wish you could go back to the way things used to be.
21. Anxiety – To what degree are you worried about the current team situation and your future career with the company.
22. Describe to me what you understand are the different motivations of each team member?
23. Explain how to communicate with each team member and the leader of the team?
24. Are there particular people in the Team that you communicate with more easily with others you find more difficult?
25. Which team members do you share similar business and life perspectives with?
26. What talents, skills and knowledge do you have on your team? What is missing? What do you believe you need?
27. Do you have shared values with the other team members?
28. Are the other team members clear about their unique gifts and purpose?
29. What will be the measures of success for the team? Do you all share this?

6.1 Personal Values Questions continued

30. If you were asked to describe the ethos of your team what would you say?
31. What do you see for your team in the next 2 to 3 years?
32. What are the largest challenges your team has today? What role would you want to play in handing these team challenges?
33. What role do you see yourself playing in this team in order to keep the team engaged? How are you going to preserve team continuity? What do you want the team to do together and what should it do separately in order to build the team performance and relationships up again?
34. What do you think the team has going for it that will ensure it doesn't fall apart again after this team building event?
35. What protocols, plans and mechanisms are in place for managing team members on different career paths, having different needs, getting frustrated and who are in conflict?
36. What makes a great team? Describe it?
37. What style of decision-making style does your team have?
38. What are the guiding principles for making team decisions?
39. Who is involved in making the decisions?
40. How much transparency is there in the team information flows?
41. What accountability is there for team decisions?
42. What does it mean to be loyal to your team? To whom and how do you show your loyalty?
43. What does it mean to be honest? Why is it important to be honest?
44. Is there ever a time when it is okay to be dishonest? Give an example of a time when you were dishonest. How did this make you feel?
45. What does it mean to be fair? Why is it important to be fair with others? Give examples of when you believe you have been fair? What happened? Give an example of when you did something that could be considered to be unfair? What was the reaction of the other person?
46. What does it mean to be responsible? What would happen if no one took responsibility? Describe some situations when you took responsibility.
47. What does it mean to be a good sport? What motivates people to be a poor sport? How have you shown good sportsmanship? How does good sportsmanship impact your business and family life?
48. Why is it important to be able to learn to forgive others? Do you know how to forgive others and move on? Are there behaviors that you cannot forgive? What are they? What does this mean for your working and family life?
49. How do you show gratitude to others? What is important about showing gratitude?
50. How do you define the relationship between success and the values you live by? How can money get in the way of your values? What is the cost of this? What do you gain by staying true to your values?
51. Describe a time when you felt your values and ethics were compromised? What did you do.

6.1 Personal Values Questions continued

52. Why did you come to this company?
53. What has been your personal motivation in working for this business?
54. As a member of this team what has been the primary driver of your personal business success?
55. Do you know what it takes to be a great team member?
56. What does your work mean to you?
57. How much of your identity is tied up in working in this team and for this company?
58. Are you working excessive hours because of expectations that have been placed on you?
59. Has your private life suffered as a result?
60. Do you have any regrets about joining this team/company?
61. How do you spend your spare time?
62. What is your vision for the career you have chosen? How far do you want to take it? What are your goals?
63. What is the greatest risk in your involvement in this team right now?
64. What are the barriers to the development of this team right now?
65. What differentiates team from others in the company? How could your team be further differentiated?
66. How is this team viewed by other parts of the business?

6.2 What the Business DNA Profile will Reveal/Uncover

The Facilitator should offer the following explanation and field any questions of concern that the participants might have.

- **The Business DNA Profile** measures normal “hard-wired” behavioral traits only.
- The profiles do not identify baggage or mental health though they can offer pointers towards potential pressure or hot spots.
- The profile outcomes remain stable over time.
- There are no ‘good’ or ‘bad’ profiles and the reports produced are not used to ‘box’ people.
- Remember the answers that you gave produce the profile. This is how you see yourself in terms of inherent behavior. It’s not necessarily how others see you. The team building event will provide a bridge to overcome this disparity.
- No decision should be made solely on profiles.
- The profiles are gender neutral.
- Based on University validation the profiles are right 90% of the time.

6.3 Discussion Plans

1. Team Building Events, workshops and/or Forums are often required when a business is under pressure to perform. It does not necessarily mean that the team has not provided successful outcomes in the past but rather that a team event may reveal areas of improvement. For example – as a consequence of understanding each others behavioral style the outcome could be a greater synergy between team members, thus producing far more effective and efficient outcomes. Another scenario could be a company needing to understand why a team is working well so that they can replicate the model throughout the business. Regardless of why the event is instigated it will address major strategic issues, improve team performance therefore improving the company bottom line. In some instances, a member of the senior management team will conduct the Team Event themselves or they will bring in an outside independent facilitator. For the purposes of this book this person will be an external Facilitator.
2. Generally, the “client” will be a senior member of the company executive team. They are likely to call upon the services of an external consultancy to assist with the resolving of issues facing the team, or to assist with the restructuring of a team following change, or indeed to prepare a team for future anticipated change.
3. Importantly, the facilitator should be clear that they have the buy in to the building process from senior company staff and other key stakeholders.
4. The Team DNA Powerful Questions book can be used in isolation of any facilitator. Team leaders, managers and even members of a team will benefit from having this authoritative book on their reference bookshelf.
5. This book presents a process from the perspective of an independent Facilitator being engaged to conduct the process by the company. It will then set out the route map to take the team and its leader through the building process.
6. The approach demonstrated in this book is focused on asking “Powerful Team Questions” at each stage of the team meeting process. However, these questions can be asked of team leader and team members in any setting, at any time.
7. Key to the process is to engage with each of the members of the team. Building a rapport with them will produce a much more successful outcome.
8. They will need to see that you (as a facilitator) have not already made your mind up. That your process is transparent and that you are a person of integrity.
9. There may be times when the discussion with team members provides you with confidential and/or classified information. You need to be sure that the information is not being given to you to compromise you. Wherever you are in doubt, refer to a senior colleague for advice.
10. You may well be given access into personal information about team members; either through HR or from the individual. At all stages it is important to have established that as a Facilitator you will keep this information confidential. Exceptions to this rule may be when you discover a staff member under extreme stress and that this situation has not been shared with colleagues but is clearly a significant key as to the persons poor performance.

6.4 Development Plans

The Team Building process should be well organized and have taken into account the pressures of the Team's work.

The Questioning

1. Should take place in a private environment where it is one on one
2. Any surveys completed by staff during the gathering information stage should be kept/stored confidentially at all times
3. A time limitation should be set for each set of questioning.....but
4. Sufficient time should be built into the project to enable conversations that are pertinent to the event to run over an allotted time

The Team Event

1. It should be established at the outset that when the team comes together as part of this project they are not expected to keep leaving the room to attend to team business. This can be very disruptive to the team building process.
2. The use of mobile phones and pagers should be limited to those on 'emergency call' only.
3. Sufficient refreshments and breaks should be provided though these need to be managed as team members may 'disappear' thus breaking the continuity of the event.
4. Key to the success of the event is to have obtained 'buy in' from all members of the team that the Team Profile will be shared.
5. In order to establish credibility the Facilitator profile should also be revealed as this may well encourage individuals to share their profiles with each other.
6. It is important to the success of the event to have established what the expected outcome is. This should have been established during questioning and should then be re-stated with the entire team.

6.5 Summary

Professional Development is about opening yourself up to scrutiny with a view to improving the way we do business.

Undergoing this kind of process is a mature and responsible way to ensure that we are functioning well in our chosen career both in terms of our talents and more importantly our behavior.

Having mobilized all the information required to understand the workings of the Team everyone needs to be committed to building the team into a highly efficient and effective group of individuals working together to a common outcome.

Whilst it is important to focus on failures it is equally important to focus on the successes. It is extremely important to notice the things that work well, why they worked well, and how this can be applied in the future.

In every aspect of this team development project it is imperative to respect others' rights as individuals. In addition your rights as a facilitator must also be respected.

When the event is completed it is essential to have established a support system map for the team and its individual members.

As a facilitator you will be in possession of a significant amount of personal and business information. If time allows, perhaps you should consider 'drawing' a map of how the team can continue to be an efficient group as well as maintain a balanced and supportive work/personal life.

One useful consideration as part of the project is to include the developing and drawing of this work/life balance map into the ice breaking part of the team building event.

7. The Team – Criteria for Success

7.1 Leadership Behavioral Styles

The Role of the Team Leader

Specialism or technical skills do not entirely make a great Team leader. One of the even more important skills required is the ability to motivate others towards their goal. An effective team leader must be able to identify immediately when Team dynamics are changing and react.

They must also be able to identify strengths and build on them, limitations and find ways to fill the gap. They must be energetic and focussed on the Team not just in terms of its responsibility but also on the individuals within the Team.

Leadership can be defined as a process that involves the use of influence to help a Team achieve its goals. The following statements can be used to enable the Facilitator to uncover the behavioral and leadership style of the Team Leader.

Facilitator Key

Consider asking the Team leader to rate how important each of the following statements are to them in terms of the way in which they lead their team. This may provide extremely useful insight into their leadership style.

An effective Team leader:

- Needs to be all things to all people.
- Needs to believe in the Team and in the potential of each member of it
- Needs to get to know the Team members, identify their strengths and focus on individual strengths to build Team performance
- Needs to stop unhealthy attitudes within the Team early on, but fully encourage constructive feedback
- Needs to have regular Team briefings without interruptions
- Needs to create an environment where Team members become more empathetic and where there is constructive debate and the opinion of everyone is valued
- Needs to control the processes which helped build and support the Team without controlling the members of it
- Needs to have high level sponsorship
- Needs to be part of a Team leaders 'think tank', support group or have a mentor.
- Needs to have the greatest sense of humour
- Has the ultimate responsibility as a team leader is to help the organization achieve its goals
- Needs to know when to balance having a 'happy' team with getting results
- Understands that ultimate synergy is when the leaders aims and the team members aims align with company targets
- Manages the people not the task
- Needs to be a strategist as well as a 'doer'
- Needs to be able to de-brief situations from a helicopter position
- Should fully understand your role and responsibilities

7.1 Leadership Behavioral Styles Leading the Team

There is no one behavioral style that makes the greatest or the most inadequate leader – but all have to be able to understand how to use their Skills, talents and unique behavioral style in order to lead a disparate group of individuals to success.

As a Facilitator – consider using some of these statements in order to draw out the inherent behaviors and skills of the Team Leader that you are working with. Much of this will already have been revealed within their profile; this exercise will establish whether or not the leader is currently operating in their preferred and most effective behavioral style. Remember that ‘environment’ can play a significant role in preventing a person operating to their optimum.

- Looks for tomorrows problems today
- Learns to adapt/respond to change
- Sets high standards
- Sets clear objectives
- Creates a sense of value & purpose in work
- Thinks clearly & rationally
- Achieves the right balance
- Leads the team
- Communicates effectively
- Runs well prepared meetings
- Achieves results
- Thinks before communicating
- Takes time to think and prepare
- Values other peoples opinion
- Understands the best form of communication in any situation
- Uses of a facilitator when required
- Listens
- Appears balanced and reasonable
- Include all opinions
- Provides a positive sense of direction
- Acts decisively
- Makes soundly based decisions
- Keeps their composure
- Creates an atmosphere of enthusiasm
- Defines roles and responsibilities
- Uses the team members as a ‘think tank’
- Develops people
- Handles conflict
- Takes control
- Uses time well
- Manages your bosses
- Gives feedback
- Encourages
- Watch their body language
- Doesn’t allow e mail wars
- Encourages courteousness
- Doesn’t tolerate ‘prima donnas’
- Summarizes progress
- Includes everyone
- Is prepared to change their strategy
- Questions critically

7.1 Leadership Behavioral Styles Leading the Team

As a Facilitator – consider using some of these statements in order to draw out the inherent behaviors and skills of the Team Leader that you are working with.

- Has clear job roles
- Appraises performance
- Gets involved in individuals career planning
- Gets involved in individuals Training & development
- Has time for the team members
- Deal with the underperforming staff
- Motivates team members
- Trusts team members
- Leads by example
- Doesn't have favorites
- Puts the right mix into a team
- Walks the job
- Encourages ideas
- Creates an open healthy climate
- Encourages supportive behavior

In Identifying and Dealing with Conflict:

- Watches for missed deadlines
- Breaks up sub groups
- Gets involved in serious & unresolved conflicts
- Deals with non team players
- Consider whether their own style of leadership is the problem
- Encourages teams to handle their own day to day issues
- Does not let self-pity take over
- Deals with lack of commitment
- Observes, diagnoses and treat dissatisfaction
- Watches the 'life' balance of individuals

As a Team Leader – are you known as:

- Fair
- Reliable
- A self developer
- Balanced
- Trustworthy
- Passionate
- Loyal
- Approachable
- Skilled
- An investor in people

7.2 Individual Behavioral Styles

The first behavior and characteristics of a highly effective Team are that it should be more than just a group of people working together. As a Facilitator you may wish to use some of these statements to uncover what the individual team members think are the skills and behaviors required to build a successful team.

Team Members.....

- Think they are grouped together for administrative purpose only.
- work independently; sometimes at cross-purposes with others.
- recognise their interdependence and understand both personal and team goals are best accomplished with mutual support.
- Ensure they don't waste time struggling over "territory" or attempting personal gain at the expense of others.
- Tend to focus on themselves because they are not sufficiently involved in planning the unit's objectives. They approach their job simply as a hired hand.
- Feel a sense of ownership for their jobs and unit because they are committed to goals they helped establish.
- Are told what to do rather than being asked what the best approach would be. Suggestions are not encouraged.
- Contribute to the organisation's success by applying their unique talent and knowledge to team objectives.
- Distrust the motives of colleagues because they do not understand the role of other members.
- Work in a climate of trust and are encouraged to openly express ideas, opinions, disagreements and feelings.
- Are so cautious about what they say that real understanding is not possible.
- Practice open and honest communication.
- May receive good training but are limited in applying it to the job by the team leader or others in the team.
- Find themselves in conflict situations, which they do not know how to resolve.
- Recognise conflict is a normal aspect of human interaction but they view such situations as an opportunity for new ideas and creativity.
- Work to resolve conflict quickly and constructively.
- Participate in decisions affecting the team but understand their leader must make a final ruling when the team cannot decide, or an emergency exists. Positive results, not conformity are the goal.

7.3 Team Behavior Performance Team “Wealth Discovery” Questions

As a Facilitator it is important to understand the ‘drivers’ of the team and it’s individuals. The questions set out below are personal and some individuals may not feel comfortable answering them. However, having some insight into their reasons for ‘coming to work’ might uncover some useful information to aid the facilitation process.

Depending on the Team that you are working with ask these questions either on a one to one, but consider also making them a part of the open forum by breaking the team into groups and asking them to consider the question. “Do most people come to work to earn money?” And “What are the motivators/drivers that you most want to create wealth for”?

- Do you work to earn money to survive
- Do you work to earn money to fulfill your dreams
- Does working in this team motivate you to grow and prosper
- What does wealth mean to you?
- What does money mean to you?
- What are the positives of wealth?
- What are the negatives of wealth?
- What are some of the dysfunctional relationships people have with money?
- How has money affected your business and family life?
- Have finances been the main driver to choosing your career path?
- What do you believe is the purpose of money for you and your family?
- What is a quality life for you?
- Have you and your line manager set out a clearly defined career path with appropriate remuneration?
- Is your line manager aware of your additional skill sets?
- What is your personal motivation for coming to work each day?
- What is your line manager’s role regarding this motivation?
- Is your career flourishing?

7.4 Preparation for the Team Open Forum Approach To Asking Questions Generally

1. Integrate the profile discussion with the whole meeting agenda.
2. Interpret the profile but do not do a direct profile “strip down” – Use the profile as a guide only.
3. Ask open-ended questions as far as possible – get each person talking.
4. Ensure the questions are positive (the negatives will come out).
5. Ensure the first 10 questions are not directly team performance related, particularly if team performance is poor.
6. If a person does not engage in the discussion, explain the profile scoring structure so that they understand how the profiles work – this will probably invite more discussion. Remember to draw in the quieter ones and manage the more vocal team members wherever possible.
7. Only take each person as far as they are ready to go – observe for negative emotions and road-blocks – check whether any one is in a difficult transition. Part of the preparation procedure should have alerted you to any personal problems a team member is facing or indeed a company issue such as change of senior management, or potential company take over.
8. If a person gets emotional – give them space and steer the discussion away. But do follow up privately.
9. Respect their space and do not put words into anyone's mouth.
10. Do not be “didactic” – do not impose a moral intent. Your role is to extract information and provide a safe environment in which this can take place. Teaching mentoring and educating comes later
11. Keep it fun and allow some humor – laughter will build trust.
12. Document or record the discussions. Explain in advance that you will be doing this.
13. Don't encourage or allow others to comment on an individuals profile
14. Continue to reinforce the importance of understanding that the profiles reflect what they have said about themselves.
15. If appropriate – allow time later in the process to enable colleagues to comment on each others profile if the consensus from ALL team members is that this is appropriate.

Note: Your own emotions can be triggered by a person and may cause you to process your own life – this may positively or negatively impact your own ability to ask key questions. If this should happen, manage the issue and take some time out to regroup.

7.4 Preparation for the Team Open Forum Approach To Asking Questions Generally

1. Tell me more about that?
2. What would that look like?
3. Why do you display this behavior?
4. What have the consequences of this behavior/attitude been?
5. How do you see that?
6. What would happen if?
7. How might that play out?
8. How did/does this make you feel?
9. How could you have responded/behaved differently?
10. How can you change this pattern in the future?
11. What would keep you from doing that?
12. What can you do to get there?
13. What would you have done in the past in that situation?
14. What would you like to do in the future?
15. To whom will you be accountable?
16. How will you measure your success?
17. How do you prefer to be managed?
18. How would you define success for yourself?
19. How do you like to be recognized?
20. How can your team leader help you contribute at your optimum level?

7.4 Preparation for the Team Open Forum Suggested Team “Ice Breaker” Questions

1. What has been your greatest achievement so far for this year?
2. Tell me about the most difficult goal you have set yourself and achieved? How did that make you feel?
3. What would be the perfect day for you – from beginning to end?
4. What is the most adventurous thing you have ever undertaken?
5. What has been the most courageous moment in your life to date?
6. Name a place you would like to travel to that you have not already visited? Then say why this is your choice?
7. Name a person you would most like to meet? Why?
8. What is one business or personal activity that you are the most passionate about?
9. What do you think makes people successful?
10. What is the one thing you would like to be doing in 1 year that you are not doing now?
11. Before you die, what else would you like to accomplish?
12. If your home was burning down what would you take with you?
13. What has been your greatest success in life? Your greatest failure?
14. If you could change one decision in your life, what would it be?

7.4 Preparation for the Team Open Forum Design the Team Meeting Forum Agenda

The Goal: Ask “Powerful Team Building Questions”. By the time you draw the entire team together you as the Facilitator will have already built a rapport with the individuals. But this might be the first time that you have brought the whole team together. Remember that they may be suspicious of what is going to happen. If this is a team in crisis then every effort must be made to put them at their ease and to create an environment of safety, sharing and sensitivity.

1. Go through the domestic arrangements
2. Hand out an agenda – include what you wish to achieve
3. Time the event – but don't stifle opportunities to allow people to talk, share issues and find solutions.
4. Always start the meeting by asking some team ice breaker questions to create safety.
5. Always build some trust by asking some team relationship builder questions.
6. Establish the team attitudes by asking some team dynamic discovery questions.
7. Address the business DNA team profile:
8. Always open with a profile connection question which each team member answers;
9. Then, ask business DNA team profile questions based on 3 to 5 themes from the profile traits which have the greatest similarities and differences across the team, and also for each team member;
10. Ask the team to identify what behavioral traits are missing from their team; and what that might mean to the ongoing success of the team performance.
11. For questions refer below to the powerful team DNA questions based on the business DNA and communication DNA profile factors;
12. You may have follow on questions based on the responses;
13. Have each team member share their relationship management summary – strengths, struggles, communication keys.
14. Depending on meeting purpose ask special team meeting questions from the lists below.
15. Always close with a team meeting forum wrap up question.
16. Agree a way forward.

7.5 Summary

Team Meeting Forum Wrap Up Questions

As a Facilitator use the questions below to establish whether or not the expectations of those present in terms of outcomes has been delivered?

- What did you learn from each team member during the meeting?
- ALWAYS Ask: If I was to provide further guidance or assistance to your team how could I best help you?

Follow on with any of the following:

- How will you measure the relationship with me?
- How do you wish to be communicated with?
- Where do you want the team to be versus where it is now?
- What will be the approach of your team to decision-making?
- What will the accountability process be for progress?

Consider a memorandum of understanding to ensure the accountability process: for example: -

As members of the this Team we commit to the following:

- A common and shared vision
- To treat each other courteously, with respect and in a friendly, professional manner at all times.
- As business colleagues we will have frequent and open communication at all times.
- To respect each others differences
- To value the strengths and gifts we each bring to the Team
- Always to present a unified front to the colleagues, clients, strategic partners and others
- To take time for rest when we need it
- To focus on getting things done first and having fun second
- To uncover obstacles whether within our team or in the business and deal with them.
- To being an aligned Team truly committed and working towards a compelling vision for the future
- To a shared understanding of where the business stands and what it aspires to
- To staying focused on the priorities

8. Reviewing Team Behavioral Profiles - Open Forum

8.1 Understanding the Profiles

As the Facilitator it is key to the next stage of the Team Building to provide the members with a clear understanding of the profiles.

Each of the 10 profiles are summarized below and are followed by a set of questions which can be used to engage the team into thinking about their own profile and key factors they might need to consider when working in a team.

Important to this process is explaining that a successful team is made up of many diverse parts and the key is providing an environment in which each of the separate and gifted parts contribute to the whole.

Remember that some of the team may not have been introduced to the profiles before and so it's important to the success of this section that you continue to remind them that the report reflects what they have said about themselves.

8.1 Understanding the Profiles

There are 10 core profiles examples of which are on the following pages. As a Facilitator it is always useful to use the profiles of those clients with whom you are working. Initially you will need to explain the profiles; what they reveal; the importance of the team understanding that the profiles reflect what they have said about themselves and then how you intend to use the information in the profiles to build team relationships.

At this stage of working with the team it might be helpful to gauge their understanding of the profiling process. Below are some questions that might aid the discussion. These should be addressed to the team when all are together.

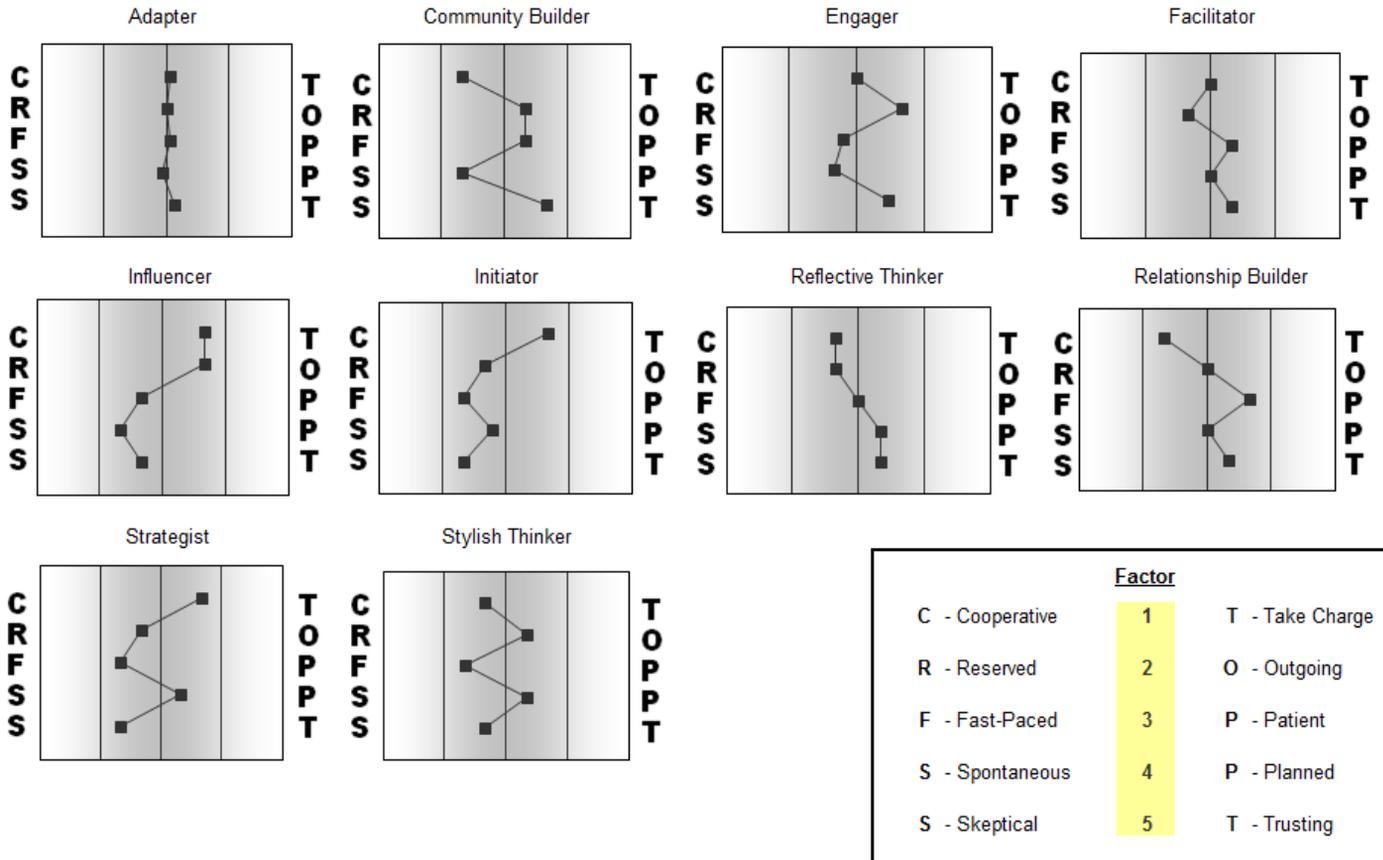
Remember that as you use the case study example profiles below some of the team members with the same profiles may query why (for example) as a Strategist some of their scores differ from the case study or from each other.

You will need to carefully illustrate the importance of understanding that some Strategists operate to a greater or lesser degree in certain areas and also that a particular environment might well show scores that differ slightly. This slight variation goes across all profiles as no two people are necessarily the same.

1. Tell me what is the most interesting aspect the profile has revealed?
2. Give me an example of something that has been revealed which serves as a confirmation to you?
3. Give an example of a limitation that has been uncovered?
4. Were you aware of your strengths?
5. Were you aware of your limitations?
6. What is the single most significant point that the report has highlighted for you?
7. What was the most accurate part of the profile?
8. What aspects do you agree with and disagree with?
9. What parts of the profiles do you not understand?
10. What is something new the profile has said about you?
11. Have the profiles identified differences with others?
12. What do you believe is your greatest behavioral strength/talent?
13. What part of your behavioral style do you struggle with most?
14. How have you learned to adapt your behavior for different circumstances?
15. Do you need to modify any aspect of your behavior in order to work more effectively as a part of the Team.
16. Do you need to adjust your communication/listening style.
17. Describe a behavior that causes you to withdraw or to become angry.
18. Have you shared your profile with a trusted partner/friend? If so what was their response to the report?
19. Have you shared your profile with a work colleague? If so what did they think?
20. Are you willing to share your profile with your team colleagues?
21. Do you consider that this would be a helpful insight for each of you to share your profiles?
22. Have you considered ways in which you can apply the report findings to your working and personal life?

8.1 Understanding Profiles - Ten Core Team Profiles

Consider your profile in relation to the complete range of 10 Core Life Motivations Profiles.



The DNA Unlocking Human Performance – Coaching Guide will provide you with more insight into each of the 10 Core Life Motivations Profiles.

8.1 Understanding Profiles Factor Relationships

- Look Outward • Generalists
- Initiate • Move Quickly

Take Charge

Outgoing

Radar for:

- Objectivity
- Tasks
- Results
- Distrust

Radar for:

- Emotion
- People
- Relationships
- Trust

Fast Paced

Spontaneous

Reserved

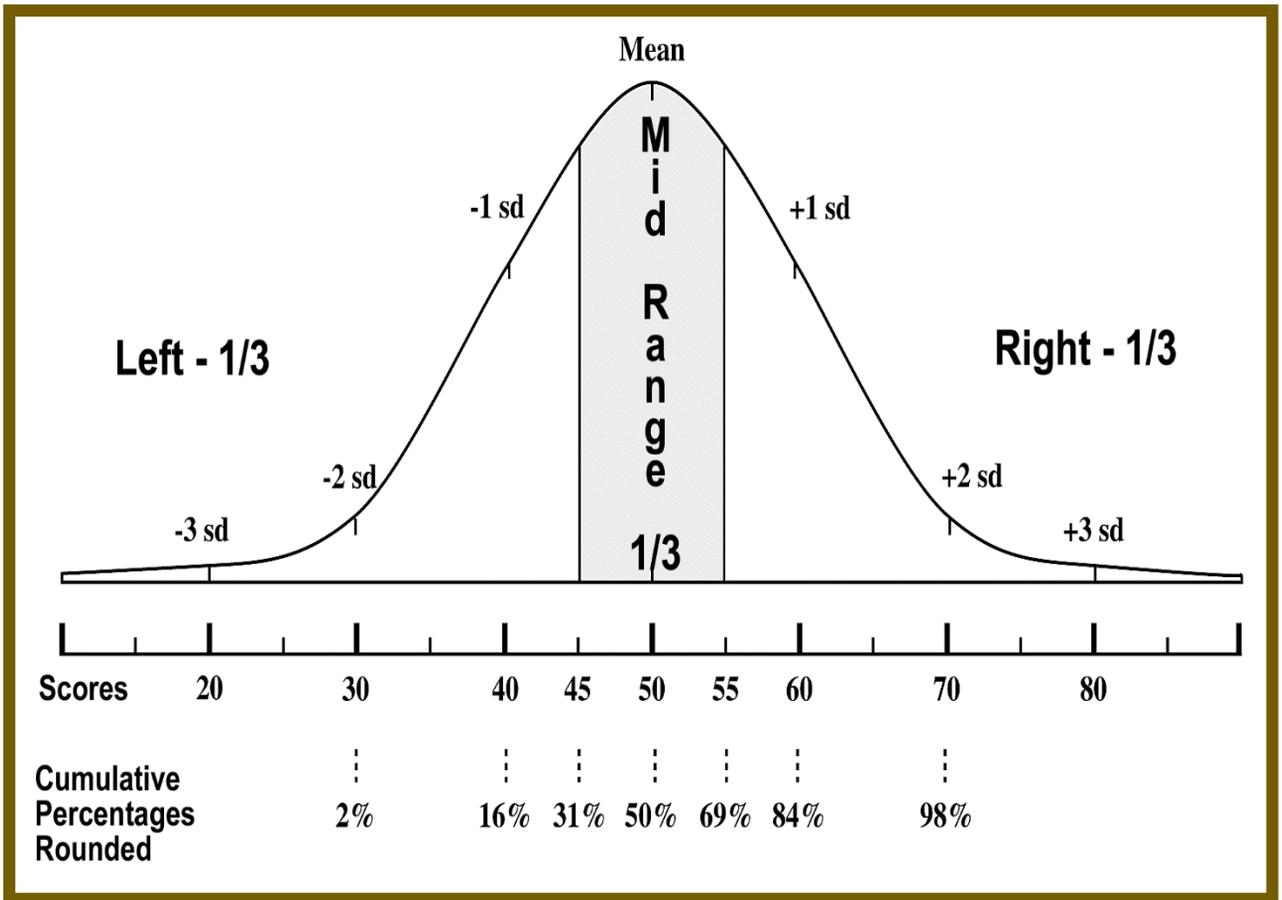
Cooperative

Planned

Patient

- Look Inward • Specialists
- Maintain • Move Slowly

8.1 Understanding Profiles Profiles Bell Curve Distribution



Key Points:

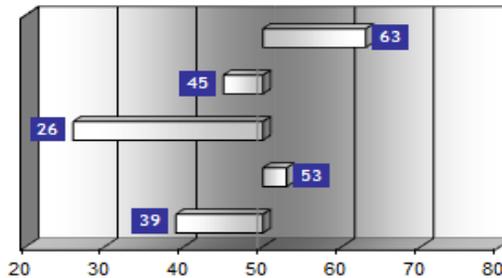
1. The strongest scores are 20 and 80. For instance, a score of 40 is equal in strength to a score of 60. Both have strengths and struggles of equal intensity.
2. The behaviors with scores over 60 and under 40 will be more ingrained into you. This will be where your greatest talents are and generally where you will be most comfortable making decisions. Also, under pressure these stronger behaviors are more likely to be experienced because your instincts will be naturally triggered. Very often relationships, uncertainty about your role, times of change and money cause such pressure.

8.1 Understanding Profiles

Chris Coddington

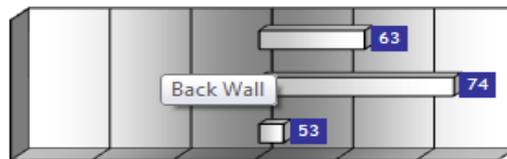
Business DNA® Core Life Scoring Highlights - 9/30/2008

- Cooperative
- Reserved **45 [31%]**
- Fast-Paced **26 [1%]**
- Spontaneous
- Skeptical **39 [14%]**



- Take Charge **63 [10%]**
- Outgoing
- Patient
- Planned **53 [38%]**
- Trusting

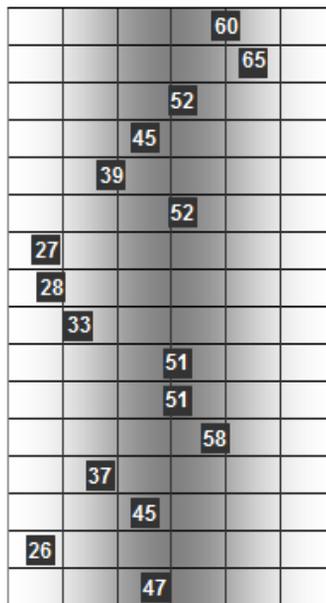
- Content
- Cautious
- Anchored



- Pioneer **63 [10%]**
- Risk Taker **74 [1%]**
- Creative **53 [38%]**

Core Work Life Drivers

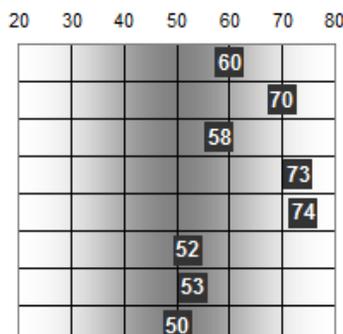
Cooperative	Consensus Seeking	
	Group Orientated	
	Diplomatic	
Reserved	Serious	45
	Reflective	39
	Quiet	
Fast-Paced	Rational	27
	Task-focused	28
	Confronting	33
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	37
	Suspicious	45
	Questioning	26
	Exacting	47



60	Authoritative	Take Charge
65	Self-reliant	
52	Frank	
	Expressive	Outgoing
	Sociable	
52	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
51	Accurate	Planned
51	Scheduled	
58	Persistent	
	Delegator	Trusting
	Open	
	Approachable	
	Relaxed	

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	
	Practical	
	Left Brain	



60	Initiator	Pioneer
70	Competitive	
58	Determined	
73	Bold	Risk Taker
74	Risk Tolerant	
52	Original	Creative
53	Enterprising	
50	Right Brain	

Questions for the Strategist Profile

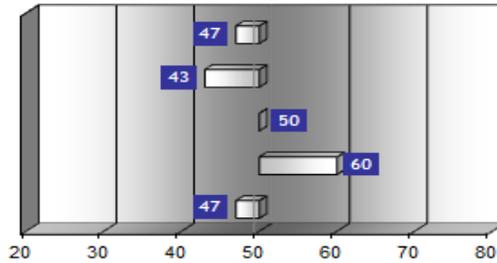
1. As a Team leader what would you need to strengthen in your foundational behavior in order to take control of a disparate group of people?
2. If you were not the team leader but believed that your team leader was making decisions that would steer the project of course, what would you do to correct this situation? Has this ever happened to you? And if so how did you handle that situation?
3. How important is it for you to be in control of your work?
4. Tell me about how you influence others to get a project completed?
5. How do your team colleagues react with your inherent need to question and delve into the reasons why you are being asked to undertake a certain piece of work?
6. Tell me about a conversation where you did not agree with the view of another person. How did you handle it?
7. Tell me about how you approach making difficult decisions?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

Joshua Connor

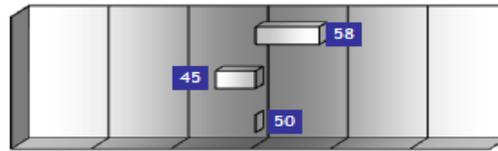
Business DNA® Core Life Scoring Highlights - 10/31/2008

Cooperative
47 [38%]
Reserved
43 [24%]
Fast-Paced
Spontaneous
Skeptical
47 [38%]



Take Charge
Outgoing
Patient
50 [50%]
Planned
60 [16%]
Trusting

Content
Cautious
45 [31%]
Anchored

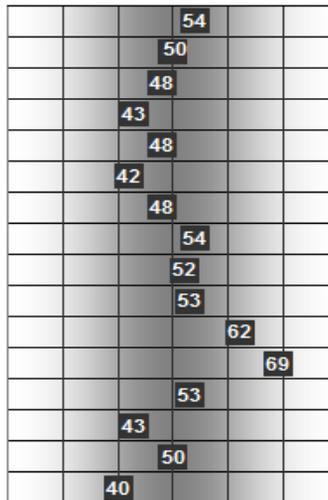


Pioneer
58 [21%]
Risk Taker
Creative
50 [50%]

■ Reflective Thinker Core Work Life Profile

Core Work Life Drivers

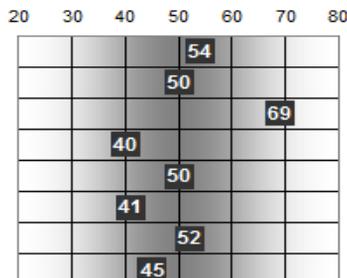
Cooperative	Consensus Seeking	
	Group Orientated	
47	Diplomatic	48
Reserved	Serious	43
	Reflective	48
43	Quiet	42
Fast-Paced	Rational	48
	Task-focused	
Spontaneous	Confronting	
	Generalist	
Skeptical	Improviser	
	Instinctive	
47	Controlling	
	Suspicious	43
	Questioning	
	Exacting	40



54	Authoritative	Take Charge
50	Self-reliant	
	Frank	Outgoing
	Expressive	
	Sociable	Patient
	Communicative	
54	Empathetic	50
52	Encouraging	
53	Accurate	Planned
62	Scheduled	
69	Persistent	60
53	Delegator	
	Open	Trusting
50	Approachable	
	Relaxed	

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	40
	Stable	
45	Experience Based	41
Anchored	Practical	
	Left Brain	45



54	Initiator	Pioneer
50	Competitive	
69	Determined	58
	Bold	Risk Taker
50	Risk Tolerant	
	Original	Creative
52	Enterprising	
	Right Brain	50

Questions for a Reflective Thinker

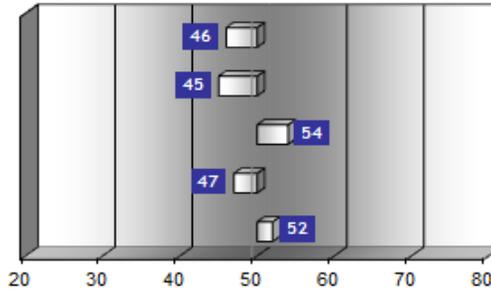
1. Describe a time when you were new to a team, what did you do to adjust to this new environment?
2. Consider how your reflective style, your need for discipline and organization might impact onto colleagues less precise as yourself? Describe a time when your Reflective Thinking behavior irritated your colleagues. What did you do to modify your operational style?
3. How important is it for you to be part of a team that follows processes and procedures?
4. Do you get frustrated when you see actions in the team that might jeopardize a project? How to you handle such a scenario?
5. How you would respond to working as part of a team where you believed that colleagues were cutting corners in order to meet tight deadlines. What would you do to rectify this?
6. What action would you take when suggestions you have made were rejected without explanation or when your analysis and suggestions was questioned?
7. How would you need to adjust your behavior when working with outgoing and gregarious team members?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

Kim Grant

Business DNA® Core Life Scoring Highlights - 10/6/2008

- Cooperative **46 [34%]**
- Reserved **45 [31%]**
- Fast-Paced
- Spontaneous **47 [38%]**
- Skeptical



- Take Charge
- Outgoing
- Patient **54 [34%]**
- Planned
- Trusting **52 [42%]**

- Content **45 [31%]**
- Cautious **47 [38%]**
- Anchored

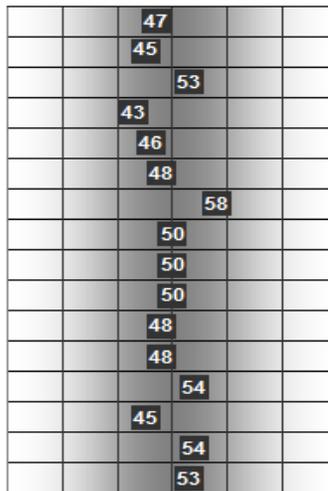


- Pioneer
- Risk Taker
- Creative **65 [7%]**

■ Adapter Core Work Life Profile

Core Work Life Drivers

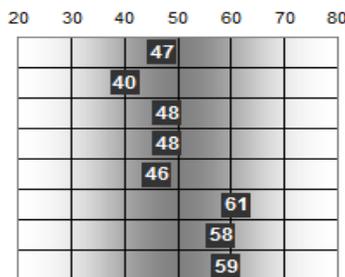
Cooperative	Consensus Seeking	47
	Group Orientated	45
	Diplomatic	
Reserved	Serious	43
	Reflective	46
	Quiet	48
Fast-Paced	Rational	
	Task-focused	
	Confronting	
Spontaneous	Generalist	
	Improviser	48
	Instinctive	48
Skeptical	Controlling	
	Suspicious	45
	Questioning	
	Exacting	



Authoritative	Take Charge
Self-reliant	
53 Frank	Outgoing
Expressive	
Sociable	
Communicative	Patient
58 Empathetic	
50 Encouraging	
50 Accepting	54
50 Accurate	
Scheduled	Planned
Persistent	
54 Delegator	Trusting
Open	
54 Approachable	
53 Relaxed	

Work Life Planning Drivers

Content	Steady	47
	Balanced	40
	Flexible	48
Cautious	Careful	48
	Stable	46
Anchored	Experience Based	
	Practical	
	Left Brain	



Initiator	Pioneer
Competitive	
Determined	Risk Taker
Bold	
Risk Tolerant	
61 Original	Creative
58 Enterprising	
59 Right Brain	

Questions for the Adapter Profile

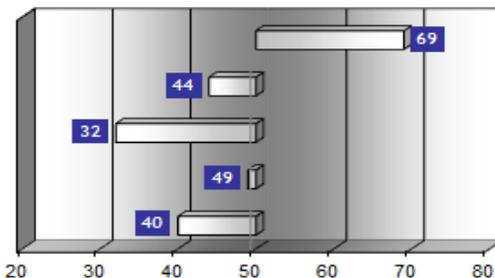
1. As a Team leader what would you need to strengthen in your foundational behavior in order to take control of a disparate group of people?
2. As a member of a Team how do your colleagues react to your need to remain neutral in discussions?
3. Are your opinions listened to and respected? If not, how did you deal with that?
4. How often do you find yourself with arrears of work because you have been reaching out to help other team members? What changes do you think you might need to make in your behavioral style to avoid this situation?
5. Think about times when you have given less able colleagues opportunities to contribute to the business. How does that make you feel?
6. How important is it for you to have a clear understanding of the role you are required to play in the team? Can you describe a time when the direction was unclear and what did you do to clarify the situation?
7. How would you react to working in a team that was constantly changing – either it's projects or the team members?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

Jack Sun

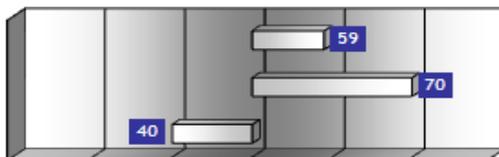
Business DNA® Core Life Scoring Highlights - 8/5/2008

- Cooperative
- Reserved **44 [27%]**
- Fast-Paced **32 [4%]**
- Spontaneous **49 [46%]**
- Skeptical **40 [16%]**



- Take Charge **69 [3%]**
- Outgoing
- Patient
- Planned
- Trusting

- Content
- Cautious
- Anchored **40 [16%]**

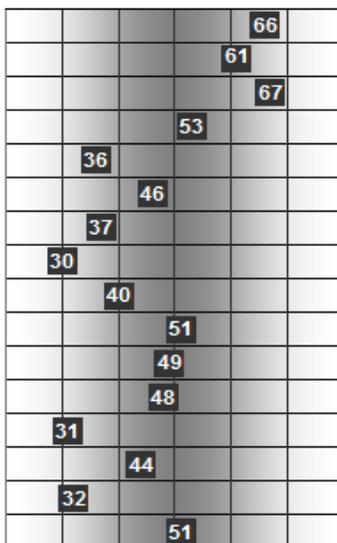


- Pioneer **59 [18%]**
- Risk Taker **70 [2%]**
- Creative

Initiator Core Work Life Profile

Core Work Life Drivers

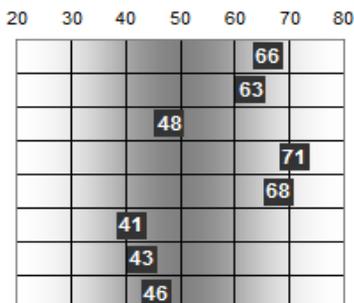
Cooperative	Consensus Seeking	
	Group Orientated	
	Diplomatic	
Reserved	Serious	
	Reflective	36
	Quiet	46
Fast-Paced	Rational	37
	Task-focused	30
	Confronting	40
Spontaneous	Generalist	
	Improviser	49
	Instinctive	48
Skeptical	Controlling	31
	Suspicious	44
	Questioning	32
	Exacting	



66	Authoritative	Take Charge
61	Self-reliant	
67	Frank	69
53	Expressive	Outgoing
	Sociable	
	Communicative	
	Empathetic	Patient
	Encouraging	
	Accepting	
51	Accurate	Planned
	Scheduled	
	Persistent	
	Delegator	Trusting
	Open	
	Approachable	
51	Relaxed	

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	48
Cautious	Careful	
	Stable	
Anchored	Experience Based	41
	Practical	43
	Left Brain	46



66	Initiator	Pioneer
63	Competitive	
	Determined	59
71	Bold	Risk Taker
68	Risk Tolerant	70
	Original	Creative
	Enterprising	
	Right Brain	

Questions for the Initiator Profile

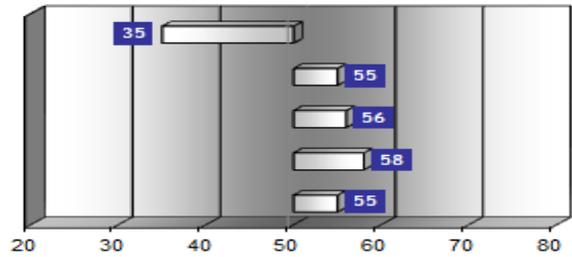
1. Think about ways in which you might need to adjust and/or moderate your behavioral style in order to nurture and foster the development of less able colleagues.
2. Do you see your role in the team as one of motivating your team colleagues?
3. How would you react to a project you were involved in failing to reach its goals. How would this make you feel?
4. What are some of the changes you would make in order to remove the possibility of failure in the future?
5. Describe how you would feel if someone else was given the credit for a successful project that you lead?
6. If you are not the team leader, how easy is it for you to follow the agendas and direction set by someone else? What steps do you take to be involved in the planning without 'taking over'?
7. How might you need to adjust your communication style in order to allow quieter more reflective team colleagues to have time to be part of the debate?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

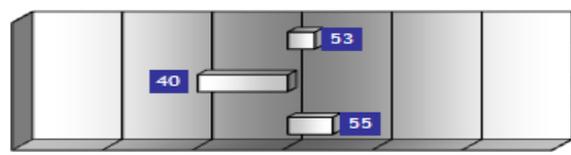
Don Spring

Business DNA® Core Life Scoring Highlights - 9/4/2008

- Cooperative **35 [7%]**
- Reserved
- Fast-Paced
- Spontaneous
- Skeptical
- Content
- Cautious **40 [16%]**
- Anchored



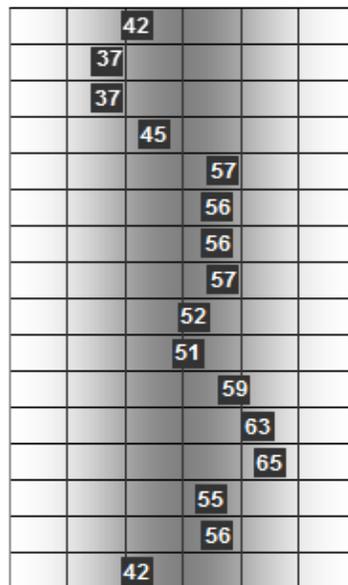
- Take Charge
- Outgoing **55 [31%]**
- Patient **56 [27%]**
- Planned **58 [21%]**
- Trusting **55 [31%]**
- Pioneer **53 [38%]**
- Risk Taker
- Creative **55 [31%]**



Community Builder Core Work Life Profile

Core Work Life Drivers

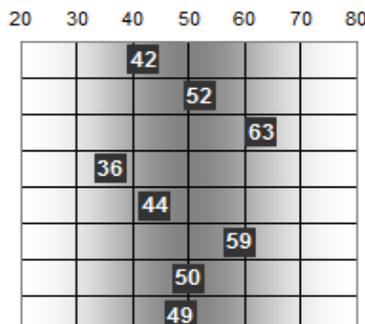
Cooperative	Consensus Seeking	42
	Group Orientated	37
	Diplomatic	37
Reserved	Serious	45
	Reflective	
	Quiet	
Fast-Paced	Rational	
	Task-focused	
	Confronting	
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	
	Suspicious	
	Questioning	
	Exacting	42



Authoritative	Take Charge
Self-reliant	
Frank	
Expressive	Outgoing
57 Sociable	55
56 Communicative	
56 Empathetic	Patient
57 Encouraging	56
52 Accepting	
51 Accurate	Planned
59 Scheduled	58
63 Persistent	
65 Delegator	Trusting
55 Open	
56 Approachable	
Relaxed	55

Work Life Planning Drivers

Content	Steady	42
	Balanced	
	Flexible	
Cautious	Careful	36
	Stable	44
Anchored	Experience Based	
	Practical	
	Left Brain	49



Initiator	Pioneer
52 Competitive	53
63 Determined	Risk Taker
Bold	
Risk Tolerant	
59 Original	Creative
50 Enterprising	
Right Brain	55

Questions for the Community Builder Profile

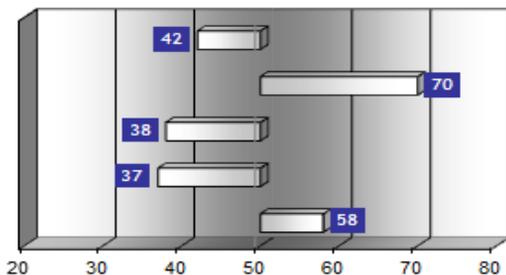
1. If you worked with a group of people that you found very difficult to get to know or build a relationship with, what steps would you take to build a relationship with them?
2. If you were faced with a conflict in the workplace. How did this make you feel? And what would you do to try and resolve the situation?
3. Community Builders tend to be work most effectively when the environment is agreeable, harmonious and quiet. How well do you cope with team colleagues who are directive and outgoing? Does this behavior challenge you? How do you respond to their style of working?
4. As part of a team what role do you take in ensuring that everyone works effectively together showing respect and consideration for each other?
5. How you would respond to working for a team leader who was very directive and too busy to listen to you. What action would you take to build a relationship with them?
6. If you felt marginalized and lacked support from your team colleagues how would this affect your confidence? What would you do to resolve this affect?
7. As a Community Builder your surroundings are important to you. Is the team you work with your ideal working environment? If not, describe what that team environment would look and feel like?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

Helen Jones

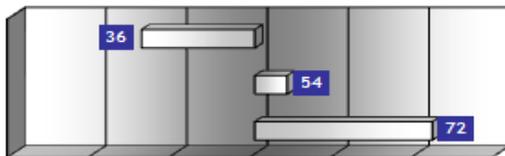
Business DNA® Core Life Scoring Highlights - 10/1/2008

Cooperative	42 [21%]
Reserved	
Fast-Paced	
Spontaneous	38 [12%]
Skeptical	37 [10%]



Take Charge	
Outgoing	70 [2%]
Patient	
Planned	
Trusting	58 [21%]

Content	36 [8%]
Cautious	
Anchored	

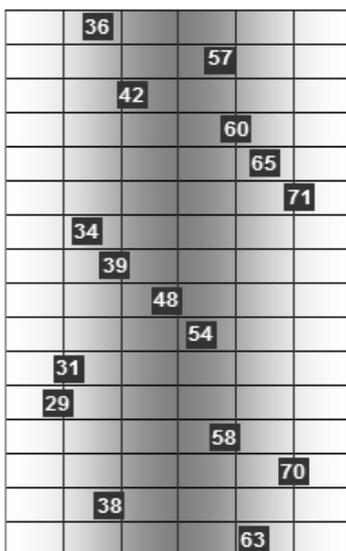


Pioneer	
Risk Taker	54 [34%]
Creative	72 [1%]

Engager Core Work Life Profile

Core Work Life Drivers

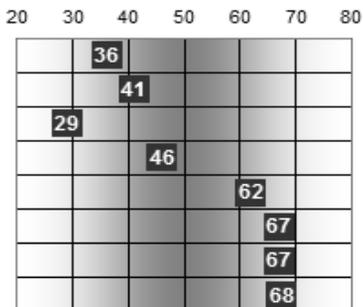
Cooperative	Consensus Seeking	36
	Group Orientated	
	Diplomatic	42
Reserved	Serious	
	Reflective	
	Quiet	
Fast-Paced	Rational	34
	Task-focused	39
	Confronting	48
Spontaneous	Generalist	
	Improviser	31
	Instinctive	29
Skeptical	Controlling	
	Suspicious	
	Questioning	38
	Exacting	



	Authoritative	Take Charge
57	Self-reliant	
	Frank	
60	Expressive	Outgoing
65	Sociable	
71	Communicative	70
	Empathetic	Patient
	Encouraging	
	Accepting	
54	Accurate	Planned
	Scheduled	
	Persistent	
58	Delegator	Trusting
70	Open	
	Approachable	
63	Relaxed	

Work Life Planning Drivers

Content	Steady	36
	Balanced	41
	Flexible	29
Cautious	Careful	46
	Stable	
Anchored	Experience Based	
	Practical	
	Left Brain	



	Initiator	Pioneer
	Competitive	
	Determined	
	Bold	Risk Taker
62	Risk Tolerant	
67	Original	Creative
67	Enterprising	
68	Right Brain	

Questions for the Engager Profile

1. How might your outgoing and expressive behavior irritate your team colleagues. What did you do to modify your operational style?
2. Have you ever needed to motivate and encourage a more negative and despondent team colleague. How did that make you feel?
3. What matters most to you in the team? Is it recognition from your team colleagues for your skills; is it being a part of the decision making process; or something else?
4. What would you do to improve the effectiveness of the team that you work in? do you think that you have the skills to make these
5. Is it important to you to have 'fun' in the workplace? does needing to have 'fun' get in the way of your effectiveness?
6. Think about ways in which you might need to adjust and/or moderate your behavioral style in order to cultivate the development of less able team colleagues.
7. What would you do to resolve conflict in the workplace?
8. What do you consider is the most valuable talent/behavior you bring to the team?

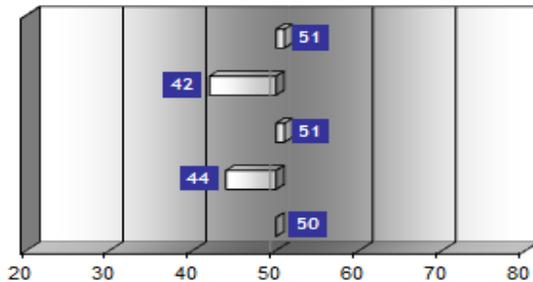
8.1 Understanding Profiles

Patricia Murphy

Business DNA® Core Life Scoring Highlights - 9/10/2008

- Cooperative
- Reserved **42 [21%]**
- Fast-Paced
- Spontaneous **44 [27%]**
- Skeptical

- Content
- Cautious **49 [46%]**
- Anchored



- Take Charge **51 [46%]**
- Outgoing
- Patient
- Planned
- Trusting **50 [50%]**

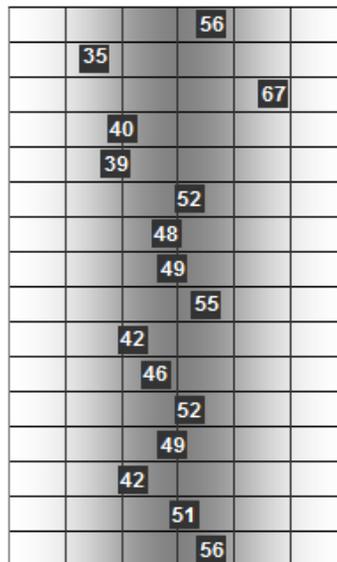


- Pioneer **52 [42%]**
- Risk Taker
- Creative **62 [12%]**

Facilitator Core Work Life Profile

Core Work Life Drivers

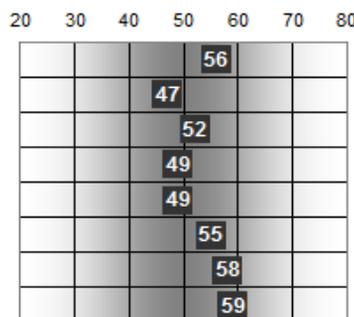
Cooperative	Consensus Seeking	
	Group Orientated	35
	Diplomatic	
Reserved	Serious	40
	Reflective	39
	Quiet	
Fast-Paced	Rational	48
	Task-focused	49
	Confronting	
Spontaneous	Generalist	42
	Improviser	46
	Instinctive	
Skeptical	Controlling	49
	Suspicious	42
	Questioning	
	Exacting	



56	Authoritative	Take Charge
	Self-reliant	
67	Frank	51
	Expressive	Outgoing
	Sociable	
52	Communicative	
	Empathetic	Patient
	Encouraging	
55	Accepting	51
	Accurate	Planned
	Scheduled	
52	Persistent	
	Delegator	Trusting
	Open	
51	Approachable	
56	Relaxed	50

Work Life Planning Drivers

Content	Steady	
	Balanced	47
	Flexible	
Cautious	Careful	49
	Stable	49
Anchored	Experience Based	
	Practical	
	Left Brain	



56	Initiator	Pioneer
	Competitive	
52	Determined	52
	Bold	Risk Taker
	Risk Tolerant	
55	Original	Creative
58	Enterprising	
59	Right Brain	
		62

Questions for the Facilitator Profile

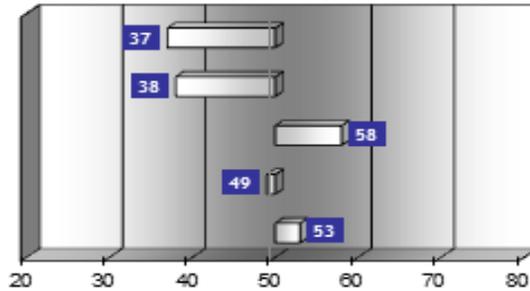
1. The Facilitator profile in action can bring a useful dynamic to any team. Can you think of how your inherent talents could be used in your current team environment.
2. Describe a time when you steered a conversation between opposed parties to a successful outcome.
3. Would you describe your current workplace setting as one of collaboration? How essential is it for you to be working with like minded people who are goal and achievement orientated?
4. Would your team colleagues describe your behavioral style as one of building trust, showing concern, facilitating relationships or something else?
5. How would you handle a situation where one of your team colleagues was not contributing as much as they should to the team?
6. Describe your perfect team?
7. How would you handle a colleague whose conversation style was shallow and small talk?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

Craig Moon

Business DNA® Core Life Scoring Highlights - 9/12/2008

- Cooperative
37 [10%]
- Reserved
38 [12%]
- Fast-Paced
- Spontaneous
49 [46%]
- Skeptical



- Take Charge
- Outgoing
- Patient
58 [21%]
- Planned
- Trusting
53 [38%]

- Content
49 [46%]
- Cautious
43 [24%]
- Anchored

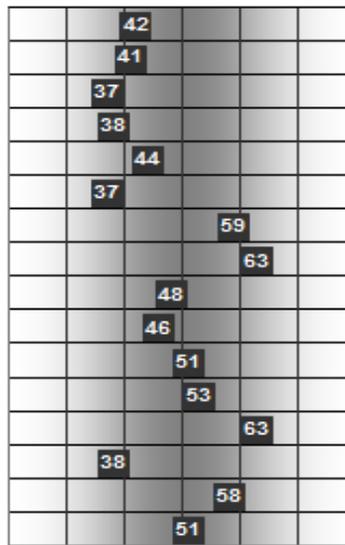


- Pioneer
- Risk Taker
- Creative
61 [14%]

■ Relationship Builder Core Work Life Profile

Core Work Life Drivers

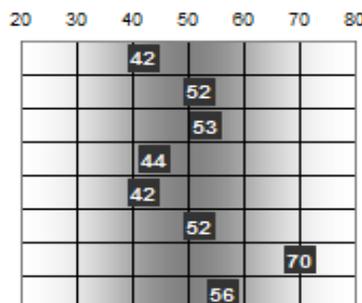
Cooperative 37	Consensus Seeking	42
	Group Orientated	41
	Diplomatic	37
Reserved 38	Serious	38
	Reflective	44
	Quiet	37
Fast-Paced	Rational	
	Task-focused	
	Confronting	48
Spontaneous 49	Generalist	46
	Improviser	
	Instinctive	
Skeptical	Controlling	
	Suspicious	38
	Questioning	
	Exacting	



Authoritative	Take Charge
Self-reliant	
Frank	
Expressive	Outgoing
Sociable	
Communicative	
Empathetic	Patient
Encouraging	
Accepting	
Accurate	Planned
Scheduled	
Persistent	
Delegator	Trusting
Open	
Approachable	
Relaxed	

Work Life Planning Drivers

Content 49	Steady	42
	Balanced	
	Flexible	
Cautious 43	Careful	44
	Stable	42
Anchored	Experience Based	
	Practical	
	Left Brain	



Initiator	Pioneer
Competitive	
Determined	
Bold	Risk Taker
Risk Tolerant	
Original	Creative
Enterprising	
Right Brain	

Questions for the Relationship Builder Profile

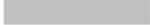
1. Have you ever been a part of a team that worked really well? What role did you play in bringing team members together to form this effective team?
2. Have you ever felt that your team leader or your team colleagues were taking advantage of you? How did you deal with that?
3. As a member of the team how would you describe your operational style?
4. Consider how your colleagues would describe your operational style? Would there be a difference between yours and their answers?
5. How do you think that you would cope with a major change to your workplace environment? Are there steps you could take to ease the navigation through such a season?
6. Can you illustrate how you would approach working for a dominant and outspoken team leader?
7. What steps would you take (or have you taken) to draw team members together who were in conflict with each other?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

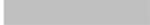
Anna Summer

Business DNA® Core Life Scoring Highlights - 10/11/2008

Cooperative



Reserved



Fast-Paced

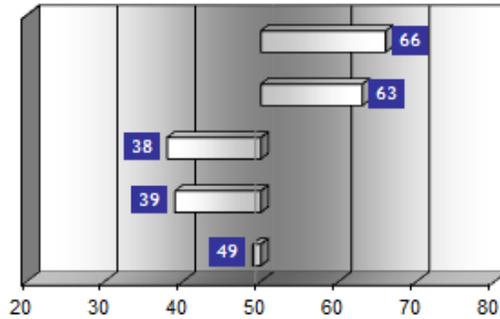
38 [12%]

Spontaneous

39 [14%]

Skeptical

49 [46%]



Take Charge

66 [5%]

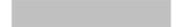
Outgoing

63 [10%]

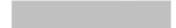
Patient



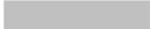
Planned



Trusting



Content

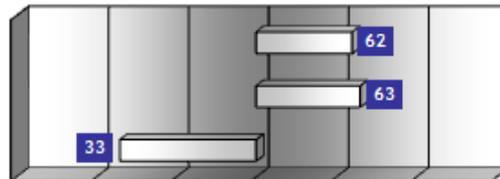


Cautious



Anchored

33 [4%]



Pioneer

62 [12%]

Risk Taker

63 [10%]

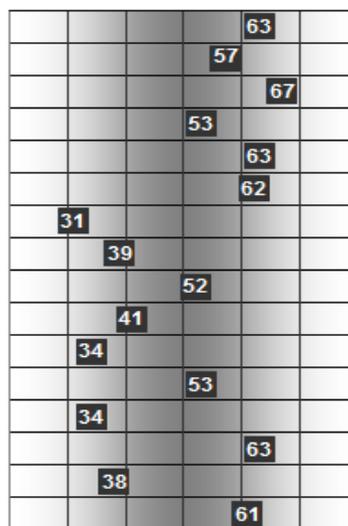
Creative



■ Influencer Core Work Life Profile

Core Work Life Drivers

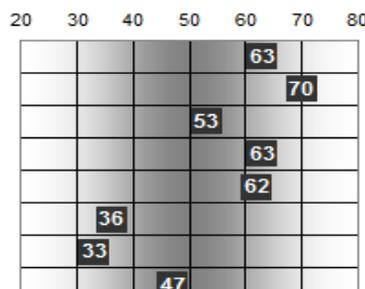
Cooperative	Consensus Seeking	
	Group Orientated	
	Diplomatic	
Reserved	Serious	
	Reflective	
	Quiet	
Fast-Paced	Rational	31
	Task-focused	39
	Confronting	
Spontaneous	Generalist	41
	Improviser	34
	Instinctive	
Skeptical	Controlling	34
	Suspicious	
	Questioning	38
	Exacting	
49		



63	Authoritative	Take Charge
57	Self-reliant	
67	Frank	
53	Expressive	Outgoing
63	Sociable	
62	Communicative	63
	Empathetic	Patient
	Encouraging	
52	Accepting	
	Accurate	Planned
	Scheduled	
53	Persistent	
	Delegator	Trusting
63	Open	
	Approachable	
61	Relaxed	

Work Life Planning Drivers

Content	Steady	
	Balanced	
	Flexible	
Cautious	Careful	
	Stable	
Anchored	Experience Based	36
	Practical	33
	Left Brain	47
33		



63	Initiator	Pioneer
70	Competitive	
53	Determined	62
63	Bold	Risk Taker
62	Risk Tolerant	
	Original	Creative
	Enterprising	
	Right Brain	

Questions for the Influencer Profile

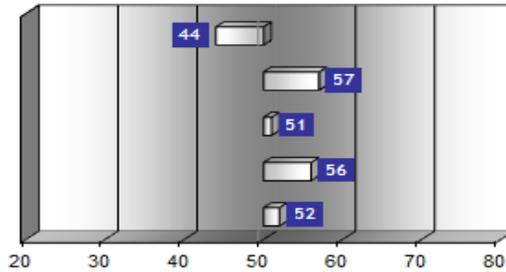
1. As part of a team Influencers are great motivators; do you use this inherent behavior in your current team environment?
2. How do your team colleagues react to your outgoing and confident style of communication?
3. Do you find yourself needing to moderate your behavior around other team colleagues?
4. Describe an occasion when you were a member of a highly motivated and successful team. What were the key dynamics that were present in the team? How could you replicate this team dynamic?
5. Describe how well you would cope with having to handle several projects all having tight deadlines?
6. What steps would you take to deal with a team colleague who was not performing effectively?
7. Influencers are naturally optimistic and see the glass half full. How do your team colleagues react to this positive, confident behavior?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.1 Understanding Profiles

Mary Winter

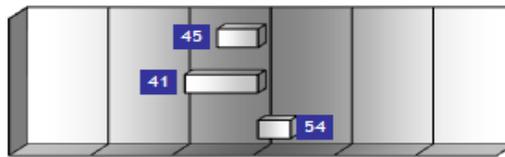
Business DNA® Core Life Scoring Highlights - 10/31/2008

- Cooperative
44 [27%]
- Reserved
- Fast-Paced
- Spontaneous
- Skeptical



- Take Charge
- Outgoing
57 [24%]
- Patient
51 [46%]
- Planned
56 [27%]
- Trusting
52 [42%]

- Content
45 [31%]
- Cautious
41 [18%]
- Anchored

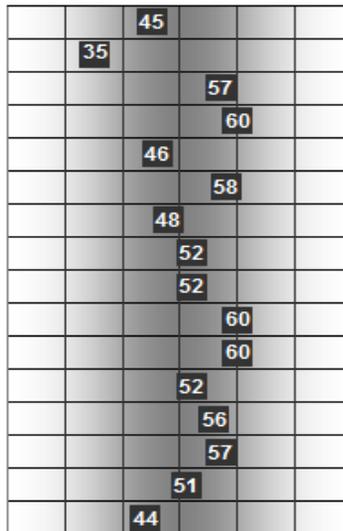


- Pioneer
- Risk Taker
- Creative
54 [34%]

Stylish Thinker Core Work Life Profile

Core Work Life Drivers

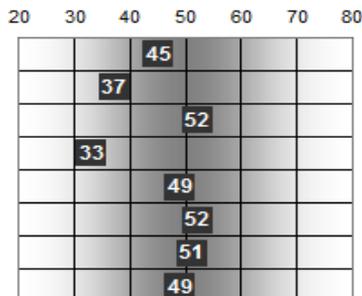
Cooperative	Consensus Seeking	45
	Group Orientated	35
	Diplomatic	
Reserved	Serious	
	Reflective	46
	Quiet	
Fast-Paced	Rational	48
	Task-focused	
	Confronting	
Spontaneous	Generalist	
	Improviser	
	Instinctive	
Skeptical	Controlling	
	Suspicious	
	Questioning	
	Exacting	44



	Authoritative	Take Charge
	Self-reliant	
57	Frank	
60	Expressive	Outgoing
58	Sociable	
	Communicative	57
	Empathetic	Patient
52	Encouraging	
52	Accepting	51
60	Accurate	Planned
60	Scheduled	
52	Persistent	
56	Delegator	Trusting
57	Open	
51	Approachable	
	Relaxed	

Work Life Planning Drivers

Content	Steady	45
	Balanced	37
	Flexible	
Cautious	Careful	33
	Stable	49
Anchored	Experience Based	
	Practical	
	Left Brain	49



	Initiator	Pioneer
	Competitive	
52	Determined	Risk Taker
	Bold	
	Risk Tolerant	
52	Original	Creative
51	Enterprising	
	Right Brain	

Questions for the Stylish Thinker Profile

1. Describe a time within this team where your behavioral style was effective in drawing together all the appropriate skill sets needed to deliver a successful project? How did this make you feel?
2. Can you describe your ideal team environment? Did you play a role in drawing together this team?
3. Describe the behavioral profiles that you believe would make up the most successful team and the team you would feel most comfortable leading?
4. Does working in this team provide you with sufficient time to understand the processes and procedures required to undertake the tasks required?
5. If asked, how would your co-workers, team members and colleagues describe your behavioral style?
6. How would you deal with a disruptive team colleague? Or would you?
7. Describe what action you would take if you were asked to make hurried decisions?
8. What do you consider is the most valuable talent/behavior you bring to the team?

8.2 Communicating, Listening and Relationship

Case Study Team – Explain that you will use their own Team Profile after the Understanding Profiles section has been completed.

Cooperative	Mid-Range	Take Charge
--------------------	------------------	--------------------

Craig
Don

Mary
Patricia
Joshua

Chris
Coddington

Reserved	Mid-Range	Outgoing
-----------------	------------------	-----------------

Joshua
Craig

Patricia
Chris Coddington

Don
Mary

Fast Paced	Mid-Range	Patient
-------------------	------------------	----------------

Chris
Coddington

Mary
Patricia
Joshua

Craig
Don

Spontaneous	Mid-Range	Planned
--------------------	------------------	----------------

Don

Patricia
Joshua
Chris
Coddington

Mary
Craig

Skeptical	Mid-Range	Trusting
------------------	------------------	-----------------

Chris
Coddington

Patricia
Joshua
Don
Mary

Don
Craig

8.2 Communicating, Listening and Relationship

Case Study Team - Explain that you will use their own Team Profile after the Understanding Profiles section has been completed.

Content	Mid-Range	Pioneer
----------------	------------------	----------------

Don
Craig
Joshua

Patricia
Mary

Chris
Coddington

Cautious	Mid-Range	Risk Taker
-----------------	------------------	-------------------

Mary
Craig

Patricia
Joshua
Don

Chris
Coddington

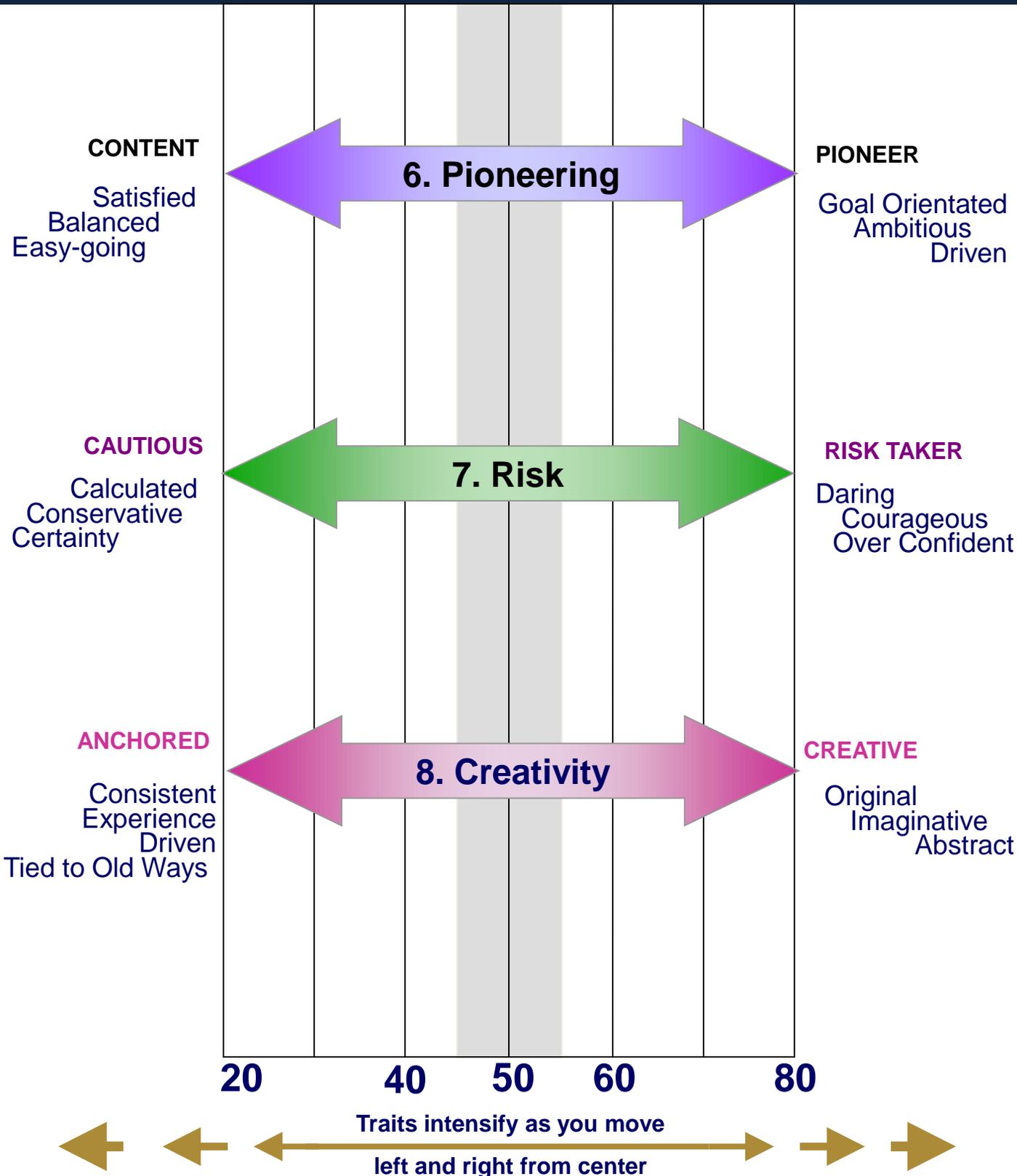
Anchored	Mid-Range	Creative
-----------------	------------------	-----------------

Patricia

Don
Chris
Coddington
Mary

Joshua
Craig

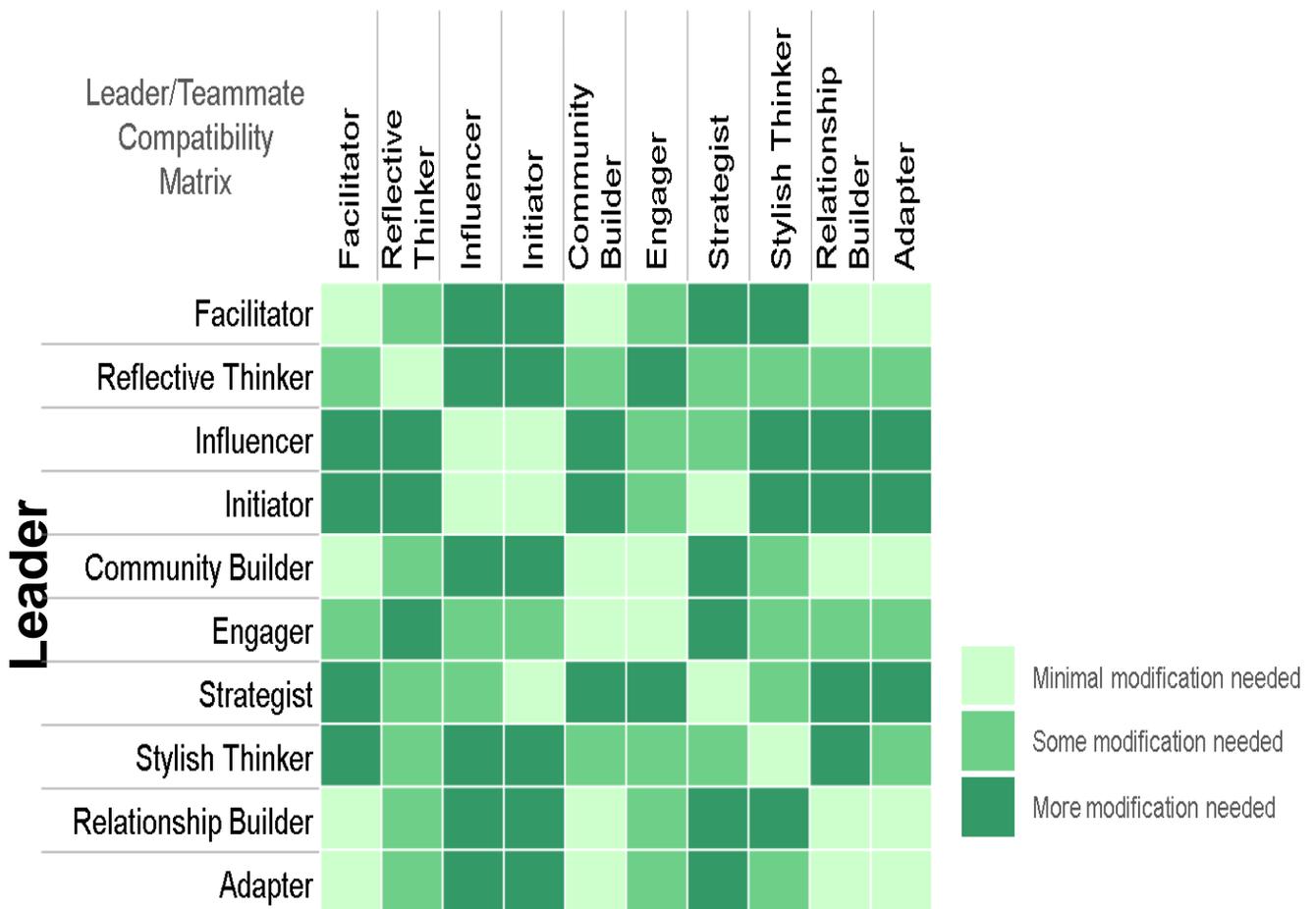
8.2 Communicating, Listening and Relationship Core Team Drivers



8.2 Communicating, Listening and Relationship Leader/Teammate Compatibility Matrix

Facilitator Note – This would be a good point at which to introduce the Team Matrix.

Teammate



8.3 Strengths and Development Opportunities

Team “Relationship Builder” Questions

1. What do you like most about each of your team members?
2. What do you believe is your own most likeable factor?
3. What do you see as a unique strength of each Team member?
4. Describe a time when you used your unique gifts to make a difference. What gifts were you using? How did you feel? How did others respond? What was the outcome? What lessons did you learn?
5. What is a great achievement of each Team member?
6. Describe a success you shared with all of your Team.
7. How could your Team become a stronger unit?
8. What aspects of your Team relationships would you like to improve?
9. Where do you feel you are making a positive contribution to your Team?
10. In what areas could your Team Leader/Team colleagues provide you with more support?
11. When did you last encourage a team colleague? To whom and how?
12. What motivates you and your team colleagues
13. What de-motivates you and your team colleagues
14. How would you define success for yourself and your team
15. Do you think that this teams objectives and priorities line up with those of the company
16. What are the career goals and aspirations of yourself and your team colleagues? Do you know them? Does working in this team provide a pathway to achieving those goals and aspirations?
17. Do you feel fulfilled in your role? If yes – why? If no – why?
18. Is your role and the role of your team colleagues clearly defined for you?
19. How would your team members answer question 17 and 18.
20. What would you describe as a successful outcome to this team building event for you and your colleagues.
21. What tasks do we do well?
22. What tasks do we do poorly?
23. What is our greatest strength as a team?
24. What is our greatest struggle as a team?
25. Do we have all the behaviors and skills that we need in this team?
26. Which of is the best communicator?
27. Which of us is the worst communicator?
28. Which of us is the visionary?
29. Which of us is the best listener?
30. Which of us is the best at processes and procedures?
31. Which of us takes risks?

8.3 Strengths and Development Opportunities

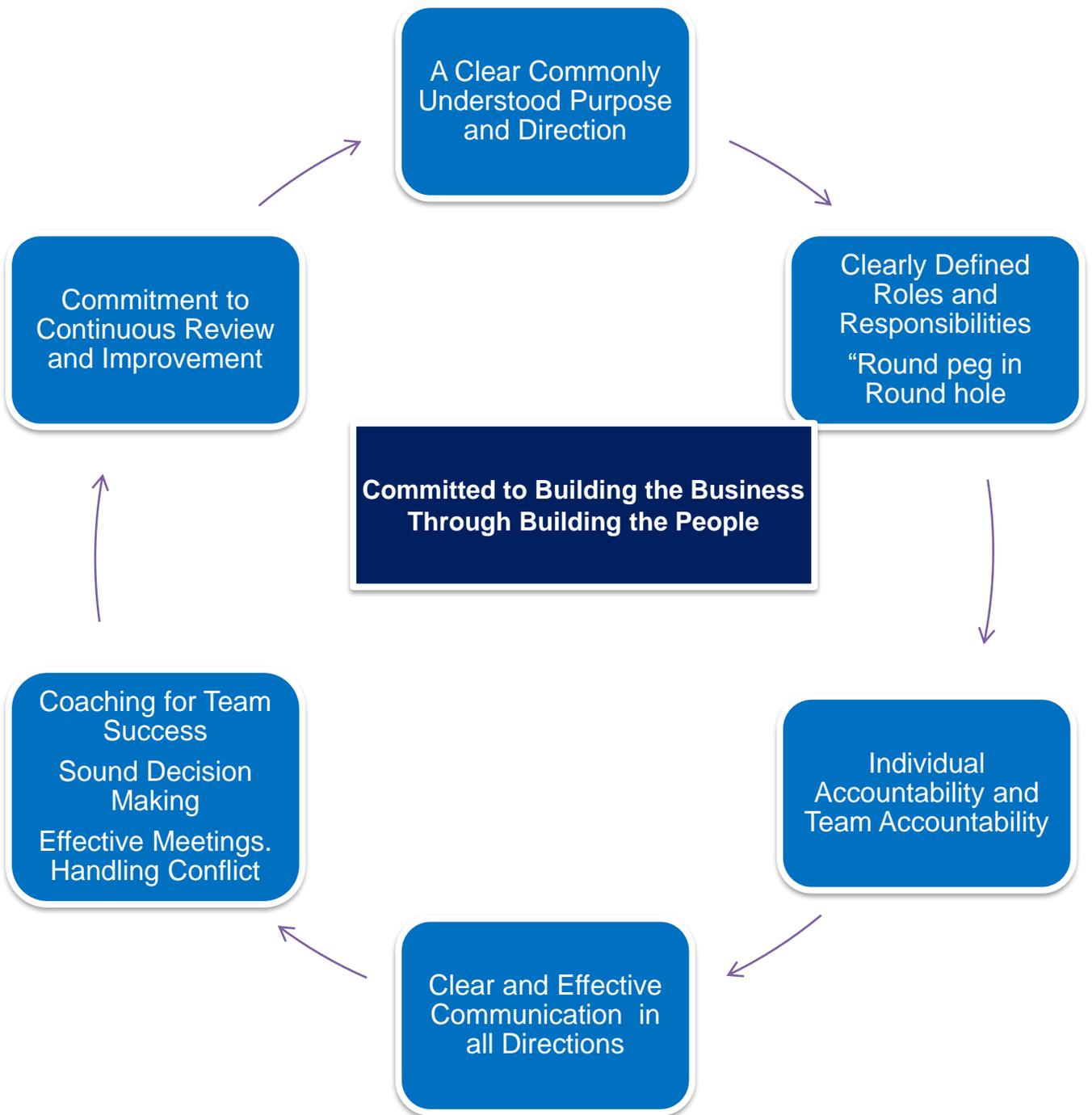
Differences in Team Behavior

Note to Facilitator – now is the time to re-ask some key questions that you asked in the ‘feeling the pulse’ section of the process. The team will have a greater insight into profiles, theirs and their colleagues behavior and also the importance of communication. These questions when asked in this light may well produce different responses.

1. What team differences of opinion have you experienced? Describe some situations?
2. Which team members do you share similar perspectives with? Why?
3. How have you seen these different perspectives influence the way in which each team member addresses team and life situations?
4. Which team relationships may be in jeopardy as a result of the changes made to the team personnel? Why?
5. What do you believe is the impact of the following in your team?
 - Different talents;
 - Personality clashes
 - Creativity v Sales and Marketing
 - Influences of changing business environment;
 - External influences;
 - Tighter deadlines
6. What team behavior have you seen as a result of these differences?
7. How do you initiate difficult discussions in your team colleagues or your team leader?
8. If you have a disagreement with another team member, how do you reconcile your differences?
9. How have you successfully handled a disagreement over deadlines or budgetary restrictions?
10. How could communication and trust be enhanced in your team?
11. What needs to happen to enable every team member to communicate their views and to contribute to finding a way to restore the good working and successful team that you once were?

8.5 Summary – The Team Map

Components that Build a High Performance Team



9. Team Coaching

9. Coaching

As a Facilitator you may well find yourself drawn into a coaching role with the team you are facilitating. Often team building events uncover deep seated frustrations about the environment within which the team works; the lack of motivation, expectations not managed, meeting after meetings that have no obvious purpose and conflict left unresolved.

The following sections provides the Facilitator with some useful tips on how to address each of these topics should they arise.

Each section should be read in light of the team profiles that you are currently working with. There will be clear indicators within the profiles that will enable you to provide insight into the issues and deliver sound well thought through advice on how to resolve or manage the issues.

Remember – the profiles are the KEY.

9.1 Understanding the Preferred Working Environment

Note to Facilitator:

The profiles will clearly indicate the preferred working environment for the individuals that make up the team you are working with. The key for you is to make these needs widely known to each member so that there is an understanding between the team of what for some is present in the working environment and what for others is missing. Generally when teams understand the kinds of environment that makes each one of them more effective in the workplace they will (in a healthy team environment) do all they can to create the optimum setting for the team as a whole. In other words – all will compromise to meet the needs of the team in creating the best possible environment for the whole.

The Team map (as set out in Section 8 and replicated below) is the most effective starting point to establish a healthy working environment for the team.

9.2 Motivation

Note to Facilitator: it is possible that some of the issues faced by the team with which you are engaged see their team leader as part of the problem rather than part of the solution. Below are some helpful tips to aid the discussion you might need to have with the Team Leader.

Remember to communicate with the leader based on their and your communication style. Focus on the parts of their profile that they can draw on in order to be a team leader that motivates their team.

- As a team leader it is important to learn a few simple steps to help create an environment where team members feel challenged and excited to be at work.
- Close authoritative supervision is no longer totally acceptable in the workplace team leaders are being asked to carry extra responsibilities and duties for the good of the organization. This “hands-off” management style requires increased initiative, commitment and energy on the part of employees to remain effective and productive.
- Your teams profiles are a valuable tool to enable you to understand the most effective way to lead and motivate them.
- Now, more than ever, (in the current economic climate) it is important for leadership to understand how to mobilize the staff to help serve the organization. A few keys to this are:
 - Creating an inspirational culture
 - Trusting and letting go
 - Being an example
 - Allowing mistakes to be made
 - Measuring output, not input
 - Strong and meaningful communications
 - Treat people as individuals
 - Treating people with respect
 - Celebrating successes

9.3 Managing Expectations

Establishing Expectations

When establishing expectations, sound judgment is advantageous. Sometimes team leaders will give an expectation of say:

- A financial reward
- A career reward
- An honor of some kind
- A position of inclusion and closeness with the leader which sets them above their peers

Sound judgment helps you to determine what information and what promises to give to your team members. Whilst it's critical to provide reward for a job well done – there are likely to be more effective ways to ensure such rewards are forthcoming. A healthy appraisal system ensures that credit is given where credit is due. So leaders should not be tempted to give expectations that cannot be met.

Managing Expectations

Team leaders can gain much insight into those of their team who will be positioning themselves for some sort of recognition. There will be those whose confidence lies in such recognition – but there will be others who may well contribute significantly to the team and its projects but never seek reward or recognition of any kind. It is, therefore, a responsibility of the team leader to understand these differences and nuances within their team

Measuring Expectations

Team leaders should work with parameters already established within the business. Measuring expectations should be aligned to key performance indicators (KPI's). This will avoid the risk of rewarding team members for work simply because they are the most 'outgoing' of the team and appear to have been the main driver of the outcomes.

9.4 Holding Effective Meetings

Well conducted productive meetings which deal with relevant subject matter efficiently are a sign of good team work, a high level of morale and commitment, and typify a healthy organization.

To the individual in such an environment the meeting is both challenging and an opportunity. Good performance at meetings can lead to increased responsibility and advancement. The meeting also provides a chance to bring group experience to bear on a particularly difficult subject.

Is the Meeting Necessary?

- Firstly, establish that the meeting is necessary.
- An unnecessary meeting will never be a good one – there might be some jokes and the latest company gossip, some dumping and not much business.

Meetings Cost Money

- It is difficult to evaluate the actual cost of a meeting because of the time spent before and after meetings. But when you have a spare five minutes – try to cost it in terms of travel subsistence and salary costs and lost of productivity. You'll be amazed.

A Few Tips

- Always have an agenda
- Don't have meetings just to satisfy someone's ego i.e. 'holding court'.
- Try to set meetings according to the needs of the individual and the business.
- Don't settle for bad manners in terms of people continually arriving late
- Consider name cards in the rooms if appropriate
- Consider the need for soundproofing (when discussing sensitive matters)
- Have a mechanism for taking phone messages
- Turn off mobiles and pagers
- Have pencils, pads flipcharts, copying facilities etc. close to hand
- Consider taping meetings (but only when necessary)

The Meeting

- Good meetings start with clarification of their purpose.
- Information: to share information about what has happened or is going to happen
- Consultation: to get participants views on proposals about what should happen but without the meeting having power to make decisions
- Business/decision making: to discuss what the group should do and how it should be done, make decisions on the basis of those discussions
- Legal: to carry out business which must legally (according to legislation or the organizations constitution) be transacted
- Education: to learn about a topic of relevance to the group, for example by having a speaker, video or discussion
- Social/support: to be with friends, share an interest or support each other (these, if handled properly can be among the most valuable types of meetings)

9.4 Holding Effective Meetings

The Chair (the person responsible for leading the meeting)

- The chair has the responsibility to briefly introduce each item, or introduce the person who will do so. If there is a timed agenda, the chair should indicate how much time has been allowed for the item. Use this time to also inform when there will be coffee breaks etc.
- As far as possible discussions should be kept in the most helpful order; usually facts about the current situation and background first, then opinion and feelings, followed by broad ideas for action, firm proposals and decisions if one is required.
- It is the responsibility of the chair to ensure that everyone understands jargon used and any other points, which seem unclear.
- The chair should summarize from time to time, especially if discussions are complicated. The chair must separate their role as an individual from that of the chair. The chair should spend most of the time listening, keeping the discussion moving and summarizing.
- The chair must be both firm and sensitive, and not afraid to keep discussion moving and to the point. This is much easier if everyone knows why the item is on the agenda. Interruptions, personal attacks, irrelevant information or opinions, time wasting; domineering or aggressive behavior, bad language, should not be tolerated. A good chair can handle all these without offending people, primarily by constantly reminding people what they are supposed to be discussing and working towards.

At the end of the Meeting

- The chair should not hesitate to carry over until the next meeting, any agenda item that has not been thoroughly finalized.
- It is the responsibilities of the chair to ensure that all matters on the agenda are covered. The best and most efficient way to conclude a meeting is to have the minute taker read back the bullet points and include names of those who have been allocated actions/tasks to complete. Agree that everyone agrees the bullet points, and the full minutes (though not too wordy) will be distributed within 48 hours, the time and the date if the next meeting etc.

9.4 Holding Effective Meetings

Summary Tip List

WHY HAVE MEETINGS

- Information
- Consultation
- Business/decisions making
- Legal
- Education
- Social/support
- Discussion
- Ratification
- Review

TYPES OF MEETINGS

- Formal meetings
- Informal meetings
- Planned informal meetings
- Impromptu meetings (business focused)
- Corridor meetings
- Video conference
- Telephone conferences
- Brainstorming
- Quality circles

CHAIRING MEETINGS

- Be more concerned with the process than the content
- Keep meeting moving to its conclusion – but don't stifle debate
- If you have a strong interest in the debate – hand over the chair
- Protect the weak and control the strong
- Don't watch the speaker – watch the audience for reactions
- Ensure a result – identify issues and agree on the means of their solution
- Agree deadlines for progress reviews, set date, time and place for next meeting
- Send good 'action needed' notes promptly to each participant
- When the md/ceo/dept head is the chair – it is an opportunity to express congratulations for work/projects well done. This will greatly improve team spirit

DOMESTICS

- What is the meeting objective
- Who should attend
- When and where is convenient
- What style/type of meeting should it be
- Should information and agenda be circulated
- Are there any special facilities needed
- Do topics need ranking/timing
- Is there conflict of interest
- Is pre-discussion with individuals required
- What kind of record/minutes/action notes are most suitable
- Do you need a minute taker
- Are domestic arrangements in hand i.e. refreshments; car parking; room

TAKING PART IN A MEETING

- Learn about the issues being discussed
- Listen to other people during the meeting
- Think before you open your mouth
- Speak clearly and to the point
- Do not be afraid to speak
- Be reasonable
- Let go!

9.5 Aware of Conflict

Managing Differences and Conflict

Note to Facilitator. Understanding and applying the content of the profiles to the Teams that you are working with will assist greatly in your understanding of why conflict has or might arise. Almost always lack of understanding of communication and behavioral styles of working is at the root. Understanding the inherent behaviors can a) uncover potential areas of conflict and b) assist in resolving the issues. Therefore, a sound understanding of the profiles is essential.

- In any relationship or group there will be differences. People think differently, have different values; interpret information in different ways. Differences are the basis on which individuals; relationships and organisations grow and change. Sameness may seem attractive but it leads, in the long term, to complacency and stagnation.
- In effective organisations or teams there is a shared sense of unity, of commitment to common objectives and ideals. But there is also a shared sense of diversity. Differences are welcomed, there are clear opportunities for people to express and discuss their differing views, and people are committed to finding ways to operate which value everyone's contributions and beliefs.
- This does not mean everyone can always get what he or she wants. People must recognise they are working together as a group and sometimes may have to do things they do not want to do, go along with decisions with which they do not fully agree or even, if the group goes in a completely unacceptable direction, sever their connection with the group.

9.5 Aware of Conflict

Conflict arises when differences cannot be satisfactorily dealt with. Differences become conflict if:

- People are unwilling to accept the validity of differing values, priorities or views of what is 'right' or 'important';
- Individuals or the group as a whole have different or unclear standards for action, behaviour or performance and common standards cannot be agreed;
- Something (money, attention, workload, responsibility) is, or is perceived to be, unfairly distributed;
- People feel an individual or collective need to win, be right, get their own way or dominate;
- People succumb to fear, distrust and the need to define anyone different or unknown as 'other', 'outsider' or 'enemy'
- The people involved do not want change
- There are unclear or non-existent procedures for discussion and resolving differences before they escalate into conflict
- A person has a personal 'trouble' which they are unable or unwilling to share and which unbalances their ability to 'reason' or effects their behaviour with others
- Conflict is difficult but if managed well can provide an opportunity for a group and all the people involved learning, growing and changing.

9.5 Aware of Conflict

- It is a mockery to talk about equal opportunities or commitment to the community if people are unwilling to value everyone's ideas, opinions and contributions.
- One positive outcome of dealing with conflict is learning how to handle people with problems. Not everyone is comfortable with facing aggression, disruption or downright rudeness, but in order to assure that harmony, as far as is possible, reigns either in our lives or within our working environment then such people need to be 'faced'.
- A few guidelines for handling conflict, whether with staff, colleagues or '*friends*':
- Treat others as you would wish to be treated yourself - set a good example
- Try to understand why someone has become confrontational, aggressive or rude
- When faced with someone who is being difficult - do something, failure to act can often make the situation worse, and cause you distress worrying about why the situation took place. Immediate action can very often stop whatever the issue is before it escalates into a major problem.
- If the person causing the difficulty is overly sensitive then assure them that, because of their they are an important part of the team.
- Point out that mistakes and misunderstandings occasionally arise and are normal and they can be corrected.
- Recall for them occasions where their actions, decision making has been helpful and that their behaviour in this instance is out of character and tell them how that affects you.
- If the situation reaches a more volatile level:
- Let tempers cool and then have a rational talk with them. Point out that it isn't always easy to control tempers but that such behaviour is unacceptable to you.
- If another outburst occurs either ask the person to leave the room - or you leave making it clear that you will return when the volatile behavior has ceased.
- Keep calm - never lose your self-control otherwise the situation is lost.
- If the behaviour is completely out of character - then you need to question and probe until the reason for the behaviour change is explained.
- If you are personally unable to do this then seek advise from a third person who knows you both and whose confidentiality and integrity is not in doubt.
- If you are working in a highly pressurised environment and tend to be surrounded by such persons it might be helpful to refer to their profile more often. This will provide you with some useful tools which will enable you to deal with the difficult person or the 'conflict' whilst ensuring that you do not become damaged yourself.

10. Post Event Analysis and Evaluation

10.1 Post Event Team Questions

1. Explain the ways in which you now have a clearer understanding of the preferred style of working and communicating of each of the members of your team
2. How has this team building event made you are a more effective and functional team?
3. Illustrate times when customers both internal and external have seen a difference in the service you provide as a team
4. Tell me about level of loyalty you now feel to each other
5. Do you have a clearer understanding of the team objectives?
6. Are the objectives clearer now to all members of the team?
7. Give me examples of times when you have clearly understood your own responsibilities when are in accomplishing the above?
8. Tell me how your role in the team has changed
9. Has what you like least about your role in the team changed?
10. Do you now know exactly what is expected of you in this team?
11. Do you feel more fulfilled in your role?
12. Do you now feel that you provide a good service both as an individual and as a team?
13. Do you now have a clearer understanding of the kinds of obstacles to building a good team?
14. Did you discuss these obstacles with your team leader/peers and formulate processes and procedures to overcome them?
15. Do you now know what your peers expect from you?
16. Do you feel that going forward your opinion is valued in the team?
17. Did you discuss the issues of limited resources, and have you reached a conclusion on how to manage these limitations?
18. Describe how the use of Business DNA profiles has helped you to work more effectively with your colleagues
19. Were your expectations of this Team DNA building event fully met?

10. 2 Post Event Analysis and Evaluation Going Forward – A Shared Commitment

As a Team going forward we undertake to:

- Have a common and shared vision
- Treat each other courteously, with respect and in a friendly, professional manner at all times.
- Have frequent and open communication at all times.
- Respect each others differences
- Value the strengths and gifts we each bring to the Team
- Present a unified front to staff, clients, strategic partners and others
- Take time for rest when we need it
- Focus on getting things done first and having fun second
- Uncover obstacles whether within our team or in the business and deal with them.
- Being an aligned Team truly committed and working towards a compelling vision for the future
- A shared understanding of where the business stands and what it aspires to
- To staying focused on the priorities

Hugh Massie and Business DNA Resources

About Hugh Massie



Hugh is a DNA Performance Advisor and successful entrepreneur with 24 years of unique and diverse international experience in human behavior, financial and tax services, and family and business advisory. He believes that objectively discovering a person's talents is the key to identifying a top performer, and then provides the framework for guiding them to long-term success. Further, understanding how a person is motivated is also key to their career and business performance, and ultimately how they build a sustainable work-life balance.

Hugh is the President and Founder of DNA Behavior International which he founded in September 1999, of which Business DNA Resources is a division. DNA Behavior International is an international advisory company providing human behavioral solutions for transforming personal and business performance.

In his work, Hugh specializes in human behavioral discovery to liberate and empower his clients. He has worked with individuals, families, entrepreneurs, business executives, leaders and youths to implement solutions that relate to human capital development and also business and wealth creation decisions. Hugh coaches people in groups and individually to improve their performance.

Hugh is a recognized international speaker on behavior and performance, having presented at a number of industry events around the world. He is the author of "Financial DNA - Discover Your Unique Financial Personality for a Quality Life", published by John Wiley & Sons in February 2006.

Hugh's Financial DNA Core Work Life Profile is an Initiator, a profile that has a strong focus on achieving goals with precision and quality. Hugh is testament that a person who started out as a highly rational accountant can successfully adopt a behavioral approach to wealth creation, business and everyday life.

Hugh's personal interests are golf, tennis, skiing, and travel.

Business DNA Services

The following Business DNA Services are offered using our proprietary Business DNA Discovery Process:

1. DNA Hiring Performance – Hiring for Talent
2. DNA Team Performance - Building a Healthy Team
3. DNA Leadership Performance - Grow Your Leadership
4. DNA Succession – Succession Planning
5. DNA Business Planning Behavior – Strategy and Execution
6. DNA Career Performance - Career Development
7. Business DNA Advisor Training

Disclaimer and Contact Information

Disclaimer

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