Team Insights Challenge: Station 3 Instructions

Goal

Observe a team interacting and rate the strength of the team in the six Team Effectiveness Factors.

Background

You observed a recent meeting of Arden's "Innovation Fund" team. This cross-functional team is responsible for allocating funds for experimentation. They distribute at least a dozen mini-grants to teams working on projects that are not otherwise funded by a planned budget. Teams across Arden must submit proposals for novel, creative projects. These projects are given code names such as Delta and Gamma, and only the most impressive projects receive grants. Some have already received a grant, while others are under review. Grants are approved throughout the fiscal year, with the Innovation Fund team providing quarterly updates to senior management. This team has been together for three months and consists of four people representing different functional areas. Layla is the project team leader.

Instructions

1. **All consulting team members:** Read the team background on **page 1**.
2. **As a team: Watch the video** of the team interacting in a recent meeting. You may refer to the transcript of the video on **pages 3–5**, along with your **Job Aid**.
3. **Scribe: Download this document** and **save it** to your device. For best results, open it in Adobe® Acrobat® Reader.
4. **As a team: Discuss** your observations from the video and **reach consensus** on a **rating** for each factor: Poor, Moderate, or Strong. **Refer** to the **rating sheet** on **page 2** for an explanation of the rating scale.
5. **Scribe:** On **page 2, check the boxes** to select the rating for each factor.
6. You'll submit your responses and see your score when you return to the large group.

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Station 3 Rating Sheet

Select a rating **for each factor** by **checking** Poor, Moderate, or Strong. Use the following scale:

Poor	Moderate	Strong
The team shows clear signs of struggling in the factor.	The team is performing "just OK" or might have mixed results (some things done well; others not).	The team is demonstrating the factor consistently well.

Practical Needs	**Personal Needs**
Shared Purpose Rating O Poor O Moderate O Strong	**Emotional Security Rating** O Poor O Moderate O Strong
Role Clarity Rating O Poor O Moderate O Strong	**Collaborative Spirit Rating** O Poor O Moderate O Strong
Enabling Processes Rating O Poor O Moderate O Strong	**Growth Orientation Rating** O Poor O Moderate O Strong

Video Transcript

Layla: Hi, everyone. Thanks for joining.

I'm looking forward to making some progress today.

Innovation is really important to Arden's future—so that's our main goal. We're here to unleash some amazing new ideas—and quickly—but we can't approve every proposal.

Sukesh: Right. Funds are limited, so our objective is to find the most innovative ways to boost market share, improve service, and reduce costs. That's how we'll define success, right?

Layla: Exactly. Great summary.

I'm looking over some notes from last time, and I think there was an action item to set up a site—so we can review the proposals as they come?

Sukesh: Right. I was going to do that but I haven't had the chance to . . .

Sarah: Wait. Sorry, I thought I was supposed to set it up.

I've already done it actually, so no worries. I had time and I was happy to help.

So, if you look at the site—three more proposals were submitted since our last meeting. That's six so far. And remember—one was approved the last time we met.

Adam: So, there's a new site? I've been getting my proposals in email.

And wait. You said one proposal was already approved. No one told me that.

Sarah: Yes—and I'm very sorry. I should have let you know.

           So, we decided at the last meeting, but you couldn't attend.

           We really value your insights. It's just that we're all so busy, and we were supposed to meet every two weeks. Lately, it's three. And 30 minutes doesn't seem like enough time.

Layla: I know. It's frustrating.

           And we're spending time outside of meetings too.

           Listen, some of these proposals are extremely technical. Sometimes I wonder: Am I right for this team if I can't understand the details?

Sukesh: I get confused sometimes too. But we're here to help each other. Innovation is our goal, and that means taking risks. So, things are going to seem uncertain sometimes.

           We're doing really well so far. Remember Beta—the first proposal we approved? It's off to a great start.

Sarah: How do you know? Are we tracking their progress?

Sukesh: No, nothing formal. I just ran into someone from the Beta team. She filled me in.

           One of the new proposals—Sigma—looks promising too. Should we discuss that one?

Adam: Do we have to discuss them all? Some seem like obvious decisions.

           Like this one—Gamma. I see so many ways it will benefit my group. Increased sales, better service. I'm going to approve it and let them know. Anyone have any issues?

Sarah: But what if we have different opinions? How do we handle that?

Adam: We agreed that our goal is to move quickly, so if one of us feels a strong connection to a proposal, can't we just make the call?

           Trust me. This looks like the best of the three. But if you want, we can take a few minutes to consider what else was submitted.

Later in the meeting

Layla: So, we agree?

           Great job, everyone. We should share what we decided with the senior leadership team.

Sarah: I drafted a status report using our new software. Maybe we can send that? I'd love to get everyone's input first.

Layla: I was thinking they would prefer a simple email.

           Some of us don't have access to that new software—and isn't it just for accounting?

Sukesh: It will work for the other reports too. Why don't we try something new—experiment a little?

Sarah: Yeah, and if anyone has trouble learning the software, I can show you how.

Adam: Hey, everyone. I'm sorry. We made some great decisions today, but I really have to drop off.

Sukesh:	Sure.
Layla:	OK.
Layla:	Not sure when we'll get together again. Should we document what's next?
Sukesh:	I'll remember.
Sarah:	I'm good.
Adam:	Let's save it.
Layla:	Thanks, everyone. Good meeting.