



# TEAMSCAN

FLANDERSDC  
INSPIRING CREATIVITY

Vlerick Leuven Gent  
Management School

# TeamScan

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# What is a team?

*“A team is a small group of people with complementary skills who feel collectively responsible for the common goal.”*

A team is something different from a group. Members of a group come together and exchange information, but there is no need for cooperation or collective efforts to achieve an aim. A team goes further than a group. Characteristics of a successful team are:

- **Small:** ideal teams have 6 members (without wishing to be normative). You get greater diversity if your team is bigger, but each team member's commitment drops faster.
- **Aimed at a concrete goal:** the best achievements are reached if a concrete and specific goal is assumed.
- **Directed steering:** every team needs coordination. A good team leader is a must. The smaller the team, the easier it is to coordinate. Mutual consultation is simpler. Greater involvement also means more self-direction.
- **Complementary skills:** effective teams have complementary skills. Task-related expertise and technical expertise are not the only skills required: process-related expertise is essential too.
- **Diversity of roles:** five team roles are necessary to be able to speak of a dream team: a leader's role, an implementing role, a creative role, a critical role and a human role.
- **Clear working procedure:** every team member is aware of the working procedure, the method and the system to follow in the teamwork.
- **Mutual approachability:** each member has an individual responsibility to the team, and there is group responsibility.

## *Tips:*

- Keep your team small!
- Invest sufficient time in formulating concrete targets.
- Don't just consider technical expertise when putting your team together.
- Ensure sufficient involvement.
- Involve all members in group decision making.

# Advantages of teamwork

*“1 + 1 = 3    teams do things better than individuals.”*

Teamwork means synergy. Teamwork has a positive influence on the productivity, satisfaction and motivation of employees.

Teams score better than individuals if a given task requires more than one skill, if different opinions are needed and the experience of different people is useful. The advantages of teamwork are:

- **a range of different ideas:** an effective team leads to more ideas, perspectives and knowledge, which increases creativity. Teams that work well push their members to a higher level.
- **flexibility:** teams contribute to flexibility. Flexibility leads to changes.
- **sharing knowledge:** team members transfer the knowledge they have gained to others. A high degree of trust considerably increases the exchange of relevant information. This contributes to effective problem solving.
- **a good atmosphere:** a good atmosphere in the team has a positive influence on the team's achievements.



# Composition of a team

*“A football team isn’t made up of eleven strikers.”*

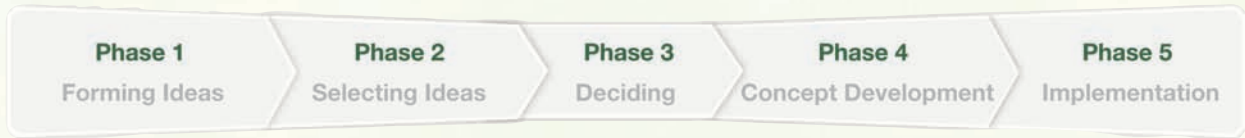
A good melting pot of talents and experiences will ensure a better result. One person’s strengths will compensate someone else’s weaknesses and vice versa. As obvious as all this may sound, finding the right mix of skills is anything but easy.

Too little consideration is given to the composition of a team. We assume too often that a problem can only be solved by experts. A product team doesn’t just have engineers or marketing specialists in it. To have a successful team, enough specialities and skills need to be represented.

If teams are put together wisely with the right complementary talents, if they get real autonomy and especially if they are not occupied with a hundred priorities at once and are clear about their target, they are particularly powerful instruments.

Ask yourself which phase your team is in.





### **Phase 1: Forming ideas**

Your team is in the first phase of the innovation process. Everyone in the team is helping to think about possible innovative ideas. All the options are still open.

### **Phase 2: Selecting ideas**

Your team has already collected a number of innovative ideas from the brainstorm. You are looking into the pros and cons of each possible scenario. The aim is to come up with a limited number of desirable and feasible innovations.

### **Phase 3: Deciding**

In this phase, your team is deciding which innovative idea / product they are going to put into practice. You are taking into account the costs and benefits, potential customers and feasibility for the organisation.

### **Phase 4: Concept development**

The team is drawing up an action plan in this phase for the development of the innovative product or idea. The tasks are being allocated and ideas are being tested. The team is oriented towards results.

### **Phase 5: Implementation**

Your team is in the final phase of the innovation process. The final product has been created. The market launch or implementation within the company is a fact. The team is evaluating and making adjustments where required.

# Skills in teams

Depending on which phase your team is in, you will need certain skills. Not all teams are responsible for dreaming up, deciding on and carrying out ideas. Some teams take over where another team ends. It should be clear which phase the team is in.

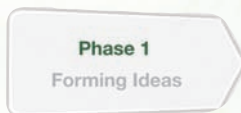
Smart teams realise that the skills of team members in the implementation phase are different from skills during the thinking phase. It is not unusual for team members to be part of both the doing and thinking phases. But does everybody really have the right core skills for both? Make sure this team composition becomes a habit in your organisational culture. Team members must not feel that they are being ‘told off’.

*“Is your team more of a thinking team or a doing team?”*



## Thinking teams

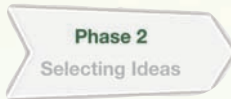
Every project starts with thinking work. During the thinking phase, the idea or problem is analysed, considered and broadened into a worthwhile starting point. Next scenarios are sought and formulated. At the end of this phase, a certain idea is chosen. The solution is not put into practice during this phase. But you do look for alternatives.



When forming new ideas, you need to keep all your options open. Team members are mainly helping to think things through. You need core skills such as brainstorming, defining and analysing problems, thinking broadly, creativity and entrepreneurship. It is best to get creative people involved. The chance of creativity is also increased if different technical skills are represented within the team. A team leader who is good at creativity techniques can work wonders in this phase.

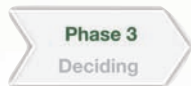
Critical thinkers aren't really needed at this point! It is still too early for that. Of course, specialised knowledge of the material is indispensable, but it must not put a brake on alternative ways of thinking.

Things will go wrong if team members elevate their own approach or particular skill into the only possible scenario. You need systematic thinkers. They will ensure that the problem is clearly defined. Look for innovators too. They will give your ideas that special extra touch.



If you want to make a selection from a variety of ideas, you need the following key skills: a critical eye, a head for facts and figures, analytical ability and persuasiveness. You need critical thinkers! Who will not accept that you are right at meetings? Build in moments for criticism. Dare to question things. Explain the constructive role of the critic within the team. You need team members who can weigh up pros and cons. You need persuaders. They will make sure that all standpoints are represented. This will make it easier for you to select the good ideas in the team.

## Switch from thinking to doing teams



An important turning point is the moment when the thinking team formally closes the thinking phase. The time for divergent thinking is over. It is time to switch to putting your worthwhile concept into practice. This is an important moment. It allows you to prevent people from questioning the concept again and again. When your team is mainly making decisions, you need the following core skills: decisiveness, judgement and influence. You need deciders, people who are good at cutting knots! Be aware that you will only make a good choice if you have a variety of options. If consensus is the rule in your decision-making, contrary opinions will be at a disadvantage from the start. Make sure your team members have a clear awareness of costs and benefits. You need people who are right and who can make others see they are right. You need people with courage! Dare to take well-considered risks.

## Doing teams

A doing team will put into practice the concept you have chosen by developing a concrete plan in several steps. Consultation within the team during the implementation phase will have a completely different focus. Viability and feasibility take the upper hand. The team will commit to realising the project in practice.



**Phase 4**  
Concept Development

When your team continues to think out the concept following a decision, you need the following core skills: planning and organising, delegating, experimenting, coaching and motivating, and result-orientation. The concept is translated into a concrete plan, a blueprint. You need planners! The process will be well organised and the work will be delivered on time. You need experts! Their technical skills are in the right place here. You need persuaders! They work in a result-oriented manner. Look for mentors and coaches too who will help each other carry out their tasks. Make sure the work is shared out well!

**Phase 5**  
Implementation

When your team is carrying out tasks and implementing a project, you will need core skills such as implementing, having an external focus, monitoring progress and evaluation. You need achievers. They will make sure that innovation happens! You need people who can follow the project up and adjust it where necessary. Is everything going according to plan? Where can improvements be made? What can be adjusted? Look for members who understand marketing and know the customer. You need clear thinkers with highly evaluative minds. They will check whether the goals have been reached as a team.

# The team leader

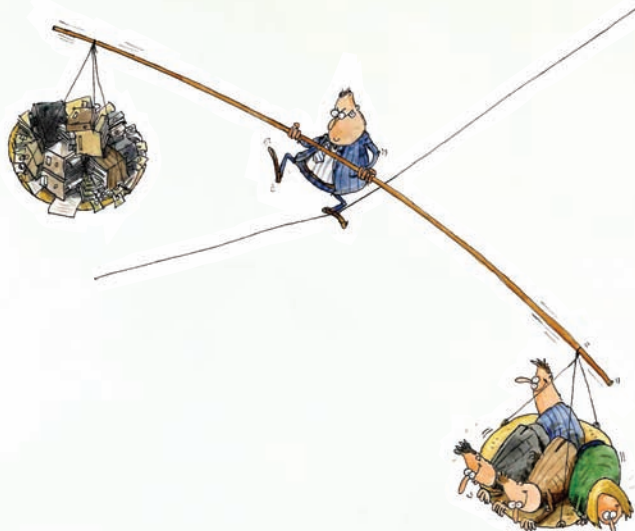
There is a team leader in almost every team, as informal as the role may be. The team needs a visionary, coaching leader. Just like organisations, teams have every interest in a leader who tries to create an image of where the team would like to be after a certain time. Team leaders are good at putting their ideas into words and aren't afraid of doing so. They feel that they have a grasp on their future and enjoy looking for solutions and taking on challenges.

## Team leader's tasks:

- proposing the target, aims and method in a relevant and meaningful way
- creating involvement and trust in all team members
- allowing the variety of skills to capitalize on each other in a complementary way
- maintaining relations with the outside world and neutralising opposition from outside
- creating opportunities for other team members
- working in person on the content of the project.

A good team leader is good at maintaining a balance between attention to the team's human needs and attention to the task in hand.

Depending on the situation, the team leader will adjust the balance.



Team leaders are usually appointed on the basis of their place in the hierarchy. However, experience has shown that the most obvious person is not necessarily the best to lead a team. A team leader has the following *skills*:

- **communication skills**, such as consultation, asking the right questions to bring ideas to the surface, asking questions to get the discussion going, listening and paraphrasing what other people say.
- **technical skills**: these talents are necessary to have a sufficient understanding of the content of the team's work and to steer the team in the right direction.
- **skills for monitoring progress**, such as motivating team members to achieve their ultimate aim, creating an informal and relaxed atmosphere in which everyone feels free to express his or her opinion.
- **skills needed to run meetings**, such as leading meetings and group discussions, and making sure that everyone has his say; commanding respect, aiming for a group consensus, involving team members in determining goals.

*Tips:*

- A leader needs a broad support base. He understands individual sensitivities.
- As a team leader, don't be too optimistic. Employees react with greatly reduced motivation to unrealistic plans.
- As a leader, don't bite off more than you can chew! 'There is always room for improvement' might be a good motto, but remember that even a leader's physical and mental powers have their limits.
- As a team, don't get blown off course by difficult circumstances, time pressure or opposition. Keep focused on the end result.

# Types of team

## *Did you know that trust is very important in virtual teams?*

Working together in a virtual environment is not as easy as people often assume. The basic rules of teamwork need to be applied as far as possible to virtual teams. Trust can be created by bringing the team members together beforehand or at least by introducing them to each other. Be aware that virtual teams can have a motivating effect if flexibility is its trump card. An efficient team leader keeps communication going between the team members.

### *Tips for virtual teams:*

- E-mail is not always an ideal alternative to face-to-face communication.
- Feedback is very important.
- There needs to be personal contact between the team members before teleworking even begins.
- A virtual team needs a mission more than other teams.
- An efficient team leader assumes the role of a catalyst in virtual communication.

## *Did you know that self-directing teams supervise themselves?*

In self-directing teams, several members are jointly responsible for a task or activity. They deal with management tasks as well as the content. Moreover, there is not usually a fixed team leader: one team member takes on the coordination of each task or activity.

### *Tips for self-directing teams:*

- Define a clear end result.
- Avoid chaos: plan a structure, but let team members develop the details themselves.
- Make sure you have support from above: a support base is important. The self-directing team knows it is trusted.
- Create sufficient consultation times: precisely because there is no formal leadership, it is important to have regular consultation with others in the organisation.

## *Did you know that cross-functional teams have a very diverse composition?*

A cross-functional team usually consists of members from a variety of research fields (chemistry, electronics etc.) and functional areas (production, marketing etc.). Such teams are a necessary condition for developing new products as rapidly and efficiently as possible. When it is put together well, a mix like this offers numerous advantages:

- a variety of perspectives,
- fluent lines of communication and contact with the whole organisation,
- clearer insight into the customer's needs,
- shorter development times plus better product quality.

These are all desirable plus points in a competitive environment. However, there are disadvantages of working with cross-functional teams as well:

- they are more expensive,
- they are more subject to stress,
- they have less group cohesion than other teams

### *Tips for cross-functional teams:*

- Make sure there is sufficient information input.
- Build up trust between the team members and allow time for them to exchange experiences with each other. This will ultimately benefit the teamwork.
- Ensure that positive relationships are forged between the members.

## *Did you know that international teams are often hindered by the cultural differences between team members?*

Team members have developed 'mental maps' in their upbringing and experiences. These mental maps can be seen as a totality of assumptions, expectations, values etc. We all think our own mental map is 'normal'. What we think is normal is closely linked to culture. For example, it is difficult in some cultures to say no, or to lose face in discussions. These mental maps play a very important role in international teams.

### *Tips for international teams*

- Be familiar with the 'mental maps' of the other cultures represented in your team.
- Collecting information by e-mail might help. This is because the power distance between the various team members is minimised and so that barrier is eliminated.

**Be careful! Not all teams are constructive. Be aware that teamwork can also have a destructive side. An example of this is a politicised team.**

***Did you know that politicised teams arise when there is too much competition in a team?***

If distrust gets the upper hand, it is not possible to learn anything. When a team becomes politicised, you will inevitably be faced with pointless arguments and tactics driven by hidden agendas. In circumstances like this, it is no longer important what other people say: the point is to get them to make mistakes. Learning potential is blocked and shifted from content-based learning to increasing one's skills at political machinations. What people do learn is to put pressure on others and play power games. This is the context where teamwork degenerates into a chess game. The larger whole fades from view, since politicisation is an insidious killer. Nothing you do will ever be right, because the reaction is always rooted in distrust. Which is hardly surprising, because in essence you always run the rat race alone.

***Tips for politicised teams:***

- Avoid competition and power games as much as you can by introducing team rewards.
- Use streamlining: this encourages team members to look for valuable elements in all the proposals. Once all the advantages of everyone's proposal have been considered, you can aim for a common goal.

# Team dynamics

## Social loafing

When teams get bigger, you gain diversity but commitment drops fast. We call this phenomenon 'social loafing'. No one feels personally responsible for the success of the teamwork any more.

As a rule of thumb, we can say that to create an ideal level of involvement, the team should not be much bigger than 3 or 4 people. The personal connections between the members will spontaneously create high commitment to the task. If you do want to create a lot of diversity in a small team, call in temporary reinforcements.

### *Tips to limit social loafing:*

- Make the task challenging and important.
- Make team members individually responsible for certain tasks.
- Make sure each team member needs to make an effort to arrive at the results.
- Get a charismatic leader involved to maintain involvement in the team.

## Abilene paradox or group conformism

This paradox arises when a team member takes a hesitant standpoint and the others concur because they believe everyone thinks the same. Each team member individually believes that it is not the right approach, but no one tells the others. A collective decision is made that nobody backs. They do support the decision in public. Afterwards, there is individual dissatisfaction and gossip about the decision made.

Examples of the Abilene Paradox:

- departmental heads who are appointed but don't really want to be.
- projects that are started up although no one in the management team really wants them.
- investments that are approved although everyone doubts that they are sensible.

The Abeline Paradox indicates a lack of critical vision towards the group. Nonetheless, that critical sense is fully and consciously present, but people try to look after each other's feelings or avoid making themselves look silly.

***Tips to limit the Abeline paradox:***

- Communicate sufficiently on doubts over certain proposals.
- Appoint a 'devil's advocate'. This team member has to take a critical stance.
- Form subgroups, which mean that the point will be discussed in different groups.
- Stimulate a critical attitude in all team members.

### Team paradox

Leading a team is not easy for many team leaders. You have to direct, coach and help. It is a balancing act between leadership and participation in the team. Strong leadership offers clarity, delineates the goal and the route to get there, and provides security. Participation provides leverage through synergy, where the result is more than the sum of the individual contributions. That is precisely where the team paradox lies: direction is necessary, but can form an obstacle to participative cooperation.

***Tips to limit the team paradox:***

- Working together in a participative way is enormously important and hierarchical differences should hardly play a role. Finding that exact balance between direction and participation is the great challenge for every team leader.

**It is extremely important that organisations are aware of dynamics in teams. This is how to avoid frustrations that build up and end in behaviour that is detrimental to the organisation as a whole.**



# Motivating teams

Teams fail because they are poorly approached: unclear aims, no insight into group dynamics, no support from management, unclear division and definition of tasks, low involvement of team members and teams that are too big or too small.

Let's be realistic. Even teams that work well risk degenerating into lower interest, slackened discipline and a drop in involvement and enthusiasm after a long time has passed. To prevent teams' achievements from falling, the following measures can be taken.

## ■ Measure 1: value and appreciate your team!

Teams feel valued and appreciated when there are transparent rules and arrangements, such as an exchange of team members, announcing and rewarding successes, ways of measuring the results of the team work etc.

## ■ Measure 2: pay attention to your team's progress.

A lack of interest can be fatal to a team. Appoint someone to make reports. This person will report at certain times on the team's progress to the executive or to management.

## ■ Measure 3: teach team members new skills.

When team members get the chance to do training, the team gets an energy boost. New knowledge and ideas can provide the impetus to be innovative and face new challenges.



■ **Measure 4: formulate new goals and/or challenges.**

The team's task needs to be relevant and challenging. If this is not the case, the team can end up burned out. A reformulation of the teamwork with new challenges is urgently required.

■ **Measure 5: adjust processes and procedures.**

Your team made a number of arrangements at the beginning. After a while, these arrangements may be neglected (turning up late, not respecting each others' opinions etc.) It is necessary to remind all the team members of these arrangements.

■ **Measure 6: change each team member's task.**

Task rotation can motivate team members. Each team member faces a new challenge, breaking out of the routine.

■ **Measure 7: create a corporate culture where teamwork is appreciated.**

When your team feels valued and knows its worth, it will be motivated to get results. Motivation disappears fast when teams are only created to intervene at times of crisis.

■ **Measure 8: compensate people for extra work.**

Individual or collective team rewards can be an extra motivating stimulus.

■ **Measure 9: keep your team members informed.**

It is important to inform people of changes, even if the team is not directly connected to the information you want to convey. Team members are sometimes overlooked. Inform them, it is absolutely necessary, so that once the team has been disbanded, team members can fit back in with the rest of the organisation.

■ **Measure 10: changes in the team.**

When the team member is replaced, a team can take a completely different direction. Depending on the phase a team is in, a different leader is appointed. Bringing outsiders (such as customers) into your team can give the team a new direction.

■ **Measure 11: eliminate non-team players.**

By removing members who have a negative influence on the teamwork from the team, you can recreate positive energy.

# Pitfalls of teamwork

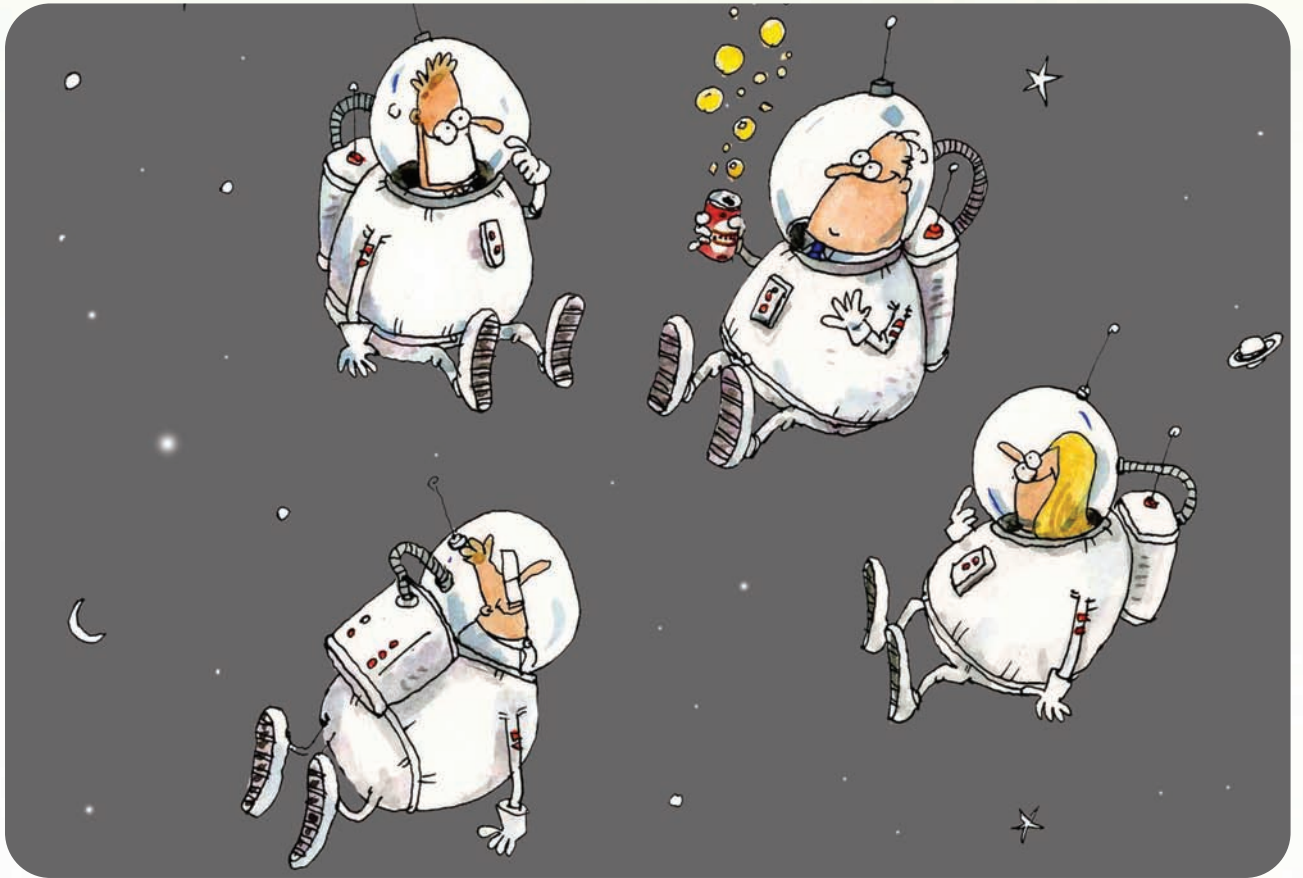
Executives often mobilize teams as an emergency solution to problems that need solving. But teams are not miracle cures; they are no solution to weak strategy and bad practices. By creating teams in that way, teamwork is put in a bad light. Teamwork is not the company's emergency room, but instead should primarily help to build up long-term projects.

Teamwork has several possible pitfalls. Ask yourself which pitfall you sometimes get caught in where teamwork is concerned.

- **The groupthink pitfall:** the team isn't working because groupthink arises. The team makes wrong decisions because it does not question its teamwork critically enough. This may have to do with the bonds between team members, but if the team leader has too high a profile, the chance of making wrong decisions (groupthink) is also higher.
- **The ego-tripper pitfall:** this occurs when you reward individuals instead of the whole team. Lots of organisations announce teamwork but continue to reward people on the traditional, individual basis instead of allocating team rewards.
- **The loafer pitfall:** this is when social loafing is present. The bigger the team, the more the team's commitment drops. No one feels personally responsible for the success or failure of the teamwork any more.
- **The powerlessness pitfall:** power is overestimated. Although the team can work autonomously very well in normal situations, it is necessary for one person to have the authority to cut a knot in a crisis.
- **The same-old-mistakes pitfall:** there is no encouragement to share knowledge. Lessons learned from one team are not shared with the following team. This means that teams make the same mistakes again and again. Time is lost.
- **The limping pitfall:** : the team's aims are too vague or even conflicting with other teams, which means that the teamwork is unsuccessful.

**Tips:**

- Be alert and make sure your team doesn't get too close, because then they will stop thinking critically! Ask explicitly for divergent opinions and ideas.
- Reward the team, not just a few individuals.
- Make sure groups don't get too big so that individual responsibility does not disappear.
- Appoint a leader, even if you are a self-directing team.
- Set clear aims so that your team does not lose its motivation.
- Learn from previous teamwork. Draw conclusions, because sharing knowledge means that you will save a lot of time.



# What does scientific research tell us?

**Top management teams** achieve more if they feel positive. A study of 62 top management teams with a total of 239 top managers has shown that a positive attitude in such teams led to fewer emotional conflicts, more cooperation and better financial results. However, studies like this have great difficulty establishing causal relationships: do the top managers feel more positive because they experience less conflict and can present better financial results, or is it the other way round? One thing is clear though: if top management feels bad about something, it is more than just a bad feeling.

Research has shown that about 20% of American organisations use **self-directing** teams and the researchers expect this percentage to double within a few years, or even increase to 50%. A few examples are companies such as Xerox, General Motors, Hewlett-Packard etc. Moreover, it has been clearly shown that self-directing teams have a positive influence on productivity. This impact is greater than with other interventions in teams such as teambuilding.

**Mixed teams** achieve more and are more innovative than homogenous teams. Diversity means profit. Mixed teams do experience more conflicts. According to Professor Ghoreshi of Amsterdam University, mixed teams have more conflicts but precisely this makes them more innovative.

Follow the example of the Cambridge University Boat Club's good practice to put together an **excellent team** for yourself, suggests the Judge Business School in Cambridge. Every year there is a boat race between Oxford and Cambridge Universities. Research was done into how Cambridge puts its teams together. Apparently they use a trial-and-error process. Rowers are tested by making them row in different combinations. In this way, the eight best rowers are selected from a group of 40. The best combinations are also rested. The method is called 'seat racing'. Two teams of four rowers have to row a certain distance, and then two of the rowers are exchanged. In this way, the effect of an individual rower on team performance can be isolated. The key to this approach is that rowers see each other alternately as team mates and opponents.

# “Checklist for an effective team”

- ✓ **Ensure there is a clear aim**      The vision, mission, aims and tasks of the team are clear and accepted by everyone. There is an action plan.
- ✓ **Ensure an informal atmosphere**      There is a comfortable and relaxed atmosphere. There are no significant tensions or signs of boredom.
- ✓ **Make sure people can have their say**      There is room for debate. Everyone is encouraged to participate.
- ✓ **Listen!**      Team members ask questions, paraphrase and summarise to get ideas. Team members listen to each other.
- ✓ **Room for differences of opinion**      Differences of opinion lead to a broad vision of the task.
- ✓ **Seek consensus!**      There is open discussion of all ideas. Formal votes or easy compromises are avoided.
- ✓ **Ensure open communication**      Team members are free to express opinions about the team’s tasks and working method. Hidden agendas are banned from the team.
- ✓ **The importance of shared leadership**      The team has a formal leader, but leadership tasks can be passed on, depending on the circumstances, needs and skills of the members.
- ✓ **Clear division of tasks**      There is a clear division of tasks. It is clear what is expected of each team member.
- ✓ **Make sure team members complement each other!**      The team consists of different types of team players.
- ✓ **Be critical!**      The team evaluates its own functioning and effectiveness on a regular basis.

# Handy tool: TeamScan

## What is the TeamScan?

The TeamScan is an online tool that helps you to put together a new team and/or evaluate an existing one.

**I have a team and  
I want to evaluate it**



**I want to put a new  
team together**



The TeamScan includes two questionnaires that you can fill in: a skills test and a satisfaction test. You will find out whether you have the right skills in your team and how satisfied you are with the atmosphere, leadership and result of your teamwork.

The TeamScan gives you a concrete team analysis plus handy tips and advice. The TeamScan will give you insight into:

- which **innovative** phase your team is in
- which **skills** your team needs for successful innovation
- the **process** during teamwork

### TeamScan target group

The TeamScan is intended for individual team members, managing directors, team leaders and project leaders. The Scan has been constructed in such a way that feedback is given at both individual and team level.

### Information on teams and skills

This handy booklet contains all sorts of information and tips relating to teams and skills. The book contains a list of references if you want to read even more about it.

Of course you can consult the online TeamScan too. You will have an opportunity to have your profile and extra information mailed to you. You will receive everything clearly set out in a PDF file. At the end of the TeamScan, you can invite colleagues to fill in the TeamScan as well.

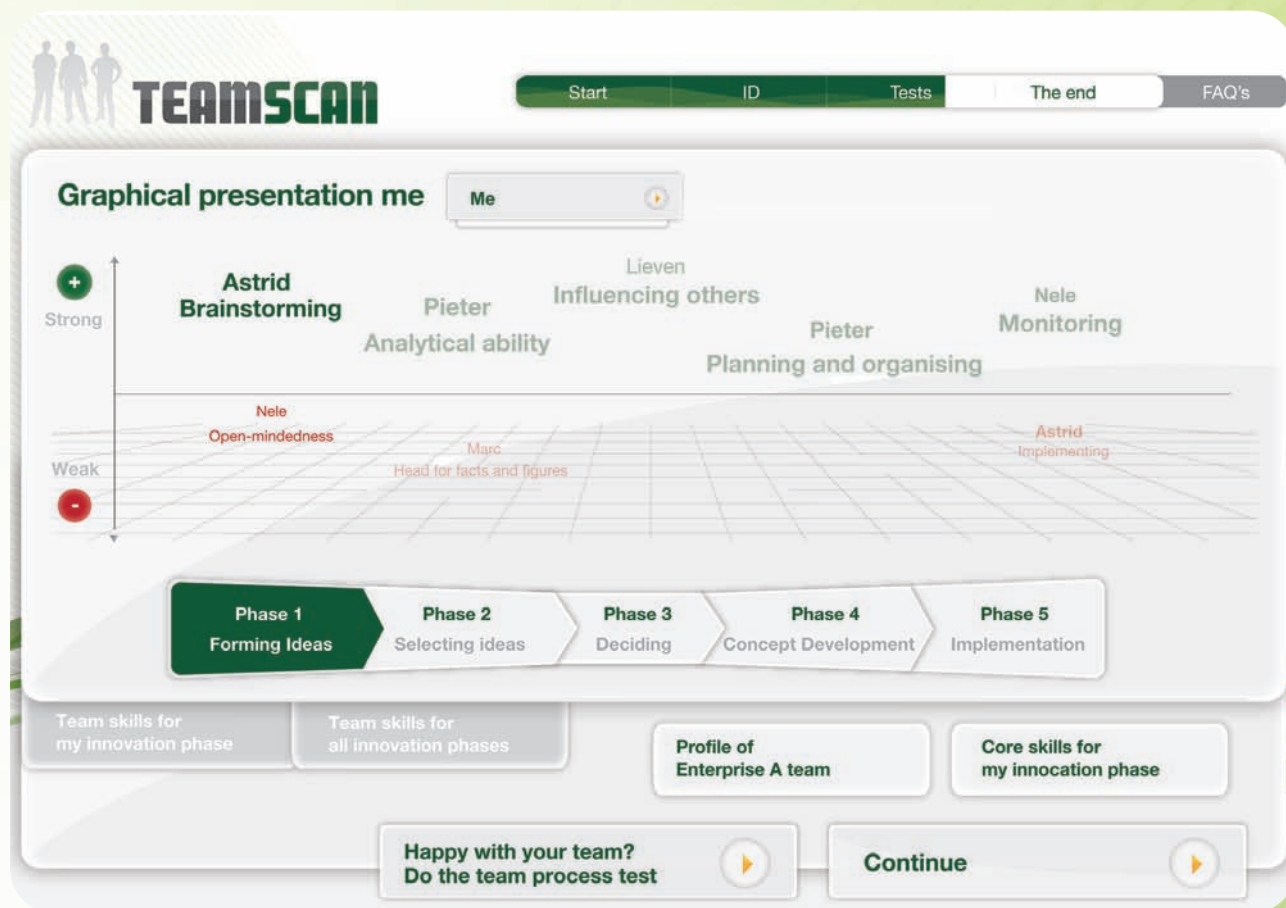
### Consulting the online TeamScan

The TeamScan is a tool developed by the Vlerick Leuven Gent Management School (De Pauw, A., Warmoes, V., Cools, E. & Van den Broeck, H.) and you can consult it online, free of charge at the following website:

<http://www.flandersdc.be/teamsan>

## How do I analyse my team result after filling in the TeamScan?

Once you have completed the online TeamScan, you will be given an analysis of the skills and satisfaction in your team.



## 1. Skills in your team

You will get an idea of the skills present in your team. The strong skills are green and the weak ones are red. The phase you are in will light up.

■ *View the core skills for the phase your team is in.*

- Does your team have lots of skills in this phase? Or only a few?
- Are they mainly strong skills? Or mainly weak skills?
- Do you have more skills in this phase than in the other phases? Or fewer in fact?

■ *View the core skills of all the team members.*

- Are your team's skills spread across all the innovative phases? Or are they more concentrated in a certain phase?
- In which phases do you find your team's strong skills?
- In which phases do you find your team's weak skills?
- Are there phases for which your team has no skills?

■ *View your own core skills.*

- Are your skills spread across the different phases? Or are they more concentrated in a certain phase?
- Have a look at the phase your team is in. Do you have strong or weak skills for that phase?

## 2. Satisfaction in your team

The results of this questionnaire give you an idea of the cooperation in your team. How satisfied are you with the leadership, process, team spirit and output of your team?

# Would you like to read more?

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