

Team development:

3 steps to building
a strong team

xzcellent
voor beter mensenwerk



Team development: a step-by-step plan

You might say that team development happens automatically. Getting to know each other, discovering who is good at what and how you work best together, disagreeing with each other and having fierce discussions, having fun with each other: it's all part of the territory. However, team development can also be actively nurtured. Team development then becomes a means of achieving a goal together. Improve the way you work together, communicate more effectively, perform better, serve your customers better, respond quickly to change: *you name it*.

Yet we often only think about team development when we experience a problem as a team. And, of course, that is when team development can help where there are problems. But you don't have to be sick to get better. Team development is an integral part of making sure that teams are successful. It keeps you on the ball and guides you along the path of continuous improvement.

A step-by-step plan

A standard solution for team development does not exist, unfortunately. And top teams don't happen overnight. It's not enough to have an effective programme and excellent team coach in place: to identify the correct pathway for your team – a pathway that suits your situation, people and objectives – you need a thorough team and needs analysis. In this eBook we will show you in three steps how you can build your team and move your organisation forward.

From self-awareness to team-awareness

Optimum team collaboration starts with each team member having an understanding of themselves and their team members and recognising, appreciating and leveraging the differences. In order to identify these differences, we work with an easy-to-use colour model: Insights Discovery. It is based on the concept of psychological preferences from Swiss psychologist and psychiatrist Carl Gustav Jung. In this eBook we assume that you are familiar with Insights Discovery. Ideally, you already have an Insights Discovery Personal Profile to help you understand your own unique colour mix.

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#1 Team analysis: where is the team now?

A team analysis provides insight into the current status of the team. It is the starting point for any successful change. A good team analysis looks at:

- the context in which the team operates
- the phase in which the team finds itself
- the team's qualities and shortcomings
- the team culture
- the team dynamics and team roles



1.1 The team context

'Team context' is a broad term. It means the environment in which the team operates, i.e. the place and role that the team has within the organisation. The term also covers the type of team (a temporary or permanent project team, a virtual team, a self-managing team, a sales team, etc.), whether or not the team has to perform under time pressure, meet challenging targets, etc.

The team context also includes what we call **'defining moments'**: things the team goes through that have an impact on the motivation and performance of the team. Examples include the appointment of a new manager, a re-organisation, a conflict or a crisis. These events leave their mark on the team and force it to function differently; sometimes temporarily, sometimes permanently. Defining moments can be positive, for example, the successful completion of a project. But they can also be negative, for example, if there's been a serious mistake and the team has received bad feedback.

1.2 The team phase

In order to grow, you first need to understand your team's development path. Bruce Tuckman's development phases provide insight into why a team is operating at its current level and what the team members and team leader have to do to move forward.

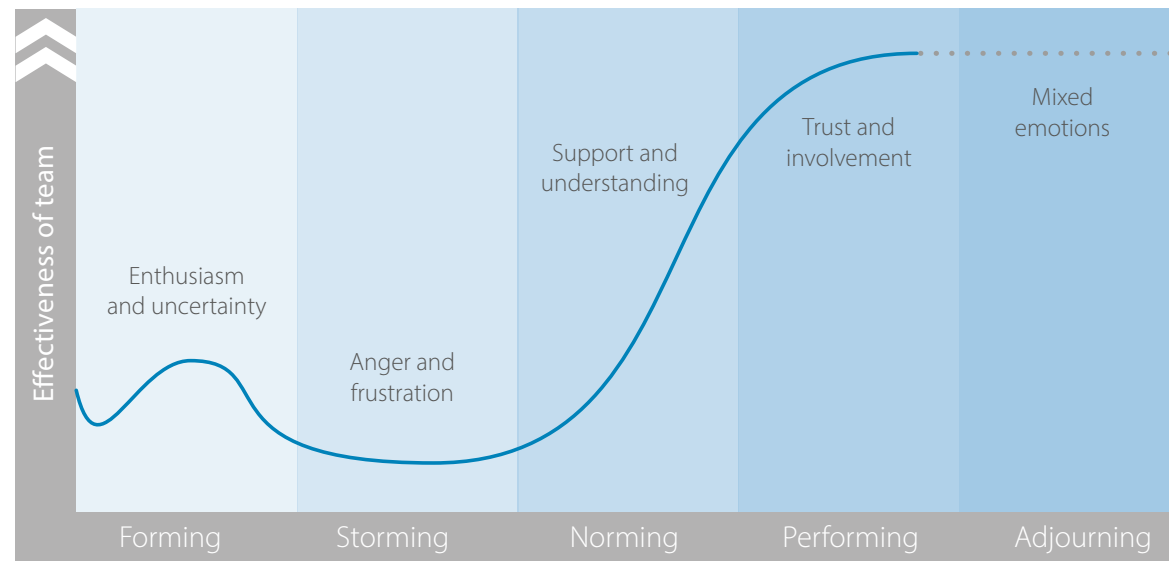
Good start for opening a team discussion

Bruce Tuckman initially identified four phases of development: Forming, Storming, Norming and Performing. Later he added another phase: Adjourning. These concepts are a good starting peg on which to hang a team discussion. Each phase involves not only recognisable

feelings and behaviour, but also things you have to do as a team. In the initial phases, the team has mainly socio-emotional 'tasks'; in the latter phases, mainly task-oriented ones.

According to Tuckman, in order to be truly successful, a team must have gone through all the phases; not only drawing up clear team goals, assigning roles, but also having constructive conflict. Teams do not always go through these phases in a set order and they sometimes even get stuck in a phase. Where that has happened, Tuckman's model helps to identify the root cause.

The five phases of team development



Source: Bruce Tuckman

Feelings and behaviour

Phase 1: FORMING

In this phase, it's not really possible to talk about an actual team. On the one hand, the team members are enthusiastic about joining a new team and are eager to get started, but on the other hand, they are uncertain and wonder if they will fit into the team, and whether they are 'good enough'. This ambivalence is reflected in their behaviour.

They ask many questions that reflect both their enthusiasm and their uncertainty about their place within the team.

Phase 2: STORMING

In the Storming phase, the team discovers that not everything is going as hoped or expected. There is anger and frustration about the whole process, the progress made and how team members are working together.

Team members discover that they have different communication styles.

This leads to conflicts between team members, dissatisfaction with leadership and/or a questioning of team goals.

Phase 3: NORMING

The gap between the initial expectations of team members and team practice is closing. Team members realise that, if they want to achieve their goals, effective working agreements are not enough: they also need to understand each other on a deeper level.

Once they realise that the differences between them can make the team stronger, they are open to feedback and start feeling that they are part of a real team. And that's when they start **acting** like a real team, when they have real conversations with one another and tackle shared problems. Team members also ask each other for help and are open to each other's ideas.

Phase 4: PERFORMING

This is when it becomes a real team; when everyone knows exactly what they have to do and gets on with it. Team members have confidence in their own capacities and those of their colleagues, know each other's strengths and weaknesses and feel connected to each other. They are proud of their team and there is a good atmosphere.

Team members enter into dialogue with each other where necessary and resolve any problems effectively. They demonstrate the features of a High Performance Team.

Phase 5: ADJOURNING

When a team is disbanded – because the assignment is over or because of an organisational change – it goes into the Adjourning phase.

A team can go into this fifth phase identified by Tuckman for other reasons too, such as new team members joining, old team members leaving or a new team leader taking the helm.

Having to say 'goodbye' can cause some sorrow, as well as fear and uncertainty: what do the changes mean for my function/role and future? At the same time, there is often pride and great satisfaction at what the team has achieved.

What does the team have to do?

The main task of the team leader and team members is to form a team with clear goals and a clear course, structure and division of roles.

A good kick-off helps to embed the mission and team goals in everyone's minds and create clarity about what is expected of team members. In order to grow as a team in this phase, team members must also have the courage to discuss tricky subjects and face conflict situations at the outset.

In order to make progress as a team in this phase, team members must replace their critical attitude with a more solution-oriented approach.

This is therefore the time to take a close look at the goals, tasks and roles of the team and investigate where extra knowledge and skills might be needed. By now, the team members should know each other well and this can be a good time to get started with team dynamics and effective communication.

While the forming phase was mainly about cooperation, now there is a greater focus on the team objectives.

This is the perfect moment to take a close look at processes and performance.

In this phase it's important to monitor the good progress already made by the team and to ensure that team members continue to improve and learn together.

It's also important to remain alert to change – an external event or the arrival/departure of team members – and to react quickly.

This prevents falling back into an earlier phase. By celebrating success and continuing to challenge employees, you keep them engaged and passionate.

It's important at this stage that the team acknowledges that change is imminent and take into account the different emotions and ways of reacting for individual team members.

It goes without saying that the team tidies up all loose ends and, where necessary, ensures a proper handover. Methods and results are thoroughly evaluated and lessons learned are shared to ensure that everyone is on a continuous learning path.

1.3 Team qualities and shortcomings

One of the questions asked in a team analysis is: what capabilities do we have in-house? The effectiveness of the total team depends on the individual qualities, knowledge and experience of the team members. Each team member has their own unique talents to contribute and an individual stake in the result.

Insights' team development programmes take self-insight as their starting point and transform self-awareness into team-awareness. Each team member firstly gains an understanding of their preferred style, qualities and shortcomings by means of the Insights Discovery Personal Profile. On the basis of the individual profiles and the team wheel (read more about this later) the team starts working on questions such as:

- What do our different preferences mean for our team culture and team dynamics?
- What are the team's strengths and weaknesses, based on each person's individual qualities?
- What do I need from my team members to perform at my best? And what do my team members need from me?



1.4 The team culture

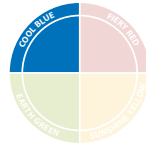
How do we work together? How do we respond to challenges? How do we come to a decision? A few examples of questions you can ask when it comes to team culture. Insights identifies four different team cultures. There is no such thing as a 'best team culture'. What is important is that people feel comfortable in the team, because only then can they function at their best.

Four team cultures according to Insights

Each team is unique. After all, a team is a collection of individuals who all have their own preferences and qualities. But just as we identify different personality types, we can also identify team cultures. Understanding the team culture helps your team understand why it functions in the way it does, and how it can become more effective in achieving team goals.

From Insights colours to team cultures

In many teams one of the four Insights colours dominates. That colour generally determines how the team tackles things and how it reacts in situations of stress.



Preference for Cool Blue – The think tank

This team uses its rational skills to 'think' its way to achieving the team goals. Team members have lots of different theories and will think things through first before coming up with structured ideas. When devising solutions, risk management is central. The team's thinking process is well organised and supported by solid procedures.



Preference for Earth Green – The club

The members of this team prefer to build bonds of trust with each other. They exchange personal experiences with each other and are usually more frank and 'authentic' than the members of other teams. The team is friendly and helpful. It sometimes seems as if the team members have bonded through shared interests. The team with an Earth Green preference follows tradition and is clear about its intentions. A team goal is embraced only if all team members agree.



Preference for Sunshine Yellow – The jazz band

It is important for the members of this team to have enough freedom for self-expression. Just like a jazz band, the team is very creative. Anything novel and new is greeted with cheering. The team members communicate in an informal way and find it important that everyone 'enjoys the ride'. Each team assignment produces a different result, even if it is an assignment that has to be carried out regularly.



Preference for Fiery Red – The fire brigade

The team with a preference for Fiery Red is focused and has a clear hierarchical structure. Outsiders think that this team sometimes pursues its objectives too fanatically. The team members are well organised and practical. Everyone knows exactly where his or her responsibilities lie. Just like the fire brigade, this team is all about action and results. The team is open to any change that could improve its performance.



The four team cultures on a bad day

Just like everyone else, teams sometimes have a bad day. Their qualities then become a limitation.

Preference for Cool Blue – **Obsessive nitpickers**

On a bad day, the 'think tank' turns into a group of obsessive nitpickers, especially in the eyes of the team with a Sunshine Yellow preference. Instead of acting, the team spends time collecting and analysing data. As a result, the team becomes completely paralysed and adheres rigidly to protocols and procedures. Every creative idea is nipped in the bud and the think tank stops thinking.

Preference for Earth Green – **Stubborn fanatics**

On a bad day, the 'club' turns into a group of stubborn fanatics, especially in the eyes of the team with a Fiery Red preference. The team values are declared so sacred that defending them consumes everyone's energy. The team loses touch with the rest of the organisation and takes its own principled stand. This usually happens out of the sight of their wider colleagues.

Preference for Sunshine Yellow – **Party animals on the loose**

On a bad day, the members of the 'jazz band' change into a group of rogue party animals, especially in the eyes of the team with a Cool Blue preference. There was already little structure, but now it's completely lacking. The team members start searching for social relief from their colleagues. Bonds are made and subgroups are created within the team. Everybody's having a good time, but, unfortunately, all the connecting has nothing to do with achieving the team objective.

Preference for Fiery Red – **Territorial bulldogs**

On a bad day, the 'fire brigade' turns into a group of territorial bulldogs, especially in the eyes of the team with an Earth Green preference. It no longer matters HOW the result is achieved, only THAT it's achieved. Ethics and integrity are thin on the ground. The team rumbles on and relationships suffer. The team members press on without taking any account of other people's feelings.

What's your team culture? Is your team a think tank? Or is it more like a jazz band?

Answer the questions on the next page for your team and discover your team culture.

What's your team culture?

Answer these 10 questions for your team and discover your team culture.

- 1 **How does your team work together?**
 - A. We work efficiently and effectively.
 - B. We make best use of our individual qualities and talents.
 - C. We are creative and exchange ideas and experiences.
 - D. We are well-organised and action-oriented.
- 2 **How does your team deal with personal issues?**
 - A. We strive for clear ways of communicating.
 - B. We take personal circumstances into account.
 - C. We are committed to job satisfaction.
 - D. We have clear agreements about how we deal with each other.
- 3 **What determines the direction of your team?**
 - A. A careful analysis of the current situation.
 - B. Team values that everyone understands and shares.
 - C. A clear, shared vision of the future.
 - D. Transparent and challenging objectives.
- 4 **What is the motto of your team?**
 - A. Objective and precise.
 - B. People-oriented and with feeling.
 - C. Inspiring and optimistic.
 - D. Fast and decisive.
- 5 **How does your team make a decision?**
 - A. After a careful analysis, we make a well-considered decision.
 - B. After extensive self-reflection, we decide which personal values are central.
 - C. After a lively group discussion, we make a joint decision.
 - D. We make a quick decision and then put our money where our mouth is.
- 6 **What is important to your team?**
 - A. Efficient processes, planned activities, responsibility for results.
 - B. An open attitude, mutual trust, calm determination.
 - C. Exploring new possibilities, pioneering.
 - D. Pursuing ambitious goals and achieving results.
- 7 **How would you describe your team?**
 - A. We know where our strength lies and strive for perfection.
 - B. We work well together and combine productivity with team spirit.
 - C. We check with each other on where we stand and what we want and are flexible in dealing with change.
 - D. We focus on the requirements and needs of the customer.
- 8 **How is your team known within the organisation?**
 - A. Self-managing, process-oriented, efficient, defined roles.
 - B. Informal atmosphere, people are friendly and support each other.
 - C. Dynamic, innovative, enthusiastic, agile.
 - D. Competitive, action and result-oriented, fast work tempo.
- 9 **When does your team perform optimally?**
 - A. When we know what and when we need to deliver, and have developed an efficient procedure for this.
 - B. When we focus on serving the customer through trusted working methods.
 - C. When we can think of new and creative ways to serve the customer.
 - D. When we are challenged to optimise customer service.
- 10 **How does your team behave when there is too much stress?**
 - A. We get lost in the procedures and protocols and are no longer able to make decisions.
 - B. We shut ourselves off from the rest of the organisation and continue to go round in circles.
 - C. We postpone things and allow ourselves to be constantly distracted.
 - D. People concerns are no longer important as we storm ahead towards our goal.



1.5 Team dynamics and team roles

Team dynamics is about everything that happens within a team. The way in which team members interact and react to each other has a major influence on the functioning of the team. Even though you have star players in your team or have been able to deliver on key projects – if the mutual dynamics are not good, you will never become a High Performance Team.

Effective teams not only have insight into their team dynamics, they use them. For example, by taking into account the psychological preferences and qualities and shortcomings of the individual team members when allotting the team roles.

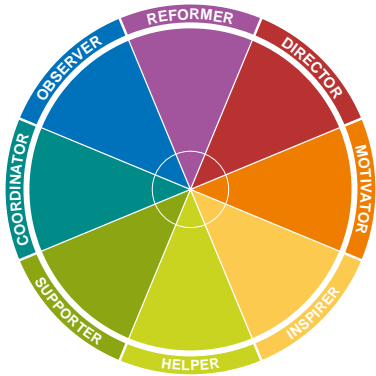
Understanding team dynamics and team roles

Understanding team dynamics is an essential part of team development. This is because, once you understand why team members respond to each other and communicate with each other in the way they do, you can start to build or improve relationships between team members so that they become a real team.

Why do things go smoothly with one team member, while with another there are always clashes? Where do irritations and frustrations come from? The 8 primary types of Insights provide a simple and appealing way of understanding these dynamics and help with the division of team roles.

The team wheel

Based on each team member's Insights Discovery Profile, the team wheel shows the location of all team members on the Insights Wheel. You can see at a glance how the 4 Insights colours are represented and which Insights Types are present in the team. Each type has a unique (communication) style, specific qualities, preferences and needs. But there are also things that irritate or stress each type. If you add together all the qualities, preferences, sources of irritation and stress factors of the individual team members, you get a good picture of the natural strengths, shortcomings and gaps of the team: the things that are missing that are needed to be able to function optimally.



The eight primary types of Insights

The eight types are combinations of the four Insights colours in a specific order. We'd like to introduce them to you briefly:



The Observer is precise, careful and disciplined. For them, it's important to get things right and understand everything. They need time to get their thoughts and feelings in order. They shy away from noisy people and sudden change.



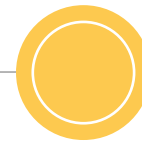
Coordinators are thoughtful, tactful and considerate. They will do their best to avoid conflict and are committed to everything being orderly. They find it important that you listen to everything they have to say and have a dislike of anything irrational.



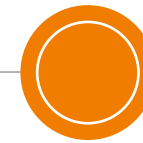
Supporters are reliable and usually get along well with other people. They strive for harmony and like to help. They prefer a calm and friendly approach. They dislike change and disarray.



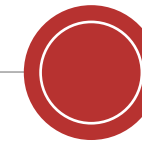
The Helper is sympathetic and sociable and strives to understand the other person. They prefer it when everyone is enjoying themselves. They need to hear that they are important to the other person and hate conflict. They dislike being under a lot of pressure.



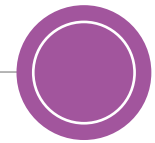
The Inspirer is extraverted and enthusiastic and can motivate others. They are energised by connecting with others. Being popular is important to them and they enjoy lively conversations and having fun together. Their biggest fear is disapproval and loss of self-esteem.



The Motivator is enthusiastic and dynamic. They love challenges and grab every opportunity to try out new things. They like to receive public recognition and working on assignments that showcase their skills. Above all, they dislike any restrictions on their freedom.



The Director is generally powerful, decisive and independent. They look ahead and like to deliver their objectives quickly and confidently. They can also be critical and impatient. Loss of control is their biggest fear.



The Reformer is a critical thinker who strives for results. They set the bar high, both for themselves and for others. Their shortcomings are perfectionism and their need to explore all possible solutions before making a decision. For them, nothing is worse than disarray and failure.

Team dynamics with Insights: an example

Suppose you are an Observer according to your Insights Discovery profile. You will probably be precise and disciplined, but also a bit on the cautious side. You are critical and find it important to draw conclusions and take action based on factual data. What you bring to the team is your ability to interpret and analyse information objectively.

You can feel irritated when team members waste energy on things that are outside the team's responsibility. And, if a meeting doesn't have a clear purpose or agenda, you try to bring it back on track. To maintain positive team dynamics, your team members should not force you into making quick

decisions and give you enough time to get your thoughts in order. If they are mindful that you dislike anything exuberant or noisy and are fond of your privacy, this will certainly improve the atmosphere within the team. And if you, in turn, accept that some team members like to colour outside the lines from time to time, your collaboration with them will be a lot smoother.

Distributing team roles

Effective teams take into account the qualities and psychological preferences of individual team members when distributing team roles. In the ideal situation, the team is characterised by diversity and all eight types are

present in the team. In reality, we often see many of the same types in teams. That is not to say that a team without Directors isn't able to make decisions. Or that a team without Motivators has no vision. After all, each individual uses all four Insights colours and has skills from every colour.

The position a team member occupies on the Insights wheel makes it easy to see which colours – apart from their first colour – they use even more easily and comfortably.

#2

Needs analysis: where does the team want to go?

Once you have a clear understanding of how your team functions and where it is right now, the next step is to carry out a needs analysis: what does the team need to function optimally?

There are several tools available to help identify the team's most important development needs. In this eBook we use the Insights model for Team Effectiveness. The model helps teams examine their effectiveness and take targeted action where it's most needed.



2.1 The four pillars of team effectiveness

The model is based on the four pillars and eight elements that are important for the effectiveness of a team. Each pillar is linked to one of the four Insights colours. How does your team function in these areas? What's going well, what could be better and what does it take to become a top team?

Process is brought to the table by Cool Blue in terms of order, structure and logic.

A team that works with a clear process:

- has clear roles
- knows exactly how those roles interact
- has the right combination of knowledge and skills in-house
- has a clear decision-making process
- measures and monitors progress

If the processes are not clear, team members do not know what is expected of them and what they can expect from their colleagues, there is little clarity about progress and the team's output is inconsistent.

Focus is brought to the table by Fiery Red's efforts to achieve results.

A team with a sharp focus:

- has a clear direction
- knows exactly what its mission, vision and objectives are
- keeps the focus on the results to be achieved
- takes action on the 'right' things
- sticks to agreements

If this focus is lacking, the attention of team members wanders in all directions, and there is ambiguity and uncertainty about where and why. And a lot of time is wasted on things that have little to do with the objectives.

Climate is brought to the table by Earth Green, with their need for appreciation and connection.

In a team with a positive climate:

- there is a high level of trust and respect
- team members are involved and motivated
- they are able and willing to engage in difficult discussions
- team members stay together as a single unit even under pressure
- team members help and support each other

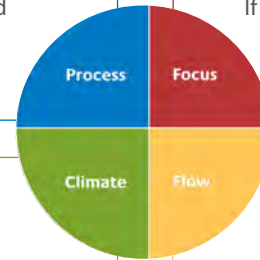
A negative climate fosters a lack of commitment that results in team members losing motivation, forming cliques and being unwilling to give their honest opinion. This is a breeding ground for gossip and sabotaging behaviour.

Flow is brought to the table by Sunshine Yellow with their flexible and sociable approach.

A team with a good flow:

- find solutions together
- enters into dialogue
- learns as a team
- quickly switches to external input
- pushes through the changes needed to meet challenges

If that flow is not there, the team is unable to respond adequately to change and it takes a lot of effort to overcome obstacles. There's a high risk that the team could get stuck.





The eight elements of team effectiveness

1

Results Orientation

Orientation

In a team that scores high on results orientation, the team members are focused on their desired results and they do everything possible to achieve them. They feel responsible for their work and are fully committed.

2

Shared Purpose

A shared purpose ensures that all team members know exactly what they have to do. They share one vision, which is linked to a higher goal or mission. Additionally, the team is convinced of its own ability to achieve its mission, vision and objectives.

3

Agility

A team that's agile, reacts quickly and responds effortlessly to change. Team members are alert to what is happening around them and actively engage in feedback. They are also always looking for new and creative ways to tackle things even more effectively.

4

Collaboration

A team that works together effectively functions as a unit. Team members enter into dialogue to find solutions together. They learn from each other and consider the personal development of each individual team member as a positive contribution to the collective.

5

Trust

In a team with a high level of trust, people treat each other openly and honestly. They dare to be themselves, because they know that there is mutual respect and appreciation. They can count on each other for work commitments as well as personal support.

6

Cohesion

In a team with cohesion, all team members feel valued and involved. The working atmosphere is pleasant; even at difficult times team members support each other. They are confident when faced with conflict, because they know that the dialogue will be constructive.

7

Working Methods

In a team with effective working methods, it is clear who does what and how. Team members know how decisions are made and how their roles interact. The team also ensures that it has the right mix of knowledge and skills to complete all tasks.

8

Measurement

A team that excels in measurement monitors the performance the team as a whole. There is always clarity about where everyone stands in relation to the goals. Team members can check the consistency and quality of their performance and align their priorities.

#3

Team training: how does the team get there?

Taking the development needs as a starting point, the team – whether or not with the support of a good team coach – can get to work formulating and realising clear team goals. Every team goes through a different process: after all, each team is unique and has different needs. That's why a team development programme is always tailor-made.

In this eBook we give a number of examples of learning goals for teams:

- Improving communication within the team
- Giving and receiving feedback effectively
- Creating more mutual trust
- Setting and achieving clear goals



3.1 Improving communication within the team



Regardless of who you are communicating with (either a colleague or manager) or how (whether one-to-one or in a group conversation, face-to-face or virtually), you can significantly improve the effectiveness of your communication – and thus the effectiveness of the entire team – by taking the preferences of the person you are speaking with into account. After all, communication is not only about what you say, but also about how you say it. It's all about your communication style. If your communication style differs dramatically from the other person's, you are literally talking over each other's heads, and you won't get your message across.

Communicating effectively with Cool Blue

People with a preference for Cool Blue are objective, precise and analytical. Shortcomings include indecision and over-caution.

Don'ts:

- Don't overreact emotionally
- Don't treat serious matters light-heartedly
- Don't go off on a tangent

Dos:

- Be well prepared and thorough
- Put things down on paper
- Let them look at all the details

Communicating effectively with Earth Green

People with a preference for Earth Green are caring and strongly relationship-oriented. Shortcomings include fear of conflict and lack of initiative.

- Don't take advantage of their good nature
- Don't force them to decide quickly
- Don't come up with last-minute surprises

- Be patient and encouraging
- Adapt to their calm pace
- Ask for their opinion and give them time

Communicating effectively with Sunshine Yellow

People with this preference are optimistic, enthusiastic and expressive. Shortcomings include impatience and fear of rejection.

- Don't bore them with the details
- Don't leave too many silences
- Don't be too serious

- Be friendly and sociable
- Have an open and friendly attitude
- Be adaptable and flexible

Communicating effectively with Fiery Red

People with this preference go straight for their goal and are task-oriented. Shortcomings include lack of collaboration and a sometimes overbearing approach.

- Don't be negative or speculate
- Don't focus on feelings
- Don't try to take over

- Be direct and brief
- Focus on results and goals
- Show that you're confident and assertive

3.2 Giving and receiving feedback effectively

Giving critical feedback is something that most of us would rather avoid. After all, it's in our nature to be liked. Receiving feedback is also often difficult. We feel threatened or personally attacked and often immediately go on the defensive. But if you want to work together effectively in a pleasant team environment, it is essential that you are able to give and receive feedback effectively.

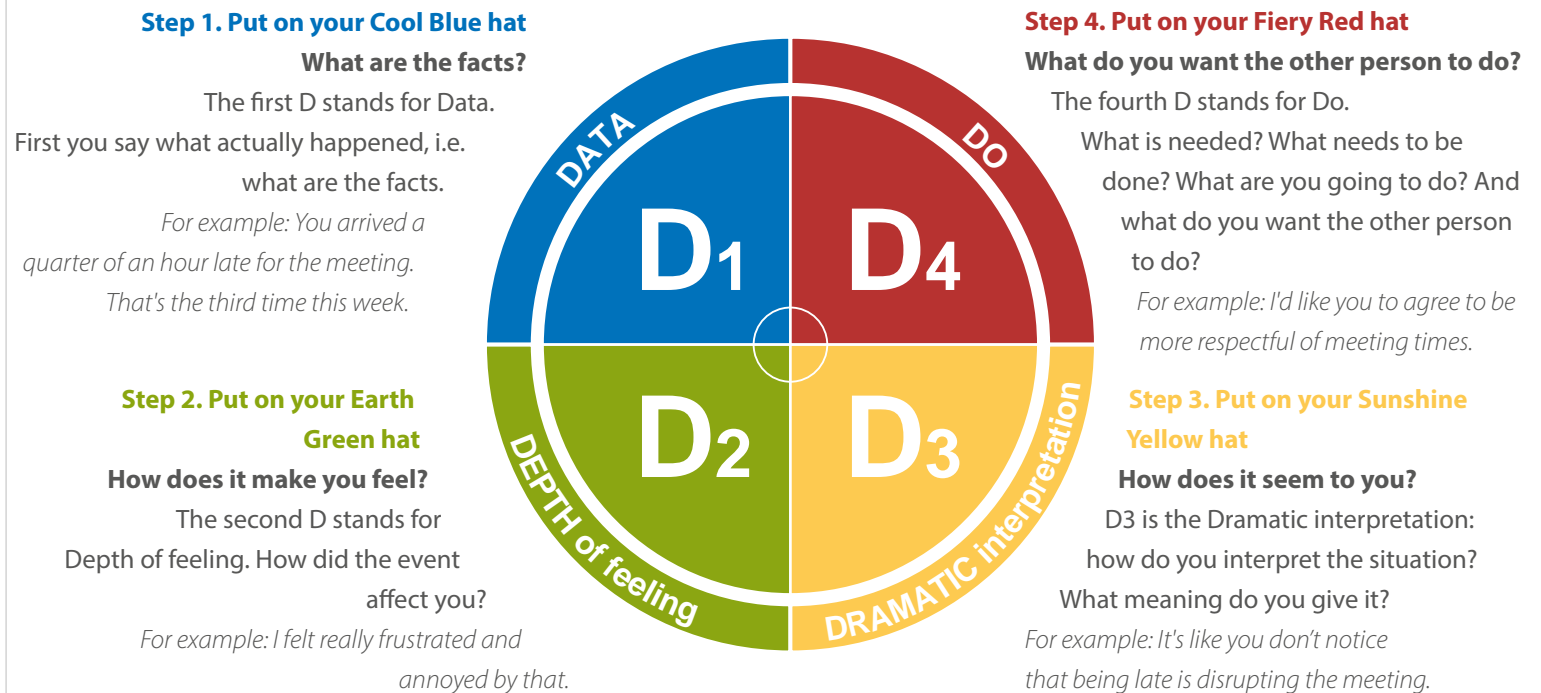
Four reasons to get started with feedback

- Feedback helps you understand how others see you and can change the image you have of yourself.
- You learn more about yourself and how your behaviour affects others.
- It can prompt different behaviour or new actions that you would otherwise not consider.
- It gives you the opportunity to learn and improve your performance.

The D4 Feedback model: give 'complete' feedback with the four Insights colours

Every human being is unique. That means each of us gives feedback in a different way. We often do this on the basis of our own Insights colours or the colour that 'fits' with the team or organisational culture. The Insights D4 Feedback model assumes that feedback is best received by the other person and can

bring about behavioural change only if we use all four colours. This model is easy to use and above all, it is practical. You not only distinguish between facts and emotions, but you also give the other person a specific suggestion about how to do things differently next time.



Positive feedback versus constructive feedback

With positive feedback we express our appreciation for positive behaviour or behaviour that we want to see more often. Positive feedback motivates, gives energy and thus increases productivity. That's why you should do it more often!

Constructive or critical feedback is aimed at improvement or development. Although many people say they like to receive critical feedback (and even claim that critical feedback has more impact on their performance than positive feedback), we usually find it difficult to give critical feedback.

Tips for giving feedback:

- Strike a balance between positive and critical feedback. If you give too many compliments, they lose their value. If you only give only critical feedback, you come across as negative and you run the risk of people disengaging.
- A great question to ask before you give feedback: "May I give you some feedback?" If you ask for and receive permission, the other person is more open to actually hearing your message.
- Make realistic and feasible suggestions at step 4 (Do). Provide alternatives.

Tips for receiving feedback:

- Thank the other person for the feedback. Good feedback is a gift!
- Make sure you're open to feedback and not on the defensive.
- Help the other person give good feedback by asking questions using the D4 Feedback Model:
 - What facts led you to think this?
 - How did that make you feel?
 - What impression did it give?
 - What would you like to see next time?

3.3 Creating more mutual trust

Trust is the basis for positive relationships and therefore essential for successful teamwork. But trust can't be forced; it has to develop. And that takes time. At the same time, it is extremely vulnerable: it doesn't take much to destroy trust. And if mutual trust takes a big hit, it can be difficult – even impossible – to restore.

In teams with high levels of mutual trust:

- people interact openly and honestly with each other, creating a pleasant working atmosphere;
- people dare to be themselves, because they know that there is mutual respect and appreciation;
- people feel safe enough to try new things and make mistakes – important conditions for innovation;
- people dare to give each other feedback and are able to discuss conflicts – important conditions for growth;
- people can rely on each other, both for work and personal support. They help each other out, find solutions together and share knowledge and experiences. That's how they progress together.

As previously mentioned, trust isn't something you can force. However, there are some things you can do to foster trust:

1.

Get to know each other

Take the time to learn more and really get to know each other, not only as colleagues, but also as human beings. Take time to chat, do nice things, go out together for lunch, celebrate successes.

2.

Pay genuine attention to each other

Tell each other what you are doing and what's on your mind, both workwise and in your personal life. When people come to work, they in fact bring their whole selves.

3.

Appreciate mutual differences

Each team member is different and makes a unique contribution to the team. Discover what each person brings to the team and how individual qualities can be better utilised. This is how you also ensure that colleagues know who to turn to when they run into problems.

4.

Be transparent

Be open and honest, especially when things aren't going well or mistakes have been made. Stick to agreements and don't make empty promises.

5.

Tackle challenges together

As an extension of 4: When things aren't going well, if the team is facing a challenge or if there's conflict, then work together to find a solution! By involving your team members, you create a feeling of trust and commitment: "We're in this together."

3.4 Setting and achieving clear goals

Having clear objectives is one of the most important indicators of both personal and team effectiveness. Know where you stand, where you want to go and how to get there. For teams it is of course important that the team members have a shared goal, which follows logically from a shared mission and vision.

Shared goal

The fact that team members are often naturally inclined to prioritise their personal goals over those of the team is one of the five frustrations of teamwork, according to American organisational consultant and bestselling author Patrick Lencioni. It detracts from the success of the team as a whole and, therefore, of the organisation. A strong team is focused on achieving collective results. It has a clear direction, is not easily distracted, keeps to agreements and takes action on the right things.

What's holding the team back?

Despite this, many teams do not have clear objectives. They don't know how to formulate goals, don't realise the importance of goals, are afraid of failure or are fearful of the work and discipline needed to actually achieve the set goals.

If we look at the colour preferences, we often see that:

- teams with a preference for **Cool Blue** see many hurdles ahead of them
- teams with a preference for **Fiery Red** rush onwards
- teams with a preference for **Sunshine Yellow** want too much all at once
- teams with a preference for **Earth Green** are overly cautious

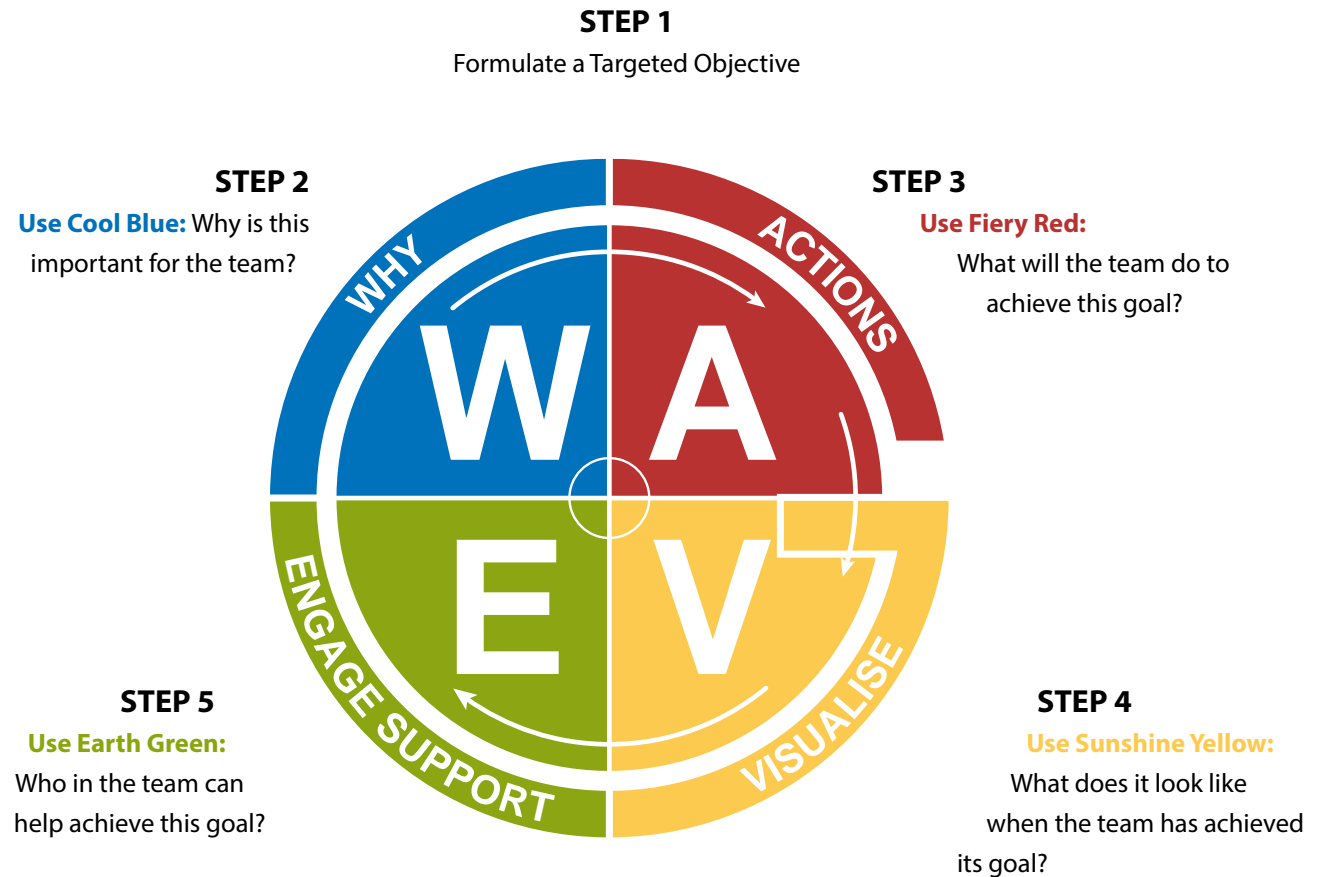


The G WAVE action plan

A powerful tool to set and achieve clear goals is the G WAVE goal-setting model of Insights. This tool helps the team use and accommodate all the four Insights colours. This prevents the team from going too fast or too gently, exercising too much will or too much caution and so on. The tool also helps ensure that all team members are on board with you. Moreover, the G WAVE helps to ensure that your objectives are SMART (Specific, Measurable, Acceptable, Result-oriented and Time-bound).

In five steps from goal to result

In this way, you and your team can quickly and easily create a G WAVE action plan:



Team development for your team?

In this eBook we have shown how you can help your team move forwards in three steps. But top teams don't happen overnight. What we know is that successful team collaboration starts with a mutual understanding among team members and recognising, appreciating and leveraging the differences between them.

Our team development programmes transform self-awareness into team-awareness, allowing teams to focus on delivering results with a greater feeling of being a connected unit, and with greater appreciation for each person's unique contribution. Our development programmes improve communication and cooperation, strengthen cohesion and help to clarify and tackle problems and challenges.

Teams use the colour language gained from Insights Discovery to explore how they work together and how they can improve relationships and performance. The Insights Discovery Personal Profile provides insight into the psychological preferences, qualities and shortcomings of individual team members and their significance

for team culture, team dynamics and overall team strengths and weaknesses. The Insight Model for Team Effectiveness then helps teams assess their effectiveness and take targeted action where it is most needed.

Teams that work with Insights:

- learn how their individual and collective preferences influence team dynamics and team performance;
- understand the team capabilities and the factors that influence team culture;
- end up with clear and practical action plans that will enable the team to move forward more quickly and achieve its objectives.

A standard solution for team development does not exist since each team is unique and has different needs. It's not enough to have an effective programme in place: to identify the correct pathway for your team – a pathway that suits your situation, people and objectives – you need a good team coach. Our community consists of experienced trainers, coaches, consultants and HR professionals with a wide range of expertise. This means that we can always put you in touch with a team coach who fits your team's needs.

Would you like to know more?
Visit www.xzellent.nl/introductie-insights-discovery



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