



THE TEAMFIXER® TOOL

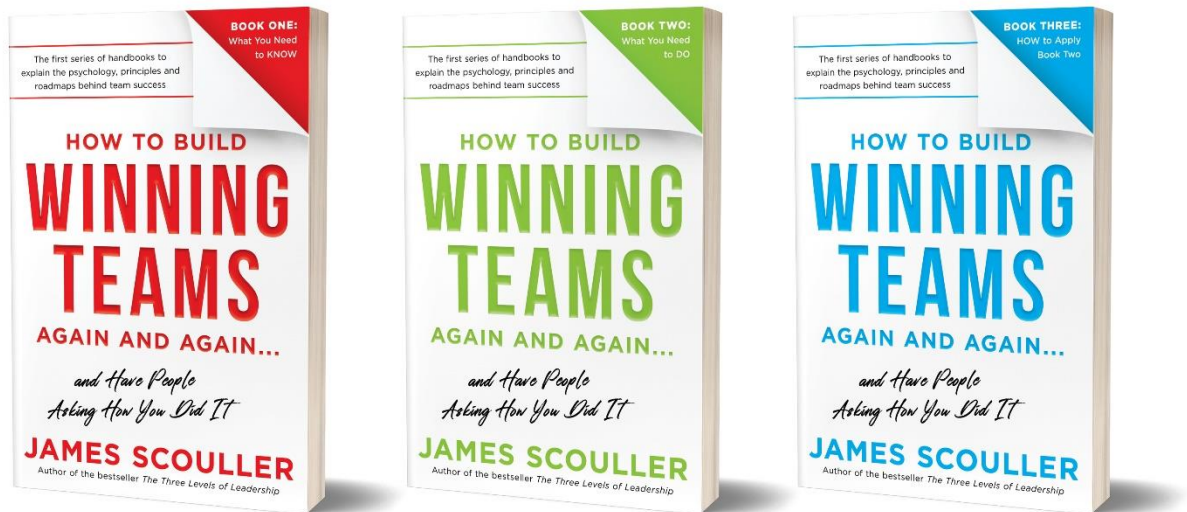
#4 Questionnaire "B" – Commit

From James Scouller, author of the trilogy, **How To Build Winning Teams Again And Again**

Visit his website: www.leadershipmasterysuite.com



A TOOL FROM JAMES SCOULLER, AUTHOR OF THE
TRILOGY **HOW TO BUILD WINNING TEAMS AGAIN AND
AGAIN**



THE FIRST SERIES OF HANDBOOKS TO EXPLAIN THE
PSYCHOLOGY, ACTION PRINCIPLES AND ROADMAPS
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QUESTIONNAIRE “B”: COMMIT



The statements in the “A” questionnaire focused on psychological and behavioural symptoms by asking, “Is this what you and your teammates are seeing and feeling?”.

The questions in the “B” questionnaires are more action-orientated. They ask, “Have you done so-and-so yet?” or “Has what you’ve done had so-and-so effect?” They point towards actions you’ve not taken or not completed skilfully enough.

There are three “B” questionnaires to choose from. You have chosen the **Commit** version as, I assume, you discovered this was your team’s dominant psychological issue at step #3.

This questionnaire requires you to tick either “Yes”, “No”, “Not sure” or “Not applicable” for **each statement**. Try to use “Not applicable” as rarely as you can.

You will notice that many statements in the questionnaire are greyed out, for example, statements 12-14. Why? Because they don’t apply to Performance Groups.

So what? Well, bear in mind what I said in Book Three of the trilogy: I see TeamFixer® as an “in-play” tool to be used several times in the team’s life. Inevitably, this means there’ll be occasions when work groups **have already decided a Performance Group approach is enough** to deliver their number one goal before using TeamFixer. If you have already decided this for your group, **you can skip those statements**.

TeamFixer® Questionnaire B COMMIT	Yes	No	Not Sure	N/A	Solution	
					7P Model	Key
1. Are you and your teammates clear on the team’s basic (long-term) purpose, that is, why it exists as a unit?					#1 MP	Basic purpose
2. If each member separately wrote that purpose on a white board or flipchart, would they coincide when you compared them?					#1 MP	Basic purpose
3. P Do you and your teammates find your team’s basic purpose motivating?					#1 MP	Basic purpose
4. Do the people above your level see the team’s basic purpose the same way you and your teammates do?					#1 MP	Basic purpose
5. Does your team have the means to achieve its basic purpose, meaning you believe there are no organisational structure or resource issues getting in the way?					#1 MP	Basic purpose
6. P Did you and your teammates check that you’re all genuinely agreed on the <i>need</i> for urgent change, progress or improvement before settling on a number one team goal?					#1 MP	#1 Goal and scorecard



TeamFixer® Questionnaire B COMMIT	Yes	No	Not Sure	N/A	Solution	
					7P Model	Key
7. P Have you and your teammates agreed a clear, motivating, number one team goal for the next 6-12 months that you all consider worthwhile and realistic?					#1 MP	#1 Goal and scorecard
8. P Have you, together, checked that your number one team goal has enough emotional appeal to create a sense of urgency and commitment in all of you?					#1 MP	#1 Goal and scorecard
9. P Does your scorecard have clear targets or milestones that inspire action, direction and commitment on your part, making you all want to act <i>now</i> ?					#1 MP	#1 Goal and scorecard
10. P Have you found a way of ensuring that your #1 team goal and scorecard is front and centre in everything you're discussing or doing as a team?					#1 MP	Keep #1 goal in focus
11. P Have you, together, assessed and decided yet if you need to act as a Real Team to achieve your #1 goal ... or if acting as a Performance Group will be enough?					#2 PGoRT	Step-by- step guide
12. Assuming you need to act as a Real Team to achieve your #1 team goal, is the leader letting a real team emerge (and does he/she even believe in teams)?					#2 PGoRT	Real Team or Perf Group?
13. Have you all discussed and grasped the idea of shared leadership and what it means for the leader and the rest of the team?					#3 SFPL	Sharing leader- ship
14. Does the team leader try to share responsibility for leadership with teammates, and do you all show in your behaviour that you're starting to accept co-responsibility?					#3 SFPL	Sharing leader- ship
15. Have you got more than nine people in the team? If you have, are you certain you need all of them?					#4 TP&R	Team size
16. P Does your team have a good Belbin blend of behavioural mindsets and skills to succeed, e.g. thinking up new ideas, critiquing new proposals, creating action plans, following through skilfully, making outside contacts?					#4 TP&R	People selection and roles
17. P Do (a) all team members know what behavioural and mindset strengths they bring to the team and therefore (b) feel they have clear added-value roles (beyond just their day job titles and the people they represent)?					#4 TP&R	People selection and roles
18. As part of its task work, has the team agreed on a clear vision yet for its project / department / company – a vision that motivates all team members?					#4 TP&R	Vision and strategy
19. Have you and your colleagues agreed and defined your team ethos and standards yet?					#5 GU	Ethos and standards
20. P Have you deliberately crafted your team's agenda to gain early wins to build momentum and team confidence?					#5 GU	Tactical tips
21. P Has the team leader learned from each member what they feel about the team's goal, their own role, and whether they feel noticed, accepted, valued and engaged?					#6 AI	What makes them tick?



TeamFixer® Questionnaire B COMMIT	Yes	No	Not Sure	N/A	Solution	
					7P Model	Key
22. P Have you discussed, together, whether every team member feels fully accepted and valued by the leader and teammates, and therefore involved and engaged when they are working in this team?					#4 TP&R + #6 AI	People selection and roles + What makes them tick?
23. If new members joined recently, did you (as a team) deliberately and successfully assimilate them into the team?					#6 AI	Assim- ilate members

Shortlisting

Your next step is to draw up a **shortlist** of the statements showing **action is needed** – these are the ones you **marked “No” and “Not sure”**.

In doing so, make sure you note the associated **7P principles and action keys**, shown on the right side of the table under the **“Solution”** heading.

Here are the codes representing the seven action principles:

#1 MP	= Motivating Purpose
#2 PGoRT	= Performance Group or Real Team?
#3 SFPL	= Shared Flexed Principled Leadership
#4 TP&R	= Task Progress & Results
#5 GU	= Group Unity
#6 AI	= Attention to Individuals
#7 RoE	= Renew or End

Editing

You now have a first-cut list of action points to consider, but you may find yourselves overloaded with potential actions. That’s when you zero in on those with a **P** priority sign at the beginning. They show what I’ve found are usually the must-do actions for addressing the Commit issues.

Also, remember the greyed out statements don’t apply to Performance Groups. So if you already decided a performance group approach is enough to deliver your number one goal before using TeamFixer®, but scored yourselves on those statements, you can edit your draft to-do list further by removing those action points.

Next Step

And now you’re ready for the final step: **consulting Book Two** on your edited shortlist of actions to see what they involve and then **agreeing an action plan** with your teammates.

