



THE TEAMFIXER® TOOL

#5 Questionnaire "B" – Combust

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

Visit his website: www.leadershipmasterysuite.com

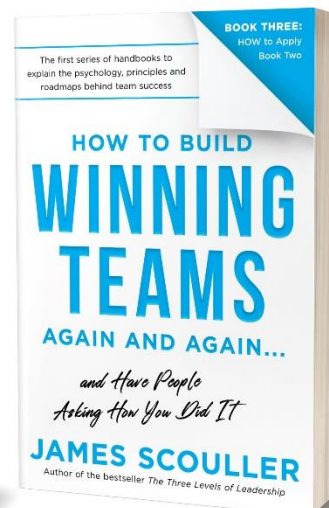
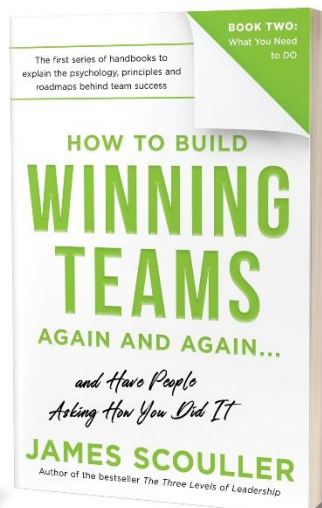
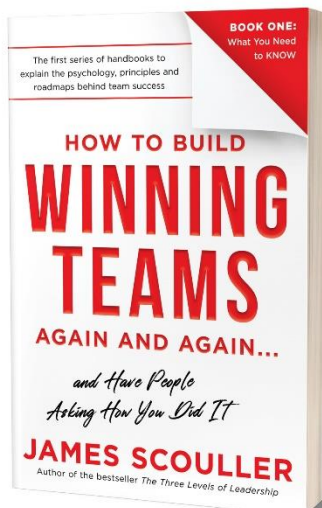


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A TOOL FROM JAMES SCOULLER, AUTHOR OF THE TRILOGY **HOW TO BUILD WINNING TEAMS AGAIN AND AGAIN**



THE TEAMFIXER[®] TOOL

QUESTIONNAIRE “B”: COMBUST



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 **Combust** 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 COMBUST	Yes	No	Not Sure	N/A	Solution	
					7P Model	Key
1. P Did you check that you’ve all genuinely agreed on the need for urgent change, progress or improvement before agreeing your number one goal and supporting scorecard?					#1 MP	#1 Goal and scorecard
2. P Have you checked that your number one goal and its supporting scorecard is (a) still clear and (b) motivating everyone in the team?					#1 MP	#1 Goal and scorecard
3. P Have you checked that your number one goal and its supporting scorecard is still front and centre of everything your team is doing?					#1 MP	Keep #1 goal in focus
4. Have you asked yourselves: is our “Performance Group or Real Team?” choice still valid; was it the right choice? [And indeed, did you ask yourselves the “PG or RT” question?]					#2 PGoR T	Step-by- step guide
5. Is the team leader successfully flexing his/her decision-making style according to the issue you’re facing and the experience, attitudes and skills of his/her teammates?					#3 SFPL	Flexing leader- ship 1



TeamFixer® Questionnaire B COMBUST	Yes	No	Not Sure	N/A	Solution	
					7P Model	Key
6. P Have you and your teammates discussed and explicitly agreed your team's ethos and standards?					#5 GU	Ethos and standards
7. Have you and your teammates found a way of making sure your team ethos and standards are front of mind in every meeting, meaning every member can easily point to them?					#5 GU	Ethos and standards
8. Is the team leader setting the right example in embodying and living the team's ethos and standards?					#5 GU	Ethos and standards
9. P Do you notice the team leader stepping in to act when one or more team members aren't respecting the team's agreed ethos and standards?					#3 SFPL	Principled leader- ship
10. Have you seen the team leader holding you or your teammates accountable for your contributions to team performance and results, especially if they are below par?					#3 SFPL	Principled leader- ship
11. Did you check that the team members' behavioural mindsets and role preferences were sufficiently complementary and balanced (e.g. in Belbin terms) so, together, you could get the right things done, well, at the right speed?					#4 TP&R	People selection and roles
12. P Have you, together, asked and discussed whether team members feel they have settled into satisfying value-adding roles that play to their mindset and behavioural strengths?					#4 TP&R	People selection and roles
13. Is the team leader flexing his/her style successfully to adopt a "parental approach" in setting and upholding behavioural boundaries (especially those not covered by your agreed ethos and standards? For example if: (1) some members are dominating or acting aggressively (2) there is blaming and scapegoating (3) there are competing cliques (4) there is unruly unhelpful behaviour (5) there are frequent angry outbursts and accusations (6) you are seeing overt rebellion.					#3 SFPL	Flexing leader- ship 2
14. Have you replaced or removed any team members who – their behaviour shows – aren't adding value to the team or, worse, are obstructing progress and results?					#3 SFPL + #4 TP&R	Principled leader- ship + People and roles
15. P Has the team explicitly agreed how it's going to reach decisions, especially when there isn't obvious unanimity?					#4 TP&R	Decision making approach
16. P Are you applying your stated decision-making policy successfully, meaning all members feel satisfied with their power and influence in the team?					#4 TP&R	Decision making approach
17. Have you and your colleagues consciously practised your <i>team problem solving skills</i> together to ensure your collective approach works well under pressure?					#4 TP&R	Collective skills building
18. Have you and your colleagues consciously practised your <i>team planning skills</i> together to ensure your collective approach works well under pressure?					#4 TP&R	Collective skills building



TeamFixer® Questionnaire B COMBUST	Yes	No	Not Sure	N/A	Solution	
					7P Model	Key
19. Have you and your colleagues consciously practised your <i>team creativity-ideation skills</i> together to ensure your collective approach works well under pressure?					#4 TP&R	Collective skills building
20. P 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
21. P Has your team agreed an action blueprint to support its vision, a blueprint you all find convincing, meaning you all feel you're shaping events, not just reacting to them?					#4 TP&R	Vision and strategy
22. P In crafting your action blueprint, have you made clear sharp choices, meaning you (and people outside the team) are <i>not</i> trying to do too many things at the same time?					#4 TP&R	Vision and strategy
23. When the talking's over and it's time for action, do you mainly assign tasks to members according to their behavioural mindsets and skills (not just their job titles)?					#4 TP&R	Joint account- ability
24. Are all team members able to influence upcoming meeting agendas and taking the opportunity to do so, meaning the leader is not always setting them by him/herself?					#3 SFPL	Sharing leader- ship
25. Have you asked yourselves: are our meeting agendas always focused on the key issues ... and have you done something about them if they're not?					#5 GU	Handling conflict
26. P Have you explicitly discussed your attitudes to conflict, what you need from each other in conflict situations, agreed conflict norms, and practised conflict-handling skills?					#5 GU	Handling conflict
27. When you or others have been aware of an unnamed "elephant in the room", has the team leader or you or others tried to surface the issue so you can deal with it?					#5 GU	Team process skills
28. Has the team leader had the tough conversations he/she needed to have with individual members to curb any unhelpful behaviour in the team?					#6 AI	Tough convers- ations
29. Has the team leader spent enough time in understanding why some colleagues display (a) aggressive (b) dominating (c) passive-aggressive or (d) constantly silent behaviour?					#6 AI	What makes them tick?
30. P If new members joined recently, did you, together, take steps to assimilate them into the team successfully?					#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.

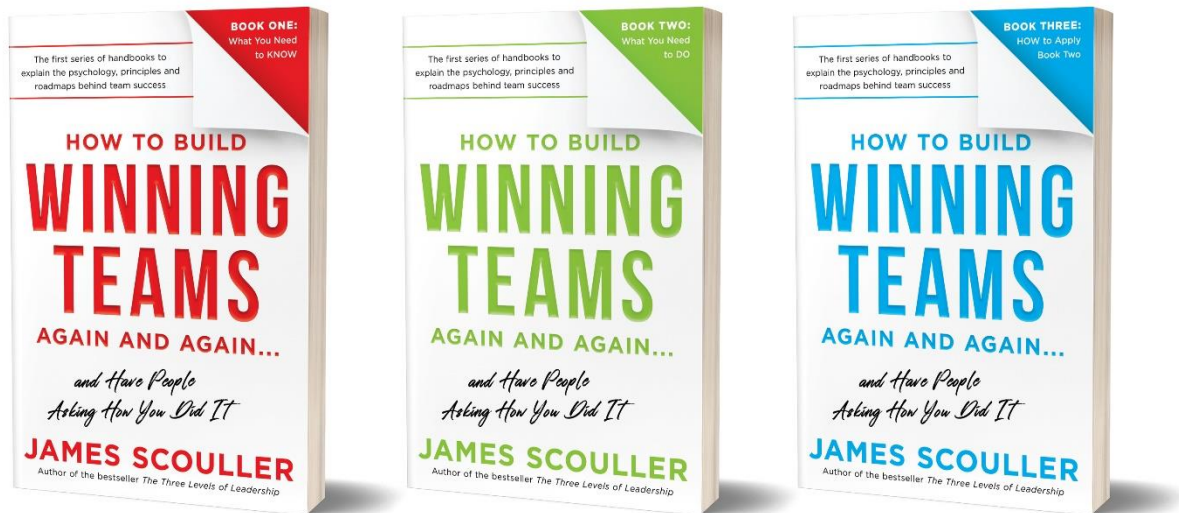
Also, remember the greyed out statements don’t apply to Performance Groups. So if you already decided a performance group approach is enough to deliver your number one goal before using TeamFixer®, but scored yourselves on those statements, you can edit your draft to-do list further by removing those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



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