

Team Improvement Activity 8

Team Feedback Sessions

Purpose

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| Increase Knowledge | - Understand how to interpret Team Assessment Feedback Reports and/or Team Interview Summaries. |
| Drive Alignment | - Gain consensus on a team's strengths and areas of improvement. |
| Build Trust | - Encourage the right conversations about teamwork. |

Preparation

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| Key Considerations | <ul style="list-style-type: none">- Team Feedback Sessions are conducted after teams have completed Team Assessment Surveys and/or completed team interviews.- What data were collected? What/who are this team's key influencers, stakeholders, history, challenges, goals, members, norms, etc.? How many people are on the team?- Team leaders and facilitators should review the Team Assessment Survey Feedback Report and/or Team Interview Summary prior to the feedback session. They should be familiar with the team's strengths and weaknesses and make sure the team identifies these issues during the feedback session. If using a team facilitator, then team leaders and facilitators should review the team results prior to the session.- Will the Team Assessment Survey Feedback Report and Team Interview Summary be sent out as prework? There is no right or wrong answer to this question, but generally speaking, these reports are not sent out as prework and are reviewed for the first time during feedback sessions.- Team Feedback Sessions are usually done right after a Rocket Model overview (see Team Improvement Activity 4 – The Rocket Model Slide Deck). |
| Time Needed | - Usually 90-120 minutes. |
| Room Requirements | - The room should be conducive to sub-team breakouts and large group report-outs, and should have an LCD projector for the slides and flip charts and markers for sub-teams. |
| Materials Needed | <ul style="list-style-type: none">- 1 copy of <i>TQ: The Elusive Factor Behind Successful Teams</i> (Curphy & Nilsen, 2018) sent out as prework to all team members.- 1 copy of the Team Interview Summary for each team member. |

- 1 copy of the All Team Member Team Assessment Survey Feedback Report for each team member.

Facilitation

Facilitation		Materials
Step 1 2 min.	Introduce the activity, which is to gain consensus on the team's strengths and areas of improvement.	Team Feedback PPT 1
Step 2 15 min.	<p>Pass out All Team Member Team Assessment Survey Feedback Reports and/or Team Interview Summaries.</p> <p>Review how to interpret a Team Assessment Survey Feedback Report and/or Team Interview Summary. Tell team members they will have time to analyze the results after the presentation, so they should follow along rather than paging ahead in order to fully understand how to interpret the reports.</p>	TAS Feedback Reports Team Interview Summaries Team Feedback PPTs 2-8
Step 3 35-50 min.	Break out into three- to five-person sub-teams. Ask the sub-teams to review the documents and create three flip charts that identify the team's strengths, areas of improvement, and any surprises (see page 17 in a Team Assessment Survey Feedback Report for an example). Sub-teams should work through the documents using the same process (e.g., everyone on the sub-team looks at and discusses findings from page 3 of the Team Assessment Survey Feedback Report, then goes to page 4 to note and discuss findings, etc.).	Team Feedback PPT 9 Flip Charts
Step 4 20-40 min.	<p>Ask the sub-teams to present large group report-outs. Begin by having one sub-team share team strengths. Then ask the next team if they would add any other team strengths, and repeat for the other sub-teams. Ask the large group to comment on, ask questions, and share reactions to the sub-teams' lists. Use the same process for the team surprises, and again ask the large group to comment on, ask questions, and provide reactions to the sub-teams' lists. Finish the report-outs using the same process for areas of improvement, and ask the large group to comment on, ask questions, and provide reactions to the sub-teams' lists.</p> <p>Team leaders and facilitators should create a consolidated list of team improvement areas on a flip chart and check with the team to ensure all the areas have been included.</p>	Flip Charts Flip Chart
Step 5 10-15 min.	<p>Show the Rocket Model graphic and remind the team that it is best to work from the bottom up when prioritizing improvement areas. Given this recommendation, work with the team to prioritize areas of improvement.</p> <p>Tell the team that subsequent sessions will take place to improve team functioning in these areas.</p>	Rocket Model Graphic

Post-Exercise Activities

- Create an electronic copy of the prioritized team improvement list and circulate it among team members for additional feedback.
- Select the team improvement activities needed to help the team get to the next level of performance.
- Set up team meetings to address team improvement areas. Team leaders may opt to have team members facilitate some or all of these sessions.