

Teams ToWork

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The Science behind the TeamsToWork Platform

TeamsToWork, April 2023

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Introduction to scientific concepts

TeamsToWork is a cloud-based platform that provides tools for team collaboration, communication and coordination. The platform is designed to help teams work together more effectively and efficiently. The five key scientific concepts that underlie the TeamsToWork platform are:

1. *Social facilitation*¹: The phenomenon where people tend to perform better when they are being observed by others. This concept is important in the TeamsToWork platform, as the platform provides visibility into the work of team members, which can help to motivate them and improve their performance.

2. *Social identity theory*²: Suggests that people derive their sense of self from the groups that they belong to. In the context of TeamsToWork, this means that team members are more likely to be motivated and engaged if they feel a strong sense of belonging to their team.

3. *Goal setting theory*³: Suggests that people are more motivated when they have specific, challenging goals to work towards. The TeamsToWork platform incorporates this concept by providing tools for setting and tracking goals, which can help to focus team members and improve their performance.

4. *Communication theory*⁴: Suggests that effective communication is essential for successful collaboration. The TeamsToWork platform includes a range of tools, such as collectively and systematically examining and interpreting data. Team members are encouraged to coordinate their efforts to achieve a common goal and establish their roles and relationships within the group. This includes feedback processes and the interpretation and evaluation of outcomes.

5. *Project management principles*⁵: The TeamsToWork platform incorporates principles of project management, such as task assignment, prioritization, tracking, feedback and evaluation, to help teams manage their work more effectively and efficiently.

Overall, the TeamsToWork platform is grounded in a range of scientific concepts related to teamwork, motivation, communication, and project management. By incorporating these concepts into its design, the platform aims to help teams work together more effectively and achieve better outcomes.

What does the TeamsToWork platform measure, and why?

Overall, the platform measures 4 aspects of working together more effectively to achieve better outcomes:

1. Team synergy – a clear picture of current performance
2. The impact of a Team Improvement Plan – the effect of concrete actions implemented by the team
3. The effort put into realizing a Team Improvement Plan – data collected at regular intervals
4. The overall level of improvement that the team has reached – data combined from effort and impact

TEAM SYNERGY

Selected on the basis of 2 meta-studies (2010-2011), the platform measures 3 aspects of team synergy: A specific set of behaviors (x), managing potential conflicts, successfully (y), creating and maintaining momentum (z). The goal of the meta-studies was to identify patterns and trends in the data to obtain a more precise estimate of

- a) the overall challenges facing teams,
- b) the importance of certain aspects for task effectiveness and teamwork and finally,
- c) the focus, methods, tools and application of current solutions.

The idea was to offer a comprehensive model, covering a wide range of factors that are essential for effective teamwork and project success. A conscious choice was made to disregard external factors (e.g. leadership quality, corporate and national culture, market trends), estimated at 20% of factors affecting success.

By assessing team behavior, you can gain insight into how well team members work together and whether they are aligned in terms of their goals and values. This helps to promote cooperation, goal-articulation, result-orientation, and innovation, which are all critical for project success.

In addition, conflict management skills are essential for teams to function effectively. Teams that engage in open debate, trust one another, commit to team results, are aware of cohesiveness, and manage conflicts constructively, are better equipped to resolve differences, make decisions, and achieve their goals.

Finally, competencies required to design, decide, drive, and deliver a project or task are essential for project success. These competencies include problem-solving, decision-making, communication, and project management skills, among others. By assessing the competencies of team members and

ensuring that they are aligned with the requirements of the project, teams can improve their chances of success.

Overall, a comprehensive model tries to provide a holistic view of what is needed for effective teamwork and project success, covering both team behavior and individual competencies.

The platform looks at how team members complement and re-enforce one another rather than assessing each individual on their own merits. Behaviour, competencies and conflict management styles may also be similar across different personality profiles.

(X): A specific set of behaviors (that characterize successful teams)⁶:

Research has shown that teams characterized by a high degree of participative safety (cooperation), vision (goal articulation), task orientation (result orientation) and support for innovation (innovation) tend to be more effective and successful. These factors are essential for effective team performance and are often considered critical determinants of team success.

(Y) Managing potential conflicts, successfully⁷

Overall, studies show an overwhelming correlation between effective conflict management and positive team outcomes. Managing potential conflicts successfully can lead to increased job satisfaction, organizational commitment, and team creativity. Therefore, it is important for teams to develop strategies for managing conflicts effectively and to address conflicts when they arise. Data supports that conflicts, if not managed properly, can lead to negative outcomes such as decreased productivity, low morale, team dysfunction and is significantly related to job satisfaction and emotional exhaustion. Specifically, teams who use collaborative and accommodating strategies report higher job satisfaction and lower emotional exhaustion, while those who use competitive and avoiding strategies report lower job satisfaction and higher emotional exhaustion. A meta-analysis published in the Journal of Applied Psychology found that task-related conflicts (i.e., conflicts over the content of the work) were positively related to team creativity and innovation, while relationship-related conflicts (i.e., conflicts over interpersonal issues) were negatively related to team creativity and innovation. However, this relationship was moderated by conflict management strategies. When teams used effective conflict management strategies, both task-related and relationship-related conflicts were positively related to team creativity and innovation.

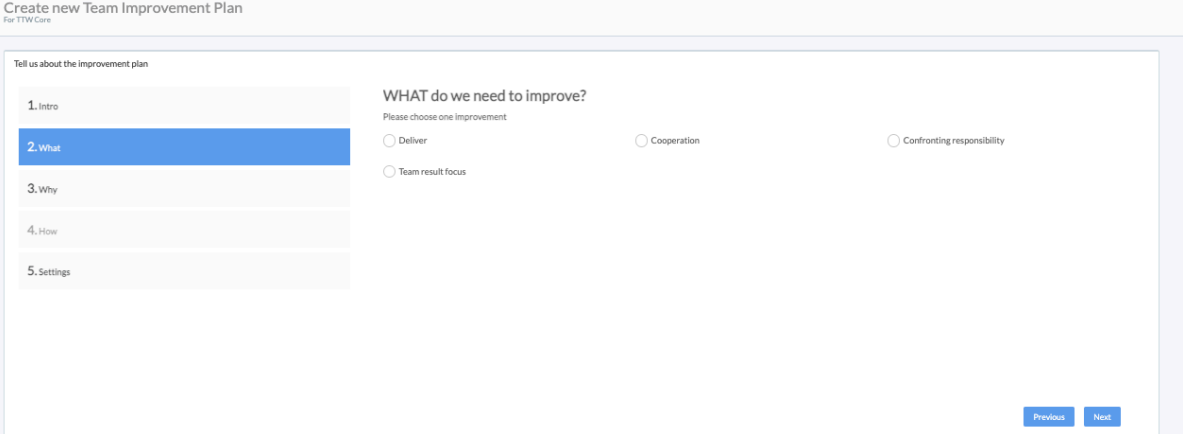
(Z) Creating and maintaining momentum⁸

Teams with a high level of collective competencies are likely to be more effective in achieving their goals and maintaining momentum because they have the skills and knowledge needed to tackle challenges and solve problems. Additionally, teams with a diverse range of competencies can complement each other and work together more efficiently, which can lead to better performance and sustained momentum. Overall, the scientific basis of the 4-step TeamsToWork work model and its

underlying competencies is supported by a wealth of empirical research and studies conducted in the fields of industrial and organizational psychology, management, and related fields.

Team improvement plans, check-ins/follow-ups and evaluation

Studies suggest that many training and development activities are implemented on blind faith with only the hope that they will yield results⁹. In spite of this, organizations rarely incorporate a process for improvement plans and follow-up activities into their training programs and numerous studies have identified follow-up assessments and evaluation as important aids to promoting transfer of learning. Seldom are improvement programs evaluated to determine their effect on behavior or performance. One of the more optimistic estimates suggests that no more than 15 percent of learning actually transfers to the job¹⁰.



THE “WHAT” OF AN IMPROVEMENT PLAN¹¹

It is important to base an improvement plan on the areas where the team is not performing well because this can help the team identify and address the specific issues that are hindering their overall performance. By focusing on areas where the team needs improvement, they can develop a targeted plan to address those areas and work towards achieving better results.

Additionally, addressing weaknesses can help to build the team's overall competency and resilience. If a team can identify and address areas of weakness, they can become stronger and more capable in the long run. This can also help to foster a culture of continuous improvement, where the team is constantly striving to identify areas for growth and development.

Overall, basing an improvement plan on areas where the team is not performing well can help to drive positive change and enable the team to reach its full potential.

THE "WHY" OF AN IMPROVEMENT PLAN¹²

Defining the "why" behind an improvement plan is crucial because it helps create a sense of purpose and direction for the team. According to scientific literature on teams and teamwork, having a clear and compelling purpose is one of the critical factors that drive team effectiveness and success.

Research has shown that when team members share a common purpose or goal, they are more likely to collaborate effectively, communicate openly, and remain committed to the task at hand. This shared purpose also helps team members prioritize tasks, make decisions, and align their efforts towards achieving the same objectives.

Moreover, having a clear "why" helps teams stay motivated and engaged, especially during challenging times. When teams understand why they are working towards a specific goal, they can see the bigger picture and the impact their work can have on the organization or society. This can provide a sense of meaning and fulfillment, which can, in turn, lead to increased job satisfaction and retention.

In summary, defining the "why" behind an improvement plan is critical because it helps create a shared purpose, drives team effectiveness, and keeps team members motivated and engaged. Scientific literature on teams and teamwork supports the importance of a clear purpose in achieving team success.

Create new Team Improvement Plan
For TTW Core

Tell us about the improvement plan

1. Intro
2. What
3. Why
4. How
5. Settings

WHY should we improve this? Which positive business impact is expected?

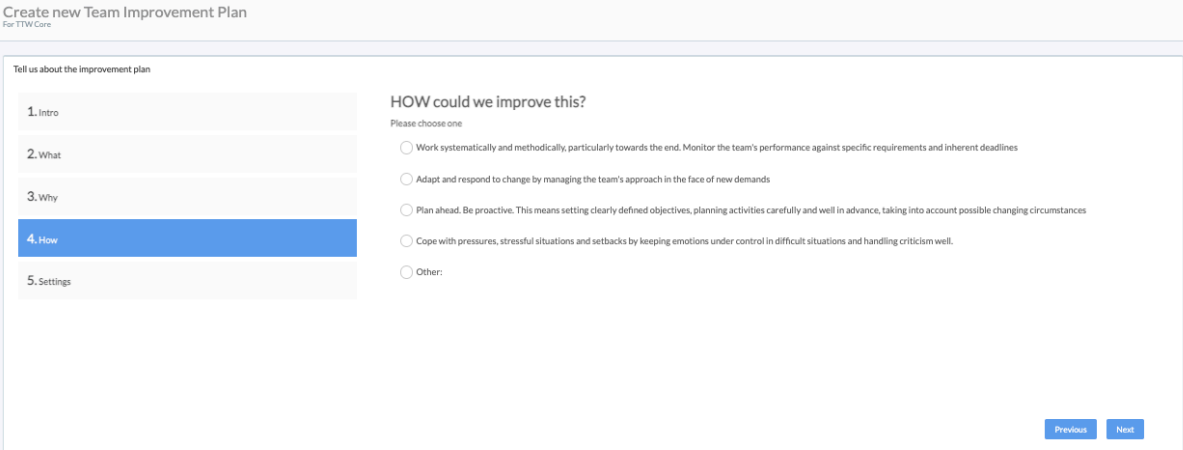
Please choose one

- Keep everything together means staying focused and resisting pressure
- Keeping emotions under control in difficult situations to stay optimistic and resilient
- Ensure commitment to producing quality output in a timely manner within budget
- Dealing with ambiguity and managing to see new opportunities
- Other:

Previous
Next

THE "HOW" OF AN IMPROVEMENT PLAN¹³

Defining the "how" of an improvement plan is crucial because it provides a roadmap for the team to follow and ensures that everyone is on the same page about how to achieve the desired outcomes. Scientific literature on teams and teamwork has highlighted the importance of having a clear plan of action to enhance team effectiveness and success.



Create new Team Improvement Plan
For TTW Core

Tell us about the improvement plan

1. Intro

2. What

3. Why

4. How

5. Settings

HOW could we improve this?
Please choose one

Work systematically and methodically, particularly towards the end. Monitor the team's performance against specific requirements and inherent deadlines

Adapt and respond to change by managing the team's approach in the face of new demands

Plan ahead. Be proactive. This means setting clearly defined objectives, planning activities carefully and well in advance, taking into account possible changing circumstances

Cope with pressures, stressful situations and setbacks by keeping emotions under control in difficult situations and handling criticism well.

Other:

Previous Next

THE "RELEVANCE" IN CONTINUOUS FOLLOW-UPS¹⁴

Continuously monitoring the relevance of an improvement plan is important for several reasons:

1. **Ensuring goal alignment:** Goal alignment is critical for team effectiveness and success. When a team embarks on an improvement journey, it is essential to ensure that the goals and objectives of the plan remain aligned with the larger organizational mission.
2. **Adapting to changing circumstances:** Circumstances and priorities can change over time, making it essential to monitor the relevance of an improvement plan continuously.
3. **Maintaining motivation and engagement:** When team members see the relevance of their work to the larger organizational mission, they are more likely to be motivated and engaged in the improvement journey.
4. **Ensuring accountability:** Regularly monitoring the relevance of an improvement plan can help ensure accountability for team members and leaders.

THE "ON-TRACK" IN CONTINUOUS FOLLOW-UPS¹⁵

Continuously monitoring whether a team is "on track" with an improvement plan is important for several reasons:

1. **Identifying potential roadblocks:** Regularly monitoring progress towards the goals of an improvement plan can help identify potential roadblocks or obstacles that may hinder the team's

success. Providing timely and accurate feedback to teams can help them identify areas where they need to improve and make necessary adjustments.

2. **Adapting to changing circumstances:** Circumstances and priorities can change over time, making it essential to continuously monitor progress towards the goals of an improvement plan. Continuous monitoring and adaptation can ensure that change efforts remain relevant and effective.
3. **Maintaining motivation and engagement:** When team members see progress towards the goals of an improvement plan, they are more likely to be motivated and engaged in the improvement journey. Small wins can have a significant positive impact on motivation and engagement.
4. **Ensuring accountability:** Regularly monitoring progress towards the goals of an improvement plan can help ensure accountability for team members and leaders.

THE “ATTAINABLE” IN CONTINUOUS FOLLOW-UPS¹⁶

Continuously monitoring whether an improvement plan is attainable is important for several reasons:

1. **Avoiding unrealistic expectations:** Setting unrealistic goals and expectations can lead to frustration, burnout, and a lack of motivation among team members.
2. **Identifying resource constraints:** Continuous monitoring of an improvement plan can help identify resource constraints that may impact the team's ability to achieve their goals. Resource dependencies can impact the effectiveness of strategic alliances, and by extension, team-based improvement efforts.
3. **Prioritizing goals:** Teams may need to prioritize their improvement goals based on feasibility and available resources. Teams need to adapt to changing environments and prioritize goals based on the level of uncertainty and complexity.
4. **Adjusting course:** Continuous monitoring of an improvement plan can help teams adjust their course if it becomes clear that certain goals are unattainable. Teams need to develop dynamic capabilities to adjust to changing environments and take advantage of emerging opportunities

Improvement plan: - Follow-up
[Back to details](#)

Your feedback

Please evaluate the team's action:

— The Improvement Action created by your team for this particular improvement plan

The team leader has marked this follow-up as completed, and feedback cannot be changed or added any further.

Your feedback on this particular follow-up was:

a) Relevant	<input type="radio"/> 1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
b) On track	<input type="radio"/> 1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
c) Attainable	<input type="radio"/> 1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

THE “ME” IN EVALUATION OF (POSITIVE) IMPACT¹⁷

Asking individual team members about the positive impact of a development journey on them personally is important when evaluating a team improvement plan for several reasons, highlighting the critical role of involving individuals in the feedback process:

1. **Improving motivation and engagement:** Research has shown that involving team members in the evaluation process and giving them a voice in the feedback can lead to increased motivation and engagement.
2. **Identifying individual strengths and weaknesses:** Asking team members about the positive impact of a development journey can help identify individual strengths and weaknesses, allowing for further targeted training and development.
3. **Fostering a culture of continuous improvement:** Encouraging individuals to reflect on the positive impact of a development journey can foster a culture of continuous improvement within the team.
4. **Aligning individual and team goals:** Understanding the positive impact of a development journey on individual team members can help align individual and team goals, leading to greater overall success.

THE “TEAM” IN EVALUATION OF (POSITIVE) IMPACT¹⁸

Asking individual team members about the positive impact a development journey has had on the team as a whole is important when evaluating a team improvement plan for several reasons:

1. **Improving team cohesion and communication:** Research has shown that team members who are aware of the positive impact they have on the team as a whole are more likely to communicate and work together more effectively.
2. **Identifying team strengths and weaknesses:** Asking team members about the positive impact a development journey has had on the team can help identify team strengths and weaknesses, allowing for continued and targeted training and development.
3. **Encouraging shared responsibility:** Understanding the positive impact a development journey has had on the team can encourage shared responsibility and accountability among team members.
4. **Enhancing team effectiveness and success:** Understanding the positive impact a development journey has had on the team as a whole can help enhance team effectiveness and success.

THE “BUSINESS” IN EVALUATION OF POSITIVE IMPACT¹⁹

Asking individual team members about the positive impact a development journey has had on the business as a whole is important when evaluating a team improvement plan for several reasons:

1. **Aligning team goals with business objectives:** Understanding how the development journey has positively impacted the business can help align team goals with broader organizational objectives.
2. **Demonstrating ROI:** Knowing the positive impact of a development journey on the business as a whole can help demonstrate the return on investment (ROI) of the training and development initiatives.
3. **Promoting continuous improvement:** Understanding the impact of a development journey on the business can promote continuous improvement and ongoing learning.
4. **Enhancing business competitiveness:** Knowing the positive impact of a development journey on the business as a whole can enhance the organization's competitiveness in the marketplace. |

Important notice: This improvement plan has been marked as finished, and you need to submit your evaluation

Team Improvement Evaluation
Our initiatives have made a positive impact on:

a) Me 1 2 3 4 5

b) The team 1 2 3 4 5

c) The business 1 2 3 4 5

[Submit evaluation feedback](#)

What are fundamental differences between analyzing individual personality and team synergy?

Analyzing an individual's personality and analyzing a team's synergy are two different approaches to understanding human behavior and performance. Some of the key differences between the two are:

1. *Focus:* When analyzing an individual's personality, the focus is on understanding the individual's traits, characteristics, and tendencies. This can include factors such as their preferences, motivations, strengths, and weaknesses. When analyzing a team's synergy, the focus is on understanding how the team members interact and collaborate with each other, as well as how the team's dynamics and processes contribute to its performance.
2. *Unit of analysis:* When analyzing an individual's personality, the unit of analysis is the individual. The analysis is focused on understanding the individual's behavior and performance as an individual. When analyzing a team's synergy, the unit of analysis is the team as a whole. The analysis is focused on understanding how the team members work together and how the team's collective behavior and performance are influenced by its dynamics and processes.
3. *Methods and tools:* When analyzing an individual's personality, a range of methods and tools can be used, including interviews, questionnaires, and standardized tests. These methods are designed to assess the individual's traits and characteristics. When analyzing a team's synergy, different methods and tools are required, such as team surveys, observations, and assessments of team processes. These methods are designed to understand how the team members interact and collaborate, and how the team's dynamics contribute to its performance.
4. *Application:* Analyzing an individual's personality can be useful in a variety of settings, such as hiring, career development, and coaching. It can help individuals understand their own strengths and weaknesses, and help managers understand how to motivate and develop their employees. Analyzing a team's synergy is typically applied in the context of team performance improvement. It can help teams identify areas where they can improve their processes, communication, and collaboration, and ultimately improve their performance.

Overall, while there may be some overlap between analyzing an individual's personality and analyzing a team's synergy, the focus, unit of analysis, methods and tools, and application of these approaches are different. Analyzing an individual's personality is focused on understanding the individual's traits and characteristics, while analyzing a team's synergy is focused on understanding how the team members interact and collaborate, and how the team's dynamics contribute to its performance. Therefore, it is important to understand the differences between the two approaches and use them appropriately based on the specific goals and context of the analysis.

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