

# TEAM SCORECARD FAQs

How is it administered online?

We use a secure web site to collect the information. We send out an invitation to participate in the Opinion Form. Participants log in and complete the form and it is centrally collected. The Opinion Form is the method to gather data. The **Team ScoreCard** is the final product.

How does the backend work?

We feed the data gathered into proprietary software that we developed. There is also a element of human analysis-manual intervention.

Where is the online data stored?

In a secure server for the duration of data collection. Once we have collected the data, it is deleted.

What do you do with the data?

Once we have downloaded the anonymous information, we delete it from the server. We maintain a digital copy of the report so that we can do a compilation report if the client does follow-on studies (which most have done).

Please explain the follow on studies?

Think of the **Team ScoreCard** as an x-ray conducted to ensure the correct diagnosis. The follow-on studies help to measure the progress that the team is making once they have begun "treatment" such as training or intervention by a consultant. This is also a great motivator because they can see their progress. The follow-on **Team ScoreCards** ask the same questions but also shows the comparison with earlier studies.

What is the methodology to deliver this product as a workshop?

We suggest that the workshop/training include everyone on the team. The presentation of the report can take as little as 2 hours. Filling in the Opinion Form takes approx. 20 minutes. We gather that data and put it into the **Team ScoreCard Report**. Once that is delivered to the organization's leaders we suggest that the results be presented to the full team (in small groups is ok). Without this step, there is little opportunity to make the necessary improvements and there can be a negative impact on trust as the leaders are not willing to share the results.

However to incorporate the training, the optimum is a full day of training, presenting the results and helping the participants to understand how to begin to make changes toward the desired environment. Our course is **Team Centered Leadership**. We typically build in the results into the **Team ScoreCard** results. This makes all the training very pertinent. Many trainers say that when they go into a company to perform training, some people will put up barriers. When the participants see the results of the **Team Scorecard**, most of the barriers go down because they see that the training is in their best interest. Thus, there is a greater buy-in and greater follow-on results when they go back to work. For absolute best results this is a process that is delivered over 2 days. Then when the 2nd **Team ScoreCard** is delivered 3 to 6 months later, another day of training is provided. It is important to help the leaders to understand that their culture was not developed in a single day. It is not realistic to expect a complete turn-around in a day or two. However, **dramatic changes** can be realized in a day.

Have you done a workshop? If yes what was the methodology adopted?

Yes. We always have had only one company/organization represented during a class. The steps: We run the **Team Scorecard**; Present the basic data to the owner/president/general manager; present the results and training to the full team. We use a combination of lecture (minimal) and open discussion with many activities. All of our classes to date have been given on-site in order to maximize team participation.

How and where and who has validated the content, the instructional design and online delivery method of the product?

Content is based on many years of research - both our own and other professionals. It has been validated through use and by a PhD in instructional design from Arizona State University. Our process has been utilized by large training companies. They have been looking for a tool to assist them to increase sales and as a means of validating the results of their training. Again, we have delivered on-site as opposed to via the web to maximize the team interaction.

What is the scalability of the product in terms of providing individual feedback to team members?

This is accomplished by assisting each member of the team to understand how their communication, behaviors, flexibility, and attitudes directly impact the overall culture. This results in individuals learning how to better work with others, to deal with difficult situations, to minimize intimidation which is a big issue especially in service companies - all of this is how they function as a productive member of a team.

Is it more or less like an Assessment Center exercise?

No. It is focused on the team and how well it is functioning in the areas of **Communication, Trust, Alignment and Productivity**. While each individual is critical to the ultimate rating, it is a composite of the perceptions. What the deliverable for the individual is that he/she will learn how to be a better

member of a team, how to help motivate others, and how all that impacts customer (internal and external) relationships. Consider the **Team ScoreCard** as a snapshot of a team. It is also a road map. We are here, we want to get there. This is how we will accomplish that. The **Team ScoreCard** provides those answers.

How can we differentiate the product from an assessment center?

See answer above. It is not focused on the individual but rather the collective. It does not specify how to train a specific individual or how to place that person in the organization. Rather it looks at how to train or motivate the TEAMS. There are concerns and morale issues as a result of some of the economic pressures in India. Often these types of issues dramatically impact productivity because trust and communication are compromised. The **Team ScoreCard** allows those types of issues to surface, and provides a mechanism for dialogue. This allows the team to focus, not on what is wrong with today's situation, but rather to focus on making productive changes.

Is there a TTT module in place for India which can be administered online?

We have a train the trainer module. In your case, we would be delivering it to the trainers in India via the net. We have trained other trainers and it was a very smooth process. The curriculum that we have can and should be tailored for each situation to ensure that it is applicable for the specific requirements of the organization. So, in effect it is "canned" but customizable. For example, some **Team ScoreCards** will illustrate that there is already a high level of cohesiveness in the organization. In that case, training focuses on how to capitalize on that and make further improvements such as **Continuous Process Improvement**. In other cases, the **Team ScoreCard** will indicate that there is a low level of cohesiveness with problems such as a lack of vision or high levels of stress, etc. In that case the training will focus on addressing those issues.

How and what kind of certification can we provide the team members?

We issue a certificate of completion from PMG to the participant.