SIGMA®
ASSESSMENT SYSTEMS INC.

USING THE LSP-R FOR
Team Building

what's inside?

introduction to team building

- why are strong teams important
- the need for team building
- what is team building
- LSP-R for team building

using the LSP-R

- independent activity
- 2-hour group session
- ongoing development

resources

- leadership series (FREE guides)
- teamwork lunch and learn
- contact

why are strong teams important

"None of us is as smart as all of us" – Ken Blanchard

- strong teams capitalize on a variety of skills

- diverse teams also capitalize on a variety of perspectives

- efficient teams delegate, allowing them to accomplish more

- effective teams also have emergent properties

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definition: emergent properties

emergent properties exist when a total is greater than the sum of its parts. In terms of teamwork, emergent properties are present when teams can achieve more together than they could on their own (sum of individual efforts). Emergent properties are also referred to as 'synergies.'

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why are strong teams important

- teamwork is also important because it is sustainable

- this makes teamwork a great strategy for tackling long-term, large-scale, high-complexity tasks

- studies show that teams are more resilient than individuals over time

  - a study done by Stanford showed that people working collaboratively spent 64% longer on difficult tasks than people who were working alone

  - compared to independent workers, members of teams also reported higher levels of engagement and success, and lower levels of fatigue

the need for team building

- putting a group of people together does not make them a team

  - each new team requires building

  - group norms and processes need to be collectively established

  - some teams work more intuitively than others, but all require practice

- the success of a team depends on how people work together, not just who is a part of the team

  - you may have five 'great' employees who struggle as a team

  - you may have five 'bad' employees who work well as a team

what is team building

team building refers to any process that enables people to function better as a team

this includes popular models of bonding and skill-building via retreats, workshops, training, and activities; however, team building can also be built into daily/weekly rhythms via regular meetings, and healthy relationships

LSP-R for team building

ready to start building a strong team?

in this guide we'll outline how you can use SIGMA's
<u>Leadership Skills Profile – Revised (LSP-R)</u> to run an
effective teambuilding program

1

Independent
Activity

2

2-Hour Group
Session

3

Ongoing
Development

program overview

stage	breakdown	timing
independent activity	participants complete the <u>Leadership Skills Profile – Revised (LSP-R)</u>	on their own time (give approx. 1 week for this)
2-hour group session	• icebreaker questions • Focus Activities (from LSP-R Focus Report) + discussion • Talent Profiles	approx. 1 week after participants are asked to take the LSP-R
ongoing development	long-term coaching to support ongoing development of individual and team growth	ideally indefinitely, yet however long you are able to sustain the program

independent activity

getting started

- the independent activity is meant to give you a head start on the group session, by having people complete activities they will need to do on their own, ahead of time

- everyone on your team will take the LSP-R, an online leadership skills assessment that takes about 20 minutes to complete

- to prepare for this stage

    1. create an online account and order the LSP-R for your team

    2. take some time to familiarize yourself with the LSP-R, and the Focus Report

    3. once you're ready to get started, send your team an email to let them know that you will be facilitating a team building initiative (template on next page)

getting started

Sample Email Template

Subject: New Team Building Initiative – You're Invited!

[Salutation]

As you know, YOUR ORGANIZATION values building strong teams, and we'd like to take some time to invest in this team in particular. The goal is to learn about ourselves and each other so that we can grow both as individuals, and as a team.

There will be 3 stages in our team building program:
1. Independent Activity
2. Group Session
3. Ongoing Development

The first stage is an independent activity we'd like you to complete in the next week. You will be sent a link to take the Leadership Skills Profile – Revised (LSP-R). The LSP-R is a leadership assessment that will help us learn about our own and each other's strengths and development opportunities. A Focus Report will be emailed directly to you once you complete the assessment. Please complete the LSP-R and review your results prior to DATE. Once everyone has finished, we will get together to for a group team building session.

We hope you enjoy this process, and we're looking forward to growing together as a team!

If you have any questions along the way, feel free to let me know.

YOUR SIGNATURE

2-hour group session

two-hour group session

- once everyone has had a chance to complete the LSP-R you are ready to schedule your group team building session

- the purpose of the group session is to:

  1 act as a kick-off for your team building initiative

  2 set the foundation for ongoing development

  3 provide an interesting and engaging learning experience

  4 have fun! (thereby helping your team build personal relationships and strengthen group dynamics)

two-hour group session

- after everyone has completed the LSP-R (you'll be able to see progress on your admin account), send your team the following email to invite them to the group team building session

Sample Email Template

Subject: Team Building Session

[Salutation]

Thank you for completing the LSP-R. Now that we've all had a chance to take the assessment and review our Focus Report, I'd like to invite you to join us for a team building session on DATE at TIME. A calendar invite will be emailed to you shortly.

At the team building session we will take some time to discuss the LSP-R and our results. We will also complete a few of the Focus Activities in your report and discuss how we can use our strengths to work better together. We hope you enjoy this process, and we're looking forward to growing as a team!

If you have any questions along the way, feel free to let me know.

YOUR SIGNATURE

two-hour group session

- at the team building session, start with an icebreaker and some general discussion

- then, take your team through the LSP-R Focus Activities, and the creation of Talent Profiles

- finish with a discussion of each activity and create a game plan for ongoing team development

> *the following slides have been phrased such that you can use/project them during your team building session*

team building agenda

1. introduction

   - icebreaker Q&A

   - general discussion

2. activities

   - **Focus Activity 1** (pg 5 in your LSP-R Focus Report)

   - **Focus Activity 2** (pg 6 in your LSP-R Focus Report)

   - **Talent Profile**

   - **Action Plan** (pg 7 in your LSP-R Focus Report)

3. discussion

what is something you're looking forward to this week(end)?

what was something that made you smile recently?

if you had the rest of the day off,
where would you go and what would you do?

if you had the rest of the year off,
where would you go and what would you do?

did you enjoy taking the assessment?

were your results surprising?

what is something that you appreciated or learned?

The purpose of this activity is to help you choose your top three development opportunities (my3 competencies).

These are important, because knowing our development opportunities helps us grow as individuals and as a team.

STEP 1: Select your myFOCUS competencies. On the left-hand side, under myFOCUS COMPETENCIES, write down your myZONE competencies (highlighted in blue on your snapshot on pg. 3-4). You don't have to use them all; you can determine your focus based on your interests and needs. Choose at least 5 myFOCUS competencies.

STEP 2: Get input from colleagues.

After you've selected your myFOCUS competencies, turn to someone beside you and ask which of those competencies they would consider most important for your position. Ask 3-5 people and keep a tally. Also think back to feedback you've received from others in the past. Once you've collected all your data, use the boxes under COLLEAGUES to mark the competencies that were verified as important.

STEP 3: Get input from supervisors.

Ask a supervisor which competencies they believe are most important for your position. You can also use feedback you've received in the past (i.e., on performance reviews). We recommend you ask at least 2 supervisors. Use the boxes under SUPERVISORS to mark the competencies that were verified as important.

Note: This may be tricky to do mid-session, if you have a big group and only one supervisor. Instead, you can have supervisors give a general list of top 5 competencies they believe are important for their team.

focus activity 1

STEP 4: Reflect on your experiences. Think of your work history, past success, and challenges. Think of the competencies you need or would benefit from most. Put a mark beside these under the column labelled EXPEREINCES.

STEP 5: Evaluate. Tally up the stars for each competency and mark which three received the most. Put a star beside those three competencies in the final column on the right-hand side. Then, write the competencies in the boxes in the bottom right-hand corner. These are your my3 competencies.

focus activity 2

This second Focus Activity is intended to help you narrow your my3 competencies down to a single myFOCUS competency.

Start by filling in your my3 competencies in the first row of the table (labelled my3 COMPETENCIES). Next, indicate the criteria that are met by each competency (use the definitions on the next slide)

Once you are finished, add up the scores for each competency and write the total in the boxes at the bottom of each column. Find the competency that scored highest, and write this in the space below, labelled myFOCUS competency.

Impact – Impact refers to how relevant a competency is to the strategy and operations of your team. Does the competency help you achieve your goals? Your team's goals? The organization's long-term strategy? If it does, then it is an impactful competency.

Opportunities – Opportunities refers to the chances you will have to develop and use this competency. Are there places where you can demonstrate, practice, or use this new skill? If so, then it is a high-opportunity competency.

Support – Support refers to the buy-in you have from colleagues and supervisors for developing this competency. Support may come in the form of resources and tools, coaching/mentoring, and feedback processes. If you have all these available to you the competency is well supported.

Demand – Demand refers to whether there is a need for this competency to be developed. Will it benefit you in your organization? Industry? Profession? If so, then there is demand for that competency.

talent profile

- now that we have a good understanding of our strengths and our development opportunities, we're ready to build our **talent profiles**

- on the next page, you'll see a talent profile template

- please take 5 minutes to fill in your strengths (top 5 competencies), and development opportunities (your my3 competencies)

  - note: if you are meeting in-person you can <u>print the templates</u> and fill them out by hand; if you are meeting virtually, you can send everyone <u>this link</u> to complete a form-fillable version online

- the talent profiles will be compiled into a **team profile**, which will be shared with everyone so that we can all play to our strengths and support each other in our development opportunities

talent profile

- **Form-Fillable Talent Profile**

- **Print / Paper Version (Talent Profile)**

- **Form-Fillable Team Profile**

LSP-R Focus

TAKING ACTION
myPLAN

OVERVIEW

In the space provided below, enter your myFOCUS competency and indicate corresponding actions or behaviors that you will STOP, START, and CONTINUE. Plan how you will engage in each behavior, and set a goal for when you'd like to have each completed.

myFOCUS:

STOP:	START:	CONTINUE:
What	What	What
How	How	How
When	When	When

Congratulations! You've arrived at the final activity in your LSP-R Focus Report. Here we are going to create a development plan for your myFOCUS competency. To complete your development plan, turn to page 7 in your Focus Report.

Enter your myFOCUS competency in the top row, then brainstorm corresponding actions or behaviors that you can STOP, START, and CONTINUE in order to develop that competency. Plan how you will engage in each behavior and set a goal for when you'd like to have each completed.

Try to do this in the context of teamwork. Here's an example for you (next slide):

meet Henry

Henry is a team lead at an automotive manufacturing firm. He has chosen to work on the leadership competency "Delegation." Henry is going to:

STOP micromanaging

START distributing task ownership

CONTINUE keeping track of overall deliverables

Let's take a look at how Henry filled out his action plan

action plan

myFOCUS: Delegation

STOP:

What

Micromanaging

How

Set weekly check-ins with direct reports and allow them to come to me for additional guidance on a per-need basis

When

Weekly check-ins every Monday morning from 8-9am

START:

What

Review tasks at the beginning of each week and consider whether someone on my team can do them.

How

If yes (to above) delegate those tasks

When

At weekly check-ins or individually during the week

CONTINUE:

What

Organizing deliverables myself (because I'm still held accountable for all assignments to my team)

How

Maintain my checklist of tasks and timelines, but also keep track of ownership when I've chosen to delegate

When

Update this list at the beginning of each week, and maintain throughout

discussion

- once you are done the activities, take some time to discuss

- depending on the size of your team, you can split into smaller groups or discuss with everyone together

share

- what is your myFOCUS competency?

- why did you choose that competency? how will it benefit the team?

- what will you STOP, START, and CONTINUE on your action plan in order to develop that competency?

- are there any competencies that weren't mentioned that we want to focus on developing (either for a particular role, or for the entire team?)

discussion

reflect

- think of a time when someone demonstrated a leadership competency, and it benefited the team – take 10 minutes to discuss (and give some praise and recognition!)

  - e.g., perhaps someone excels at assuming responsibility and often takes care of miscellaneous tasks that would become a problem in the long-run

- now, spend 10 minutes discussing situations where things didn't go well because a leadership competency was not displayed – debrief the scenario and discuss how the team can do better

  - e.g., perhaps a project was delayed due to poor communication, lack of decisiveness, or improper prioritization

plan

- write down everyone's myFOCUS competency, and any other competencies that were identified as important for the group overall

- brainstorm 3 things you can do individually (on your own), to practice using the competencies

- brainstorm 3 things you can do collectively (as a group) to practice using these competencies

wrap-up

thank you for your participation!

- we want to close by re-iterating that strong teams matter

  "Alone we can do so little, together we can do so much"
  – Helen Keller

  "If you want to go fast, go alone;
  if you want to go far, go together"
  – African Proverb

- our organization wants to go far; we are committed to the long-term success of the business **and each of you as individuals**

next steps

- as we move on, remember to take time to refer back to these results

- once we share the team profile, review everyone's talent profile and get familiar with individual strengths and development opportunities

- incorporate the language of leadership competencies in your work

  - describe new tasks in terms of the competencies they may require

  - distribute roles and allocate ownership based on talent profiles

  - give feedback around competencies; incorporate them in performance reviews

  - build a culture of recognition; give "shout outs" when someone excels in a particular competency

  together, these things will build the performance of our team, and the relationship between team members

next steps

**going forwards, we will also be meeting monthly
for ongoing group development**

- stay tuned for a recurring meeting invite

- at these meetings we will

  1. debrief the previous month

  2. discuss progress

  3. review and revise our team building plan as needed

note

end of group session slide deck

after the meeting

- once you receive everyone's talent profile, compile them into a team profile and share it with your group

Sample Email Template

Subject: Team Profile

[Salutation]

Thank you for taking time to complete your Talent Profiles. We have compiled them into a Team Profile and attached it for you here. Please take 5 minutes to get familiar with everyone's strengths and development opportunities.

We also ask that you:

- Keep strengths in mind when you're assigning roles and allocating tasks
- Create development opportunities for one another, and share opportunities as you hear of them
- Give shout-outs when you see excellent performance/growth

Thank you everyone for your participation! If you have any questions, comments, or ideas, please let me know.

YOUR SIGNATURE

ongoing development

ongoing development

- once you've held your first group session, you are ready to set up a time for monthly check-ins

- these check-ins will serve as the foundation for ongoing development

- at each check-in you will

  1. take some time for icebreaker Q&A and general discussion

  2. debrief the previous month

  3. discuss progress

  4. review and revise our team building plan as needed

  together these sessions will help your team grow in personal relationships and group dynamics/performance over time

ongoing development

Sample Email Template

Subject: Monthly Team Building Check-Ins

[Salutation]

Thank you for participating in our team building session THIS/LAST week. We hope you had fun and learned something new. To make sure that we don't lose momentum we will be holding monthly check-ins to continue team building and discuss our progress along the way.

Our first check-in will be on DATE/TIME. A calendar invite will be sent shortly.

If you have any questions, comments, or ideas prior to our first check-in, please let me know. We're looking forward to discussing our progress and continuing to grow together as a team.

YOUR SIGNATURE

- send a calendar invite following this email (note: if you have a recurring time that works for everyone, we suggest having your meeting on a consistent day/time)

> *note: depending on the size of your group, and the length of discussions, the following material can take anywhere from 1-2 hours to complete*

- start with an ice-breaker the way you did at the group session

- you can use the same set of questions at each session
    - what is something you're looking forward to this week(end)?
    - what was something that made you smile recently?
    - if you had the rest of the day off, where would you go and what would you do?
    - if you had the rest of the year off, where would you go and what would you do?

- OR you can get creative based on specific questions (or activities) you think might resonate with your team that month

reflect

- take a moment to reflect on the following questions, then spend 5 minutes sharing your thoughts with the group:

  - how did our teamwork go over the last month?

  - what went well?

  - what didn't go well?

  - what did we accomplish?

monthly check-in

discuss

- think of a time **this past month** when someone demonstrated a leadership competency, and it benefited the team - take 10 minutes to discuss (give some praise and recognition!)

- now, spend 10 minutes discussing situations **this past month** where things didn't go well because a leadership competency was not displayed

  - debrief the scenario (what happened, and why?)

  - discuss how the team can do better next time

review progress

- turn back to the STOP, START, CONTINUE goals you set for yourself to develop your myFOCUS competency; did you do those things? if not, why?

- spend a few minutes discussing progress on these goals

- next, review how you did on the goals you set as a group (both the individual goals and the collective ones)

  - which were accomplished?

  - if some where neglected, why?

  - have you seen any impact?

monthly check-in

plan

- depending on how much progress you made on last month's goals, set new ones OR plan for how you can continue working on the same ones

- if you want to set new goals

  - complete the STOP, START, CONTINUE activity with a new competency (or create new goals for the same competency, if you feel it needs more development)

  - brainstorm 3 new individual, and 3 new collective goals for developing competencies important to the group

monthly check-in

activity

- on a scale of 1-10, how would you rate our current team dynamic?

1	2	3	4	5	6	7	8	9	10

NEGATIVE
this group is
counterproductive
and/or unwelcoming

NON-EXISTENT
I don't really feel
like I'm a part of
a team

POSITIVE
this is the best team ever!
(in terms of productivity
and relationships)

- to improve that score at the next check-in…

  - what can I (as the leader) do better?

  - what can each of us (individually) do better?

wrap-up

- finish your check-in by re-affirming the value of a strong team

- remind the group that your organization is committed to the long-term success of the business **and each individual**

- invite anyone with questions, comments, or ideas about the group's development to reach out to you throughout the month

- depending on the mood of the group, you may also want to finish with a little small-talk

  - this may be particularly helpful if people seem demoralized by lack of progress, or if there is any relational tension in the room

  - see ice-breaker questions, or come up with something specific to your group

resources

www.SIGMAAssessmentSystems.com

- sometimes groups struggle to come up with practical things they can do to grow together as a team

- if this is you, check out our FREE Leadership Series on Teamwork

Download PDF

lunch and learns

- if you're looking for more opportunities for group training and development, check out SIGMA's <u>Teamwork Lunch and Learn</u>

- Lunch and Learns are one-hour virtual seminars taught by one of SIGMA's expert consultants

- each session includes

  - ☑ an introduction to the leadership competency covered in the session (e.g., teamwork), highlighting its importance

  - ☑ an evidenced-based breakdown of the competency's components

  - ☑ practical tips on how to develop these skills and apply them in the workplace

  - ☑ access to slides and additional resources following the seminar (executive summaries, worksheets, etc.)

contact

if you have any questions about team building, or would like support along the way, please don't hesitate to reach out to us

we're always happy to chat!

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