

DBeard Consulting, LLC

*"When Accountability and Performance Matter ...
Get the Right People, in the Right Seat, on Your Bus"*

The TeamThink© Report

Prepared for:

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The Bus Concept TeamThink© System

"Putting the right pieces of the team or work group puzzle together"

Part One - The Basics

What Are We Measuring?

TeamThink© technology measures a person's capacity to think, make choices/judgments and cooperate within the teaming or group effort environment. The measurements include your attitudes, beliefs, likes, and dislikes. Prior to this technology, the only method available to measure these factors was through observation of behavior (i.e. how people behave when engaged with your team). The behavioral method provides important information about people, but it has some limitations. For example, observing what people do offers information about a person after you have made the decision to include them on the team; charged them with specific team responsibilities, and placed them to work side by side with others on the team. Making team personnel decisions in this manner can often leave both team leaders and team members frustrated and wanting to do things on their own which negates the potential group synergy available from a strong team."

TeamThink© technology enables team leaders and team members to gain accurate insights into the talents behind "WHY" team members function as they do by providing a clear picture of each member's specific Teaming style. It further identifies why a particular team member thinks, contributes and participates on the team as they do and how they arrive at their teaming judgments. TeamThink technology enables team leaders and team members to understand the drivers that are used to make teaming decisions and provides insights into how to identify and select team members based on their potential team contribution and ways to avoid potential team conflict and frustration.

How Do We Measure Team Contribution?

This technology is another Wayne Carpenter modern business model based upon the Nobel Peace Prize nominated research of Dr. Robert S. Hartman, who discovered and developed the mathematical principles that define how we think and make our choices. These scientific principles form the core of our evaluative judgment. Validity studies have been conducted on "thousands" of individuals over the past thirty years. They confirm that these tools reliably measure "Human Thinking dimensions" and that:

1. You can count on the fact that what we measure is reliable. If the results indicate a person is in social or role transition, or is uncertain about which type of teaming role or function might be best, you can count on this measurement to be accurate.

2. We can measure “team thinking” with mathematics. Rather than describing how people differ in their ability to see and appreciate the worth of others, we can precisely measure how one can see and appreciate others. This factor means that we can compare individuals to one another and that we can look for numbers and patterns that seem to indicate success as well as difficulty in team performance.

3. You can rely on the measurements being objective. In other words, these results are not affected by age, race, or sex.

Tests on representative samples from a database of over 6,500 individuals confirm that this technology is objective and does not discriminate.

Introduction to Your TeamThink© Report

TeamThink© technology creates a META STYLE that reflects your preferred style for Teaming/Working with others on performance related workplace or personal issues. Gaining an understanding of your own AND your team members’ TeamThink Style empowers you to align everyone’s strengths with the goals that brought the team together in the first place. This understanding of style also dispels the myth that only certain Team styles are successful and effective. Finally, it eliminates the need to try to change your style into another. The data gained from 30 years of working with strong and marginal teams does NOT SUPPORT this myth.

Our research indicates that ANY grouping or combination of any of the six Teaming styles can be effective. If the Team Leader understands, appreciates and utilizes the natural talents/strengths of the team members and retains an awareness of the attending blockers that may inhibit or interfere with each team member’s individual contributions, amazing results can be achieved and positive results can be expected.

The TeamThink report identifies your natural teaming style and identifies the defining characteristics of that style including:

- Global Strengths – specific team contributions that you will be good at and will naturally be drawn toward.
- Communication Strengths - specific team communication factors that you will naturally find comfortable.
- Problem Solving Strengths - specific team problem solving factors where you will tend to see a solution.

The TeamThink report also defines the most significant development (performance blockers) areas that can INTERFERE with your effective teaming efforts including:

- Global Teaming Blockers - These are specific teaming factors that DON’T work for you in the teaming function. The goal is to become aware of them and to minimize/manage their impact on your group efforts.
- Communication Teaming Blockers - specific teaming communication factors that don’t work for you that you should watch out for.
- Problem Solving Blockers - specific teaming problem solving tendencies that don’t work for you that you would watch out for.

A Teamwork Planning Guide is also included at the end of your TeamThink© report to assist you in formulating a Teamwork Enhancement Plan. The feedback you receive in this package outlines your teaming strengths and team performance blockers you bring to the very important teaming function and how those strengths and blockers impact your ability to effectively work with others.

Part Two - The 6 Teaming Styles

The Six Teaming Styles

(Listed below is each of the 6 styles with an overview of that Teaming style within the cooperative group environment).

1. Relater

The Relater is concerned with each person's needs and interest and sympathizes with each person's point of view. There is a strong need to make each person feel good. Additionally, the Relater tends to spend too much time and energy with people who make them feel good. This may cause the discussion to focus on positives.

2. Communicator

The Communicator feels a personal obligation to help everyone, and wants to make them feel comfortable. The communicator tends to focus on identifying and solving problems and likes to demonstrate and showcase how results are accomplished. There is a tendency to try and make the team action plan fit the unique needs of each person.

3. Believer

The Believer feels an obligation to educate and convince each person in the power of the suggested action steps. The believer is sensitive to the needs and interests of the person on the team, but may overlook them in the zeal to demonstrate the worth of his/her ideas. There is a tendency to delay action steps if he/she suspects that the person does not understand the end result.

4. Doer

The Doer pays attention to getting things done and to making things happen. He/she focuses on solving the team's problems. The Doer may overlook objections, assume consent and move to prescribing action steps before the employee has participated in the discussion or problem-solving process.

5. Organizer

The Organizer focuses on education and logic, and demonstrates the logical choice that the team action plan will offer. He/she tends to assume that the person's needs and interests are reflected in the prescribed solutions. Organizers may become impatient and critical if the person is not convinced by their explanation.

6. Planner

The Planner relies on a team action plan which identifies needs and provides solutions for rewarding, correcting or improving results. He/she assumes that employee needs and interests are best represented by his/her plan. The Planner may not respond to objections to his/her team's plan.

Part Three - YOUR Teaming Style

The following pages outline your NATURAL TEAMING STYLE — your global and specific teaming strengths you can rely on and that work FOR you and your team performance blockers/areas for development that work AGAINST you and can interfere with your ability to contribute to the team environment.

Your Teaming Style: Believer

Defining Characteristics of Believers

- Display a strong sense of respect for the individuality, uniqueness and rights of each person.
- Are sensitive to the needs and concerns of others.
- Focus on building and maintaining trust.
- Tend to rely on the development of an overall strategy which provides a variety of options and alternatives and which is responsive to intuitive hunches and feelings.
- Feel a strong sense of personal loyalty and commitment to others and a commitment to do what is right.
- Look for validation of intuitive feelings about what is right and needs attention.
- Commit to do what is right. The strength of their beliefs and strong intuitive feelings compel them to act.

Believer Strengths

Global Strengths of Believers

- Take time and energy to develop an overall vision that combines the strength of intuitive feelings and a global view of future consequences.
- Keep their thinking focused on a combination of what they think is right and a commitment to personal vision and goals.
- Believe in the value of logic and correct thinking. These, combined with faith and optimism create a sense that things will work out even when circumstances seem illogical and confused.
- Have faith and trust in others.

Your Teaming Style: Believer

Believer Strengths (continued)

Communication Strengths of Believers

- Open to new ideas, to the perspectives and insights of others.
- Listen with attention, emotion and energy.
- Compare and evaluate alternatives, which encompass personal goals and expectations, the views and expectations of others and the demands of the current situation.
- Ability to organize and plan a response which accomplishes their goals and expectations.
- Focus on presenting their ideas with strength, conviction and persuasiveness, but maintain an openness to the effect of their response on others.
- Willing to change directions and accept opposing viewpoints, based on the strength of the logical clarity and correctness of the views.

Problem-Solving, Decision-Making Strengths of Believers

- Strong intuitive insights and feelings about what is right and needs to be done.
- Decisions are based on a combination of intuitive insight and conceptual thinking.
- Proactive thinking which builds a vision of the future, evaluating how all of the parts fit together, and examining the consequences of alternatives.
- While evaluating alternatives for action, they encourage cooperation and the sharing of ideas but tend to shift energy to a stubborn commitment to attain a goal once the direction is set.

Your Teaming Style: Believer

Believer Blockers

Global Blockers for Believers

- Strength of their beliefs and convictions can become a stubborn insistence that their way is right regardless of circumstances.
- Tendency to be too trusting that others will do what they believe is right and to be hurt and offended when others do not do as they expect.
- Tendency to expect others to see and accept the logical necessity of their thinking.
- Their optimism leads them to expect others to be better than they are capable of being and to expect circumstances to work out even when they are not likely to.
- Their difficulty saying no to others can lead them to make more commitments and take on more projects than they can deliver.

Communication Blockers for Believers

- Concern for the effect of their thinking on others can lead them to delay responses and avoid confrontations until they must deal with them.
- Strength of their beliefs can lead them to see communication as a competitive process where argument and logical correctness of ideas is more important than getting a point across.
- May respond impulsively or illogically if others consistently reject their beliefs and convictions.
- May allow their personal biases and expectations to interfere with their ability to communicate with openness and fairness.
- Tend to be selective about opening up to others, inconsistently shifting from over-trusting individuals to becoming overly cautious and critical.

Your Teaming Style: Believer

Believer Blockers (continued)

Problem-Solving, Decision-Making Blockers for Believers

- May delay decisions until all of the pieces fit together, until intuitive feelings are confirmed by the direction of actions, or until goals are clear.
- Need for maintaining their course and attaining their goals can cause them to overlook immediate needs and circumstances.
- Tendency to insist on evaluating and understanding all alternatives, even when circumstances demand that they should act or when logic dictates that the best alternative has been found.
- Tend to place too much importance on validating their intuitive feelings about what is right and needs attention.

Part Four- Making it Work for You!

Identifying Your Teaming/Thinking Style

The biases in our thinking that define who and what we are can become the critical stumbling blocks in our teaming relationships with others. Because this tool can measure the biases in our thinking and how these biases affect us, we can gain a new perspective for helping us blend our unique ways of thinking into the world around us. The unique teaming pattern that belongs to each one of us can be measured and compared to the teaming patterns of other individuals/team members. As a result, the integrity and uniqueness that belongs to each one of us can be protected while, at the same time, the differences and potential conflicts which may occur, because of that uniqueness, can be understood and potentially avoided and/or resolved before they become toxic and cause the team to depower or even self destruct.

Our challenge is to capitalize on our natural teaming talents and to change habitual biases that inhibit our ability to access and utilize our natural strengths. We like to say, "Feed your Strengths and Starve your Blockers!"

There is no "single best teaming style"; However, each of us has the responsibility and opportunity to enhance our own particular style. Think of concrete, real-life examples where ineffective Teaming has caused unnecessary complaints, over-expenditures, missed due dates, costly work that needed to be repeated or even loss of customers. Effective Team Performance either adds value to a business or takes away value.

Effective Team members understand the importance of continuous feedback and communication throughout the teaming function. The goal is to optimize your strengths and minimize the impact of your blockers as you and your teammates work toward the common goals of the team.

Take a little time to study your report. Relate the information to personal experiences that can apply to your past teaming experiences. Use this information to assist you to become ever stronger as a contributing team player and/or effective team leader!

Applying TeamThink© in your organization

(Or How can I lead or contribute more effectively to the teams I work with?)

In recent studies of different cultures in American business, we find that the need for respect is the most crucial issue that defines the philosophy of both management and support personnel — the number one stress issue, and the number one need for development.

One key to respecting others is found in understanding how people think, what they need in order to make a decision, what they see and what they tend to overlook, and how the thinking of other team members fit together as the team seeks to accomplish the goals and objectives before it.

Your TeamThink Report will help you identify what you need to make a decision, what you can rely on, and what you should watch out for when teaming with others. Moreover, the report identifies similarities and differences between your style of thinking and teaming with each of the other 5 styles. (Including the unique challenges of teaming with another who has the same style you do).

The understanding you gain from this report can become a bridge that protects your uniqueness while it increases your ability to relate effectively and cooperatively with others in the unique team dynamic where flexibility and cooperation is required.

Part Five - Your TeamThink© Development Guide

Planning Guide - Suggestion #1

Review the "STRENGTH" portions of your report. List specific examples where your strengths have worked for you. Be specific, detailing how each strength benefited you as a contributing Team Member.

Your TeamThink strengths are specific performance factors that you find easy to access. Look for and create opportunities that enable you to put those strengths into action in your team.

1.

2.

3.

Planning Guide - Suggestion #2

Review the “Developmental/Blocker Areas” of your report. List specific examples where one or more blockers negatively impacted your Teaming or Group efforts. Be specific, detailing the actual occurrences, what took place and the outcomes.

Your TeamThink development/blockers are specific performance areas that will need special attention for you to manage. Look for and create team or group opportunities for yourself that will utilize your natural strengths and abilities while avoiding or minimizing the impact of your blockers.

1.

2.

3.

Planning Guide - Suggestion #3

Prioritize those areas that you agree require immediate development to enhance/ensure your team's success. Detail the reasons for the priorities you choose and explain the expected benefit/positive effect that you hope the teaming alteration will have.

1. (Reason and Effect)

2. (Reason and Effect)

3. (Reason and Effect)