Six Senses
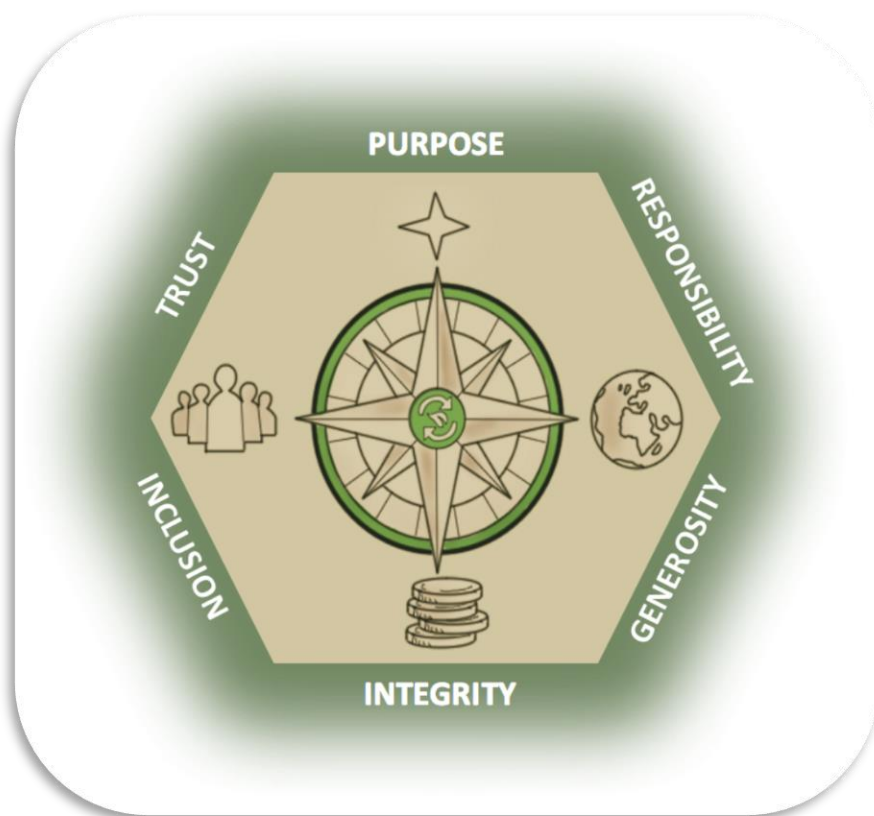

of

Teamwork

Supporting people in doing their best work within the context of a Team

Some teams are stable, long term groupings with well-defined tasks and team roles.

However, other teams may be formed only for a set period of time, in order to complete a specific project or purpose, and then disperse to form other groups. Some teams may be located in the same place (or same geographical area), some may be geographically spread, whilst others could even be 'virtual' teams, with very little day-to-day contact.

In the light of these challenges, what does it take for people to identify with a team and feel confident and capable of doing their best work?

At Caplor Horizons, we believe that individuals need to have strong connections within a team – not only to all the people who make up the team, but also to its shared goals and objectives. We describe these connections in terms of six 'senses'.

They are:

a sense of purpose,	**a sense of responsibility,**
a sense of generosity,	**a sense of integrity,**
a sense of inclusion,	**a sense of trust.**

If each of these six 'senses' can be cultivated and strengthened, not only by each individual but also by the team as a whole, we believe that people will demonstrate both commitment to the team and offer positive and productive contributions.

The following pages outline some key questions about each Sense – does each individual member have this sense and is there evidence of it within the activity and behaviour of the team on a day to day basis?
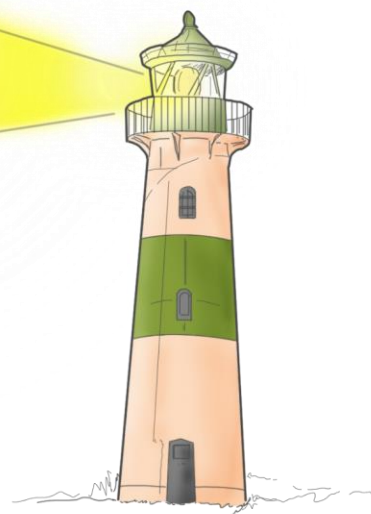
Score between 1 and 10 for each question by circling the most appropriate number:

1 would indicate a complete lack of evidence that the 'sense' is experienced within your team.

10 would indicate that there is very strong evidence that the 'sense' is experienced all the time within your team.

_____

Don't worry about being completely accurate – this exercise is just to give an impression and to find the range of perceptions amongst team members.

Purpose

_____

a) Do team members share a common understanding of the overall purpose of the team, as well as its goals and objectives?

1 2 3 4 5 6 7 8 9 10

b) Do individual team members know their own purpose and how their contribution fits into the bigger picture?

1 2 3 4 5 6 7 8 9 10

c) Do they appreciate the significance of every other team member's unique contribution towards achieving team results?

1 2 3 4 5 6 7 8 9 10

_____

Total Score   =

Divided by 3

Average Score   =

Responsibility

_____

a) Do team members accept personal responsibility for their own work and their commitment to the team?

1 2 3 4 5 6 7 8 9 10

b) Do they feel that they have the independence to propose new ideas and that they have permission to go ahead with reasonable 'results based' initiatives without micro-management?
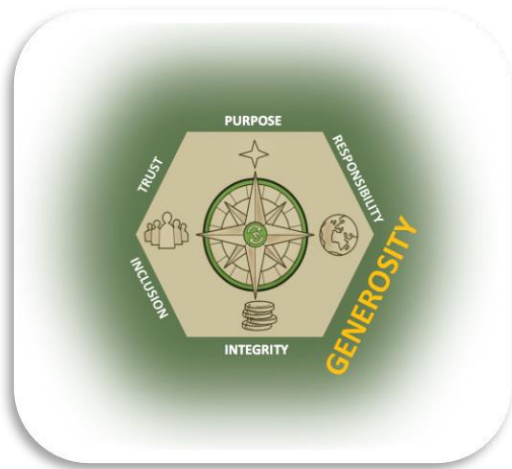
1 2 3 4 5 6 7 8 9 10

c) Do team members accept responsibility for mistakes, whilst avoiding a culture of blame?

1 2 3 4 5 6 7 8 9 10

_____

Total Score   =

Divided by 3

Average Score   =

Score between 1 and 10 for each question by circling the most appropriate number:

1 would indicate a complete lack of evidence that the sense is experienced within your team.

10 would indicate that there is very strong evidence that the 'sense' is experienced all the time within your team.
_____

Don't worry about being completely accurate – this exercise is just to give an impression and to find the range of perceptions amongst team members.

Generosity

_____

a) Are individual team members willing to offer support: *knowledge, time, resources and personal learning* that might be of benefit to others?

1 2 3 4 5 6 7 8 9 10

b) Is there a willingness to ask for support?

1 2 3 4 5 6 7 8 9 10

c) Is there a sense of shared success and shared responsibility for failure?

1 2 3 4 5 6 7 8 9 10

_____

Total Score   =

Divided by 3

Average Score   =

Integrity

_____

a) Is there a shared set of values and beliefs within the team that determines what is ethically acceptable?

1 2 3 4 5 6 7 8 9 10

b) Do team members abide by the rules and standards that they have previously agreed?

1 2 3 4 5 6 7 8 9 10

c) Is there an atmosphere in which drawing attention to failings, or challenging the status quo, is encouraged as a means of seeking overall team improvement?

1 2 3 4 5 6 7 8 9 10

_____

Total Score   =

Divided by 3

Average Score   =

Inclusion

_____

a) Do all team members feel that they can contribute and have an impact, whatever their perceived position within the hierarchy and their individual differences?

1 2 3 4 5 6 7 8 9 10

b) To what extent are people encouraged to explore different perspectives and points of view?

1 2 3 4 5 6 7 8 9 10

c) Do members feel that there is a 'sense of fairness' in the way that the team is managed, which suggests that each individual is valued equally?

1 2 3 4 5 6 7 8 9 10

_____

Total Score   =

Divided by 3

Average Score   =

Trust

_____

a) Is there a strong sense of trust between team members?

1 2 3 4 5 6 7 8 9 10

b) Is there a strong sense of trust between team members and more senior leaders?
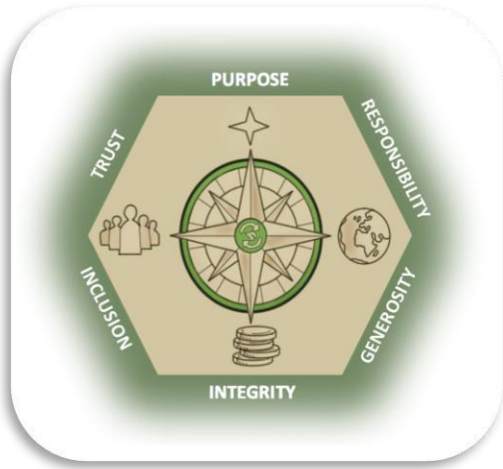
1 2 3 4 5 6 7 8 9 10

c) Does the sense of trust extend beyond the team to the wider organisational stakeholders/partners?

1 2 3 4 5 6 7 8 9 10

_____

Total Score   =

Divided by 3

Average Score   =

Score Sheet Summary

Average Scores for each Sense

Purpose _____

Responsibility _____

Generosity _____

Integrity _____

Inclusion _____

Trust _____