

Increasing Team Effectiveness

Many of us find ourselves working on teams these days, and are probably quite familiar with the advantages and frustrations of this type of work. In many ways working on teams can be a positive and productive experience. It provides opportunities for collaboration, the synergy of diverse skills, and collegial support. However, team work also raises issues of less autonomy, accountability to colleagues, the requirement of frequent communication, and group problem solving. A consistent challenge is getting individuals to work together effectively on teams when individual members have differences in communication styles, project management, time management, information gathering and decision making.

Differences among team members can be extensive, but models of personality group many of these differences into a manageable number. One such useful model is called Temperament, which identifies 4 broad patterns of behavior that provide an efficient way of looking at team members - the different strengths they bring, and what they contribute to a group.

Guardians

Guardians want responsibility and predictability so they value operating procedures and trust what has worked in the past. They deal with the day to day logistics of getting work done. When working in teams they contribute administrative expertise, timely performance, and dependability. Guardian's can be too bureaucratic and may resist change.

Artisans

Artisans are spontaneous and action oriented and they value cleverness and timeliness. When working in teams they contribute resourcefulness and a willingness to take risks. They deal with the important issues of the day. While Artisans can swiftly handle the unexpected, they can be too expedient and focus too much on short term tactics at the expense of long range strategy.

Idealists

Idealists are imaginative and empathetic and they value inspiration and a personal approach to work. On teams, they contribute a vision of future possibilities and the ability to inspire others. They deal with developing potential in others and bridging differences to keep people working together effectively. Their weakness is that they can be too idealistic.

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INCREASING TEAM EFFECTIVENESS CONTINUED

Rationals

Rationals are skeptical and precise and they value ingenuity and logic. They deal with planning for the future. When working with others they can provide a strategic analysis of complex issues and help set long range goals. They can get into trouble by being too competitive.

Teams composed of people with the same style have certain advantages: they perform tasks more quickly, experience less conflict and often like each other more. However, these like-minded groups are also more likely to make errors due to the inadequate representation of all viewpoints. One sided teams may overlook aspects of problems that people with different styles would have pointed out. Teams made up of people with diverse styles generally take longer to complete their tasks, but they tend to be more effective and produce better outcomes.

To increase the effectiveness of teams that you are working with, or working in, ask the following questions.

- 1 What is your team missing? Rationals? Guardians? Artisans? Idealists? If your team is focused on long range planning is anyone paying attention to the day to day work? If your team is focused on operating systems is anyone looking at staff development?
- 2 If your team is composed of mostly like-minded individuals how can you ensure that other points of view are covered? Does your team recognize its blind spots? Do you take the time to consider your work from other points of view? Do you actively seek out different opinions?
- 3 If your team has a lot of individual diversity what can you do to help people work together more effectively? Do team members recognize and appreciate the skills of their colleagues?

Often a basic knowledge of individual differences will help teams identify the particular talents and gifts that each member brings to his or her task. This knowledge can reduce conflict by reframing sources of misunderstanding as natural individual differences. Temperament offers one avenue for helping team members recognize and appreciate these differences. You can identify temperament with the MBTI® instrument by focusing on the following preference combinations:

Guardians – Preferences for Sensing and Judging (SJ)

Artisans – Preferences for Sensing and Perceiving (SP)

Idealists – Preferences for Intuition and Feeling (NF)

Rationals – Preferences for Intuition and Thinking (NT)

UPCOMING CONFERENCE EVENTS

Career Management Association of BC

March 14–15, Vancouver

Dr. George Fitzsimmons will be speaking on March 15 about using the latest version of the Strong Interest Inventory®.

www.bccma.ca

The National Consultation On Career Development

March 19–21, Toronto

www.natcon.org

If you are attending any of the events above please visit us in the corresponding exhibition area. We will be showing our latest materials and will gladly offer recommendations on how our assessments can positively impact your work.

Opportunities for Professional Development



Strong Interest Inventory® – Professional Update Workshop

Victoria – March 30, 2007

This six-hour workshop provides beginners, as well as seasoned Strong users, with innovative techniques and vital insights enabling them to take full advantage of the latest version of this unique instrument in their career development work. Participants will be provided with a *Technical Brief for the Newly Revised Strong Interest Inventory®*, workshop study guide, bibliography, sample reports, and a copy of their own Strong results. The cost for attending the workshop is \$25 + GST.



MBTI® Professional Development Conference

Calgary – October 18–19, 2007

Join us this fall for the inaugural MBTI® Professional Development Conference. Featuring some of the leading authorities on using the MBTI® assessment, the workshops will offer practical skills and strategies for applying the MBTI® instrument to different situations within your organization. Sessions include:

Coaching the Changing Workforce – *Nancy Barger*

Communication: Skills, Styles, & Strategies – *Donna Dunning*

Losing Your Grip at Work – *Patrick Kerwin*

Leaders in Global Organizations – *Linda Kirby*

Coaching Using the Step II – *Jean Kummerow*

Using Type and Emotional Intelligence to Coach Leaders – *Chuck Pratt*

To register, or for more information about either of these professional development opportunities please contact Psychometrics Canada's customer service at **1-800-661-5158**, or visit: **www.psychometrics.com**.

PSYCHOMETRICS TRAINING



Step I Qualification Program

Our dynamic and interactive Qualification Program prepares you to use the MBTI® instrument in a variety of professional settings. Learn broad methods and specific techniques for applying the MBTI® assessment in such areas as coaching, leadership development, teambuilding, and organizational development.

March 19–22	Toronto, ON	July 16–19	Ottawa, ON French Instruction
April 16–19	Halifax, NS	August 20–23	Toronto, ON
April 23–26	Calgary, AB	September 10–13	Ottawa, ON
April 30–May 3	Montréal, QC French Instruction	September 17–20	Vancouver, BC
May 14–17	Victoria, BC	October 22–25	Calgary, AB
May 28–31	Toronto, ON	November 5–8	Montréal, QC French Instruction
June 4–7	Edmonton, AB	November 19–22	Toronto, ON



Introduction to the Step II (Form Q)

Help clients explore their preferences beyond their four letter type by learning to use the most comprehensive version of the MBTI® instrument. The Step II Form Q explores 20 component parts of the four type dimensions.

April 20	Halifax, NS	August 24	Toronto, ON
May 4	Montréal, QC French Instruction	September 14	Ottawa, ON
July 20	Ottawa, ON French Instruction	September 21	Vancouver, BC
		November 9	Montréal, QC French Instruction



Strong Qualification Program Online

Complete the Strong Qualification Program online and work at your own pace from your home or office.

If you have any questions about our training programs or workshops please contact Gaétanne at 1-800-661-5158 ext.227 or training@psychometrics.com.

TALK' TO US

We want to help you get the most out of Psychometrics Direct, so tell us what you want to see by sending a short email message to direct@psychometrics.com

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