

The success of any team depends on each member performing to his/her maximum ability and interacting with other members in a way that enhances their contributions. Develop your teams by developing individual team members through the use of Team WorkStyles.



Acumen Team WorkStyles™ (TWS)

A multi-rater feedback tool for developing personal styles that provide the foundation for effective teamwork, collaboration, and synergy.

As organizations continue to move toward team-based structures and systems, the task and interpersonal styles that “worked” for individual contributors have become increasingly outdated, inadequate and, in certain ways, counter-productive. While people are often expected to simply adjust to the demands of teamwork, the reality is that most are better able to make the transition with training, development, and the type of feedback provided by TWS.

Developing Teams by Developing Members

TWS is similar, and complementary, to Human Synergistics’ *Group Styles Inventory™* (GSI). While both assessments are based on the Circumplex, the GSI focuses on the team level of analysis—emphasizing the climate of the team, interaction patterns, and group processes. In contrast, TWS focuses on individual team members—the way they approach tasks and interact with others. TWS therefore can be used as a follow-up to (or before) the GSI for serious team-building interventions.

Derived from the *Life Styles Inventory™*, TWS uses 94 survey items, all oriented toward individual behavior in group and organizational settings, to assess team members along the 12 Circumplex styles. This Web-based system provides team members with personalized feedback on how they work with others and contribute to, or detract from, team performance. They are provided with feedback on their styles, both self reported and as described by others, along with suggestions for constructively redirecting their behavior as a team member.

PRODUCT APPLICATION

Use Team WorkStyles to:

- Provide members of project teams, cross-functional work groups, and self-managed teams with insights into their personal styles and how their combination of styles affects other members and the team as a whole
- Give team members the information they need to compare their self-perceptions with those by others to better understand how they influence the climate and performance of the team
- Provide them with a personal road map for developing positive interaction styles, reducing or eliminating negative styles, and becoming a more professional and valuable team player

Promoting Team Members' Self-Awareness

Team WorkStyles maximizes the potential for the development of group members by providing feedback on their self-perceived styles profiled against their styles as perceived by others. The other people providing the feedback can be limited to members of the immediate team or expanded to include superiors, members of other teams, and internal or external clients.

TWS goes beyond the typical personal styles survey in promoting individual and team development because:

- It has well-documented reliability and validity with respect to individual effectiveness in team settings
- It gives unique insights into the team member's unique combination of styles and how those styles affect his or her ability to interact with others
- The feedback focuses on personal styles relevant to group functioning, including those related to goal setting, problem solving, collaborating, and communicating
- It provides the team member with personalized suggestions for development, tailored to his or her strengths and weaknesses

How Team WorkStyles Works

TWS uses carefully researched survey items that identify the ways in which people interact with others and approach their work in team settings. These items assess the extent to which a team member is characterized by the 12 thinking and behavioral styles on the Circumplex.

The feedback provided to team members goes beyond a style-by-style description of their productive and potentially counter-productive styles. Their particular combinations of styles are identified and they are presented with insights into their team-related behaviors that are driven by the interaction of those styles.

The feedback reveals how the world shapes their motivations and priorities, how they lead or follow other people, and how they work with others in a cooperative, competitive, or possibly detached way.

When used on an individual basis, this information affords the team member the opportunity to modify his or her behavior to contribute more effectively to the team. When shared and used on a group basis, this information provides team members with a better understanding of each other, the insights needed to adjust their styles to one another's needs and concerns, and the opportunity to develop the team by assigning responsibilities for roles and behaviors that formerly were lacking.

**To be re-released
in fall of 2005.**

Please refer to the back of the catalog for the Pricing Guide.

Acumen Team WorkStyles™

PARTICIPANT MATERIALS

Team WorkStyles Self Report

Web Assessment Package

AI 40400

Inventory, processing, workbook and report.

Paper Assessment Package.

AI 40100

1 paper inventory, processing, workbook and report.

Team WorkStyles Feedback Report

Web Assessment Package

AI 50400

Inventory, processing, workbook and report.

Allows up to 30 Web raters plus Self Report.

Paper Assessment Package

AI 50100

9 paper inventories, processing, workbook and report.

Includes 8 paper & pencil raters plus Self Report.

FACILITATOR MATERIALS

Team WorkStyles Facilitator

Guide

AI 40110

Team WorkStyles Facilitator

Guide CD

AI 40111

Team WorkStyles Workbook

AI 40112

Team WorkStyles Group Report

AI 40500

Processing and composite report

for multiple team members.

