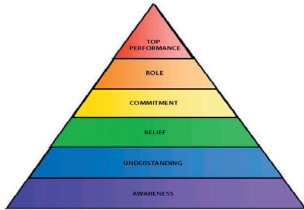
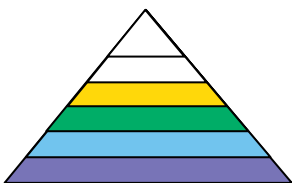


LEVELS OF ENGAGEMENT: *Team Goals, Roles, Processes and Interpersonal Relationships*

Engagement Pyramid



Purpose	<ul style="list-style-type: none"> • This tool challenges the team to consider four critical and interrelated aspects of teamwork – Goals, Roles, Processes and Interpersonal Relationships. It can help the group function effectively as a team. • This tool can be used at one of the first team meetings to help the team define the vision/mission for the change initiative or project; and then used throughout the change process or the life of the project as an assessment of team progress.
Description	<ul style="list-style-type: none"> • Introduce checklist to team members • Distribute copies prior to team meetings to allow team members to reflect on the team function • Tabulate scores • Discuss and review those areas where the team has low scores or where there are large differences in scores
Potential Uses	<ul style="list-style-type: none"> • An excellent assessment tool for newly-formed teams. • Assessment for teams that have been underway for a while and need to review their teamwork collectively, as well as individual roles and responsibilities
This Tool's Level(s) of the Engagement Pyramid	<ul style="list-style-type: none"> • Commitment • Belief • Understanding • Awareness



Facilitator Guide

Provide a quick overview of the tool

This tool can be used when a team first meets and then as a monitoring or “process check” from time-to-time. Team members “vote” on each of the four dimensions using a fist-to-five technique (five fingers = great; a fist = zero progress) In early meetings, this process can take 30-60 minutes, so plan accordingly.

Set up the exercise

This tool can help us function better as a team. We need to keep each other informed about the progress and/or challenges as a team. We can use this as a check as often as we think it is necessary. We will ask each of you to consider four critical aspects of teamwork, and rate our performance in each of those areas.

Step 1:

Distribute copies of the checklist to each team member at the initial team meeting and familiarize everyone with the format and intended use for the checklist.

Step 2:

Distribute copies of the checklist to all team members prior to team meetings, and ask them to rate the team’s performance using the fist-to-five voting technique.

Step 3:

Tabulate the scores of the team members votes on each dimension of the tool.

Step 4:

Discuss and review those areas where the team has low scores or where there are large differences in scores (where 1 person rates an area as a 1 or 2, and another team member rates the same area as a 9 or 10.)

Step 5:

Try to reach a consensus rating for each statement.

Tip:

An alternative to the fist-to-five vote is to have team members vote silently with dots on where the team is for each statement on an enlarged “wall chart.” The team leader can provide the group with previous charts so the team can see where they have progressed/digressed from last the last process check.

LEVELS OF ENGAGEMENT: Team Goals, Roles, Processes and Interpersonal Relationships

How would you rate your team on the following Goals, Roles, Processes, and Interpersonal elements:

		0%				50%				100%	Comments
G	<u>Purpose & Outcomes</u> We understand our mission and desired outcomes										
	<u>Customer & Needs</u> We know who our stakeholders are, and what they require										
R	<u>Goals & Deliverables</u> We have identified specific, measurable and prioritized goals.										
	<u>Roles & Responsibilities</u> We have agreed on our roles, responsibilities, and the tasks needed to meet our goals										
P	<u>Critical Success Factors</u> We are focusing on the key factors and tasks needed to meet our goals										
	<u>Monitoring & Measures</u> We have an effective monitoring process, and metrics, linked to progress										
I	<u>Schedule & Milestones</u> We have defined our schedule and know what they key milestones are										
	<u>Operating Agreement</u> We have shared and agreed how our team will work and communicate										
	<u>Interpersonal/Team</u> We have the necessary trust, openness and participation for a productive team										