

## Extended DISC® Team Alignment - Report Description

- General instructions
- 1. Radar Graph
- 2. Question Group Summary
- 3. Detailed Results
- 4. Team Readiness
- 5. Benchmarking

### General instructions

Extended DISC® Team Alignment is a tool designed to support team development projects. Its role is to help the progress in different development stages and provide decision-making support in the next steps. When the organization and the team aim for top performance through its people, it is essential to learn to understand their perceptions and experiences. Extended DISC® Team Alignment collects individual opinions objectively and organizes the information in a format that best helps the management in achieving its goals. At the same time valuable information is collected that can later be used as a benchmark against the team's future Team Alignment results.

**IMPORTANT NOTE:** A proper interpretation and application of Extended DISC® Team Alignment requires the person responsible for the project to have participated in the Extended DISC® System Training and be a certified Extended DISC® User. Using the tool without sufficient information on the background of the Extended DISC® System and Extended DISC® Team Alignment may lead to misinterpretations of the results.

### Radar Graph

The Radar Graph is based on the Extended DISC® Diamond. It divides the 12 question groups on the Extended DISC® Diamond. Each of the question groups relate to an area on the Diamond.

#### Maximum Size

EDPS doesn't put any upper limit on the amount of answers in the Extended DISC® Team Alignment.

#### General Instructions

The twelve main categories are visually demonstrated on the Radar Graph. The red line identifies the present situation while the blue line identifies the leadership's expectations or the goal condition.

The 12 question groups are:

#### 1. Goals

Concentrates on the goal-orientation of the respondents and the team. The statements track how well the members know their goals, how the individuals' tasks support the attainment of the goals, how well members agreed on the goals, and how well the level of attainment of the set goals is followed up.

## 2. Initiative

Focuses on the respondent's and the team's ability to follow self-initiated work methods, to plan better and more effective work models, and how the team members view the initiative.

## 3. Vision

Relates to the significance of the organization's vision to the motivation of the individual and team, the effect of the vision on the direction of the team, and the team's belief in the team's and organization's future and the possibilities they bring.

## 4. Authority

Focuses upon how well the level of authority relates to the individual's and to the team's goals, how the authority delegated to the team relates to its goals and performance expectations, and if the team members perceive any tasks that distract from its goal-oriented activities.

## 5. Interaction

Relates to the team's and its individual members' ability to act in a creative and progressive relationship with one another. Also focuses on the team's ability to relate to other teams.

## 6. Openness

Centers on the team's level of openness in relation to decision making, expression of different viewpoints, handling of feedback, and ability to discuss issues.

## 7. Guidance

Focuses on the team supervisor's leadership activities and their effects on individual and team motivation, and maintenance of goal-orientation.

## 8. Commitment

Relates to the team members' commitment as individuals, in team goals and results, and in the team's success and well-being.

## 9. Responsibility

Focuses both on the individuals' and team's acceptance of responsibility for the team's performance and functioning, keeping in mind the team's part in the entire picture.

## 10. Solving problems

Relates to the methodology the team uses in solving problems and how the team takes into account the rest of the organization and its operation in problem solving.

## 11. Development

Focuses on the individual's and the team's learning process and the desire, devotion and systematization in developing better results and performance.

## 12. Creativity

Relates to the lack of fear in relation to change and willingness to search for more effective ways to do things. Also, how initiative and new ideas are supported and encouraged.

The categories where the Present condition is beyond the Goal condition in the Radar Graph are typically areas that are in a good shape. An exception is a situation where a particular area is in conflict with another area. For example, an area is taking so much focus and time that it is diverting attention away from another area that is more essential to the performance of the team. Another exception is a situation where it is strategically justified to "lower" a particular developmental stage of a team.

The gaps are also identified with color-coding. The purpose of the colors is to identify the gaps between the Current and Goal condition in the twelve categories, and to identify the areas that have the greatest impact in improving the team's performance.

## COLOR DIFFERENCE INTERPRETATION

**Red** = >1.5 Requires special attention; the team's perception and the leadership's goals differ from one another significantly.

**Yellow** = 0.75 – 1.5 Neutral "middle ground"; the significance of the area in relation to the importance of team goals and performance determine whether or not this is a developmental area.

**Green** = <0.75 Everyone agrees fairly consistently, the situation is good in this area.

Are there gaps between the Goal and Present Ladder?

- In which question groups do the Goal and Present Situation match (the difference is below 0.75)?
- In which question groups is the difference is above 1.5%?

What do we want from the team?

- Which areas in the Radar Graph (Goal Ladder) are required to be at the outer end of the scale?
- Which areas in the Radar Graph (Goal Ladder) are required to be at the inner end of the scale?

### Question Group Summary

The Radar Graph's information is also presented in the Summary format. Some users prefer to view the information in a table format. Use it the same way as you use the Radar Graph.

### Detailed Results

All of the 60 statements and the feedback they receive are presented within the main 12 Question Groups. When the developmental areas are prioritized, the sub-categories provide more detailed information about the team's and its members' perception of the current situation. The information is provided in numerical averages that each statement receives from the assessors.

### General Instruction

The scale in presenting the numerical value of each statement varies from 1-3 to 1-5 depending how many choices the chosen questionnaire had. There are two numbers below the average score the statement receives. The number on the left signifies the number of individuals who answered the question. If this number varies significantly, the members do not have experience relating to the particular statement or they do not understand the content of the statement. The number on the right provides the standard deviation. The standard deviation figure is shown in red when it is greater than 1.0. In that case the answers have been polarized into two opposing categories. The polarization hints that there may be subgroups within the team.

Difference between Goal Ladder and Present Ladder

- Which questions have the color green coding (indicating no major difference between the ideal and the actual)?
- Which questions have the color red coding (indicating that most likely some quick action is required to correct either the present situation or redefine the goal)?
- Which questions have the color yellow coding (indicating that some attention needs to be paid and more analysis should be done to find out what may have caused the difference)?

## Number of respondents

- Are there questions where the number of respondents is clearly less than in other questions?
- Are all the team members equally aware of the team's duties and responsibilities?
- Is there a possibility for delegation?

## Standard Deviation

Interpretation: Standard deviation explains how close the average answer is to the average of all the answers. If the standard deviation is high, it indicates the team members have very different opinions about the question.

- Are the team members treated equally?
- Are all the team members involved in working together?

## **Team Readiness**

Extended DISC<sup>®</sup> Team Alignment also visually presents the team's development stage. This is achieved by analyzing the standard deviations in the team's answers in all of the question groups. Similarly the Goal Ladder is presented using the same process. When the Goal Ladder and the Present Ladder are far from each other, the team's entire leadership strategy must be analyzed again.

All organizations seem to have some common characteristics. According to Scholtes (1997) they are: (1) all organizations are social systems consisting of human beings, (2) organizations always have a purpose or a mission, and (3) to complete its purpose there is always a system, operational processes, and procedures defined for the organization. In team work these three elements need to be considered when increasing the team effectiveness. Team work is cooperation where people work for the common goal by planning, assessing, completing and analyzing.

Teams generally develop along similar paths. The team development has the same elements as individual development in a certain job or duty. The phrase "empowerment" describing authorization of an individual and inner freedom is familiar in team work also. This happens in a certain team development stage. Then the team feels that we have achieved something important together and that "we did it". It is a feeling of power and influence that expands from individual to team experience.

Teams are therefore not just bunch of people but groups that, via a certain process, develop to become cooperating units. The team development path with a self-managing team at the end of the path (developed by Katzenbach & Smith 1993) is described in the Team Readiness graph. Team Readiness describes both the Goal and the Present Ladder stages of the team.

Please note that Extended DISC<sup>®</sup> Theory does not classify any of the stages as better or worse per se. The most effective stage for a particular team depends on factors such as the management, the team's duties and the environment what stage is the most effective for that particular team.

## Description

### Forming Group

- The team is established but does not really operate like a team. The team members are not interested in team benefits or utilizing team resources

- The team has developed and/or has been given a few rules
- The systematization and commitment are still lacking. Individualism steers the team's activities

#### Functional Group

The team follows established rules and methods in form only and without specific regard to the other team members. Individual commitment and roles are haphazard.

- The team is still a group of individuals with an assignment that everyone tries to complete their own way
- The team doesn't look for team synergy benefits since all the members work independently
- Problem solving and division of work is based on someone giving the orders

#### Efficient Team

The team members are interacting and receive and provide input to the common goals. The members are committed and the team roles have developed. The leadership and the rules are provided from outside the team.

- The team already works as a team. Its goals are still unclear and the sharing of responsibility is not consistent
- The team members are interacting and receive and provide input to the common goals
- The members are committed and the team roles have developed
- The leadership and the rules are provided from outside the team
- This is perhaps the most common level in modern team work

#### Real Team

- The team reaches for team results since the members are committed to joint goals and ways of working
- The goals are common and the team develops its own actions toward the goals
- Team members utilize each others' strengths for the common good – synergy benefits are achieved
- The team serves common efforts and its members by internally delegating activities into the most efficient methods that are developed by the members
- External leadership focuses on initial settings and motivating and creating a functional environment  
Self-managing Team
- The team knows and recognizes its business purpose and can develop its own goals from the organization's goals and the contributions of the other teams
- The rules and the methods used are initiated by the team members and serve to support the team's and its customers' goals productively

- The external leadership's purpose is to create a functional and meaningful environment for the team
- The team is interested in its members personal growth and success as well as the team's goals

Managing a team organization properly is an important factor in successful team work. It may be that if the team rewards are based on the team's results, the team may focus too much on its own success to the expense of the whole organization. It is the management's duty to make sure there is also motivation for cooperation between the teams.

### **Benchmarking**

Comparative information from the other teams is valuable in developing the team performance. The Benchmark feature of Extended DISC® Team Alignment provides an opportunity to collect one's own database for the organization's different types of teams. The teams can be categorized into nine different types of teams:

1. Leadership
2. Marketing/Sales
3. R&D
4. Administration
5. Production
6. Service
7. Maintenance
8. Expert
9. Personnel

If the user wants to use external comparative data, Extended DISC® International and its franchisees have collected a general database that is available to the users

EDPS allows an unlimited number of Team Alignments to be included in benchmark teams.