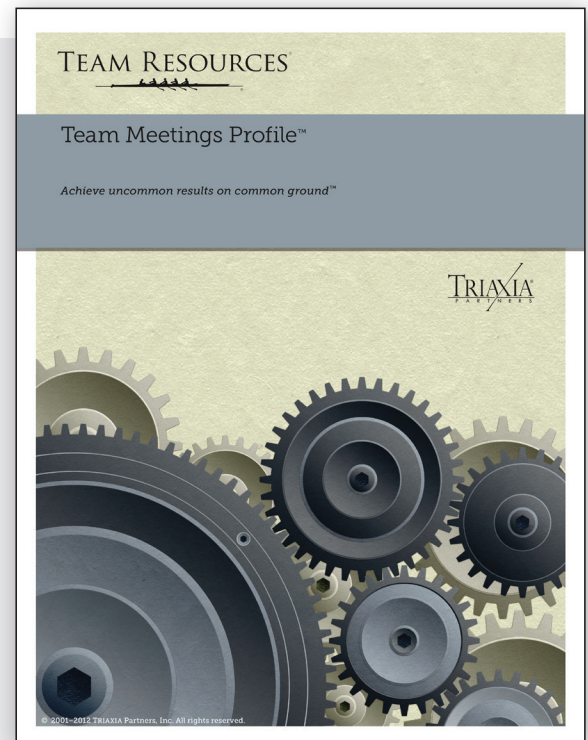


The Team Meetings™ Profile

ACHIEVE UNCOMMON RESULTS ON COMMON GROUND.™

The Team Meetings Profile™ was designed to provide your team with unique insight on how well they are managing meeting together. Meetings are the playing field for high performance teams. Effective or not, meetings cost money and consume valuable resources. The real issue is not the cost of meetings, but rather the cost of poor meetings. High performance teams master the three critical dimensions needed for effective meetings: the people, the purpose, and the process. This diagnostic allows your team to graphically identify strengths and weaknesses across each of these three key components.



TEAM BENCHMARK™

Team Meetings Profile™

How Effective are Your Team's Meetings?

This Team Meetings Profile™ allows your team to assess its meeting effectiveness skills by measuring itself against three critical Team Resources Meetings factors:

TEAM RESOURCES™

Team Meetings Profile™

Meetings – The Playground of High Performance Teams

Talk to ten different people in any organization and you are likely to get ten different perspectives on the merit of organizational meetings, ranging from excitement to dread. People are always meeting; it's the way we get things done. We meet informally around the water cooler, we chat over breakfast or lunch, and we exchange emails. These are, in the broadest sense of the word, meetings.

As much as we sometimes would like to avoid meetings, the fact is that meetings are a part of our jobs. They are where the energy and resources of an organization become synergistic – where the whole becomes greater than the sum of its parts. A good meeting brings minds and hearts together and results in ideas or decisions which no one person could have made alone. A bad meeting diminishes the organization, discourages people, and threatens effectiveness.

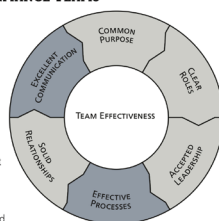
Meetings are the playground of high performance teams. They test the mettle of purpose and consistency. In meetings, the true character and competence of a team is revealed.

Since you have been involved with meetings all your lives, you may be tempted to think that an assessment and discussion about your team meetings is just one more meeting that wastes time. You may be surprised, however, to discover that effective meetings actually require a lot of work, both from you and from your fellow teammates. It's important to be sure you are a part of the solution for your team versus part of the problem. The purpose of this Team Resources™ diagnostic is to provide you with focused insight into specific ways in which you can make your meetings more productive.

MEETING EFFECTIVENESS FOR HIGH PERFORMANCE TEAMS

As we have studied and researched teams and teamwork over the years, we have found consistently similar qualities and characteristics in teams that achieve exceptional results. This list of characteristics has proven to be of immeasurable value as we have worked with clients to establish new teams or to intervene when a team's effort was less than effective. It's a short list; in fact, it contains only six characteristics. But each characteristic plays a specific and vital role in making the team effective and, therefore, it is worth a closer look. If one of these six characteristics is missing or inadequate, the team is, at best, limping. If two or three are lacking, this group is probably not a team at all.

Effective meetings are grounded in both Effective Processes and Effective Communication – the fourth and sixth characteristics of high performance teams. Communication is critical to managing meetings effectively, and many tested techniques for managing meetings are process-driven. Teams that put such processes in place and follow them skillfully have a much greater chance of leveraging both formal and informal meetings as opportunities to drive results.



ings must start with a clear, common, relevant purpose. It is the purpose that eting and answers the question, "Why are we here?"

cesses is that they should be purposefully designed versus the result of random eams have two major types of activity:

ution)

sion making, problem solving, planning)

ms to think together and, knowing that good decisions are generally not made g the time to establish meeting ground rules and then hold one another Other process issues with meetings include communication (suspending ng differences) and the effective use of tools like criteria-based decision

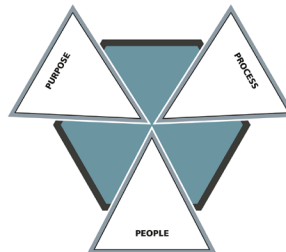
encompasses multiple moving parts, including:

n the participants (trust levels, acceptance, respect, etc.)

nt, presenter)

bar meetings,

the life of any ortant mportant



Team Meetings Profile™

Performance Meetings

organization and you are likely to get ten different perspectives on the merit e way from excitement to dread.

le way we get things done. We meet informally around the traditional water lunch, we exchange emails. These are, in the broadest sense of the word,

meetings which take place within any organization: the regular meetings nd committees. We meet to set direction, make evaluations, solve problems, s simply enjoy fellowship with other co-workers.

like to avoid meetings, the fact is that meetings are a part of our jobs. They are of an organization become synergistic – where the whole becomes greater than ing brings minds together and results in ideas or decisions which no one person etting diminishes the organization, discourages people, and threatens corporate

high performance teams. They test the mettle of organizational purpose and aracter of a team. Much can be accomplished in a successful meeting. Decisions nd action steps are taken. No other component of organizational life has the s do. However, the value of meetings goes beyond the power to "get things ces in high performance meetings brings together individual ideas and creates e energy are also byproducts of meeting face-to-face to accomplish a common

building block for creating committed communities: teams who are dedicated to . The combination of these commitments adds up to synergistic teamwork when rocesses. Integrating the Purpose, People, and Process aspects of your meetings ct of your time together.

OF A HIGH PERFORMANCE MEETING

es equal emphasis on three key attributes:

OSE

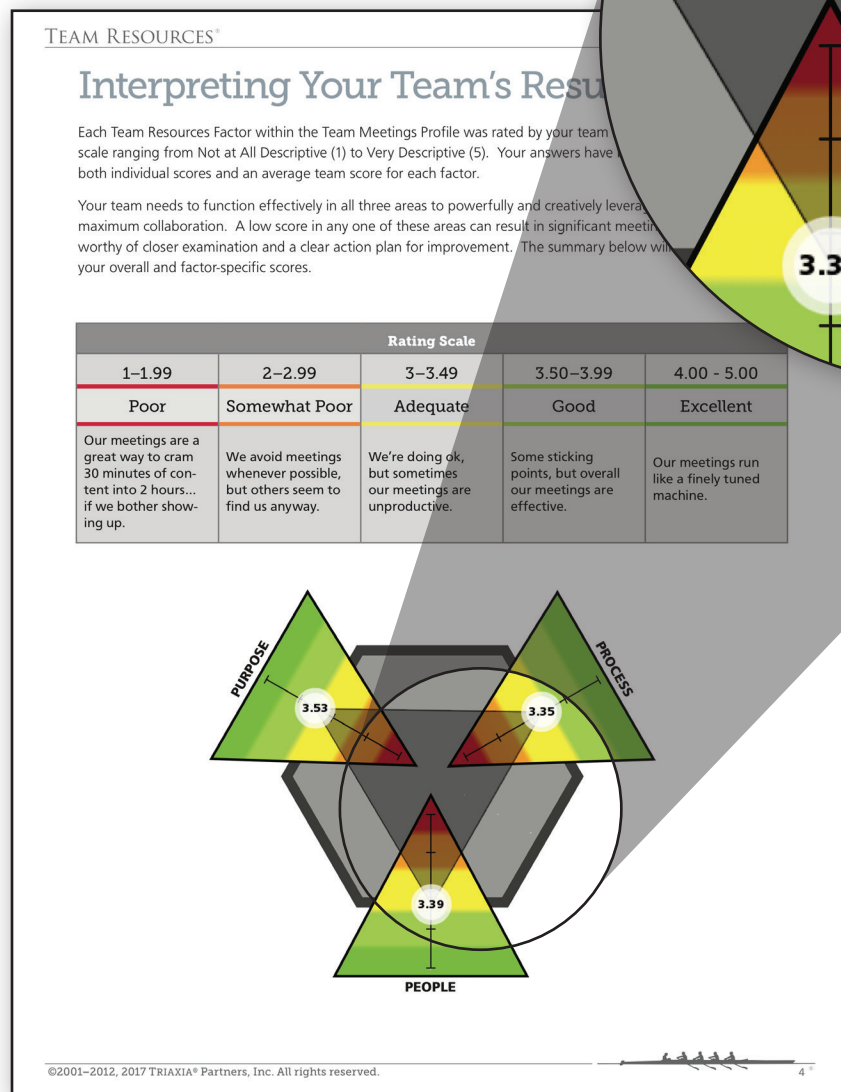
Without a clear, common purpose, you have set the stage for meeting anarchy. The number one problem in meetings, getting off topic, closely relates to the number two problem, no goals or agenda. This can be addressed by ensuring there is a clear purpose for the meeting and that everyone is clear about it.

The qualities of an effective meeting agenda make up a short but very powerful list:

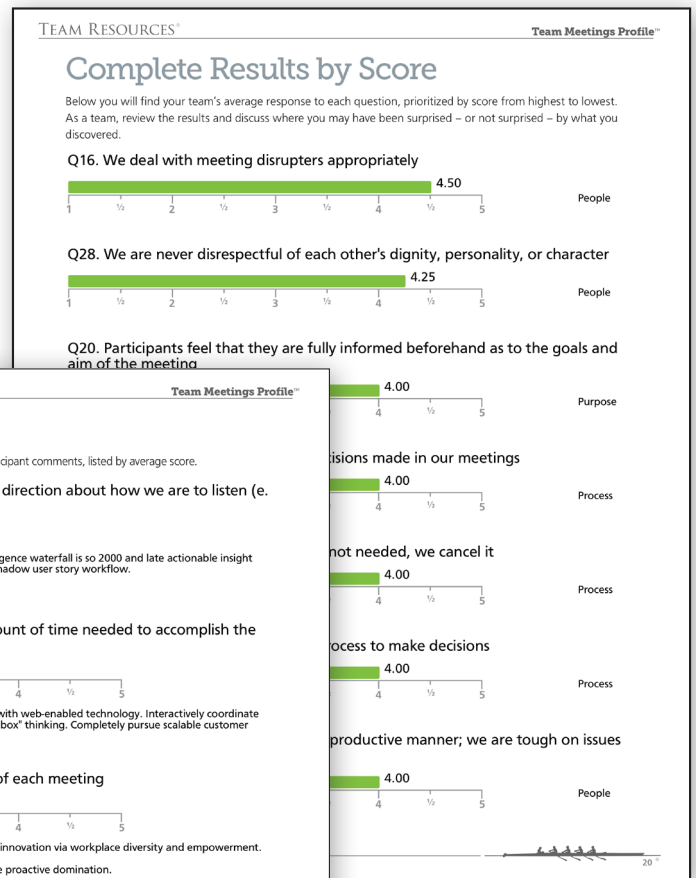
1. **Clear.** Effective agendas spell out what is being asked of the participants so they know how to participate (e.g., brainstorming, decisions, etc.)

Clear and Simple Results

Like all Team Resources® diagnostic reports, the Team Meetings Profile™ provides your team with full color, high-resolution results that are easy to understand. Our color-coded system is used consistently throughout all our diagnostics to enable team members to see the team's overall strengths and weaknesses at a glance.



Exhaustive and Informative Details



Developing a Strategy

Each section of the Team Meetings Profile™ includes a series of questions designed to help your team review the results and focus on the issues offer the greatest the greatest potential improvement.

Your team will then develop a strategy for improvement using the Action Plan worksheets and Monitor and Measure worksheets. The Action Plans will help your team decide how best to address the subjects they've identified as areas for growth, while the Monitor and Measure worksheets will help your team plan how best to track their progress, against their goals.

TEAM RESOURCES®

Team Meetings Profile™

Discussion Questions

1. Overall, which of the three factors was rated the strongest?
2. Weakest?
3. Are there significant score differences between the three factors?

TEAM RESOURCES®

Monitor and Measure

1. Set a date to review your progress with the team.
2. Review your Action Plan.
3. What is working? Not working?
4. Are you achieving your desired results? If so, how can you continue to improve?
5. If not, what must you start doing?

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TEAM RESOURCES™

Team Meetings Profile™

Action Plan Worksheet

Here is your opportunity to turn principle into practice—to take a meaningful first step in becoming a more effective team.

1. Question #	Factor	Question
Q13	Purpose	Participants feel they're fully informed about the meeting's purpose

Team Meetings Profile™

is meeting challenge (e.g., feelings, results or impact, etc.)?

uation (e.g., attitudes, lack of knowledge or skill,

eam to address the root cause and transform the current
is responsible for what? By what date?

Responsibility	Date

ou continue to leverage our effectiveness?

ss as you work in this area? Can you state it in terms of
based costs, etc.)?

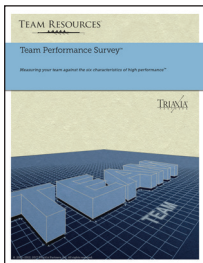
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TEAM RESOURCES®



A Family of Powerful Team Performance Diagnostics

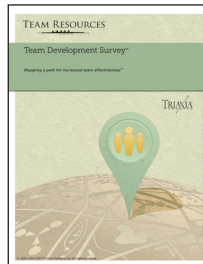
Team Resources® offers a wide range of diagnostics to help your team achieve maximum results. Learn more at www.TeamResources.com or call us at 1-800-214-3917. Our help desk is open between 8:30AM and 5PM EST, Monday through Friday.



TEAM PERFORMANCE SURVEY™

MEASURING YOUR TEAM AGAINST THE SIX CHARACTERISTICS OF A HIGH PERFORMANCE TEAM

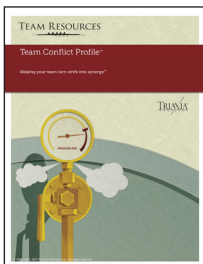
The Team Performance Survey™ assists your team in evaluating its strengths and weaknesses against in each of the six characteristics of a high performance team. The resulting report enables your team to address and prioritise its needs with the confidence of knowing they are targeting the right issues.



TEAM DEVELOPMENT SURVEY™

MAPPING A PATH FOR INCREASED TEAM EFFECTIVENESS™

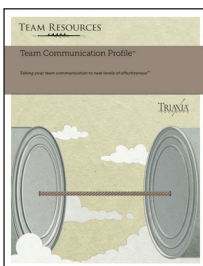
The Team Development Survey™ enables your team to visually identify its current stage of team development, and better understand its potential for greater synergy and team effectiveness. By measuring your team's capabilities in the factors that drive cooperation, this report enables your team to clearly map its path for growth.



TEAM CONFLICT PROFILE™

HELPING YOUR TEAM TURN STRIFE INTO SYNERGY™

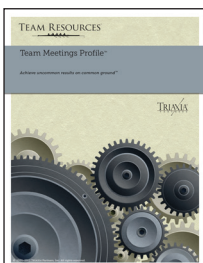
This Team Resources® diagnostic enables your team to identify and address conflict issues that derail team effectiveness. The report highlights attitudes, actions, and processes that can stifle your team's ability to work together. Utilizing this information, the team will be able to give immediate attention to the key issues driving conflict and define a clear path for improvement.



TEAM COMMUNICATION PROFILE™

TAKING YOUR TEAM COMMUNICATION TO NEW LEVELS OF EFFECTIVENESS™

The Team Resources® Team Communication Profile™ helps your team assess its ability to communicate. Effective team communication doesn't just happen, but demands the application of time-tested principles and processes. This diagnostic enables team members to identify and address specific issues that clutter and confuse team communication.



TEAM MEETINGS PROFILE™

ACHIEVE UNCOMMON RESULTS ON COMMON GROUND™

This powerful meeting diagnostic will provide your team with unique insight on how well they are managing meeting together. Meetings are the playing field for high performance teams. Effective or not, meetings cost money and consume valuable resources. The real issue is not the cost of meetings, but rather the cost of poor meetings. High performance teams master the three critical dimensions needed for effective meetings: the people, the purpose, and the process. This diagnostic allows your team to graphically identify strengths and weaknesses across each of these three key components.