

Team Working Orientation (T.W.O) Questionnaire

Creating teams that work effectively, efficiently and deliver objectives is the key challenge facing business leaders today. If you are seeking competitive advantage, then you need everyone to deliver.

“Effective teamwork supports productivity”

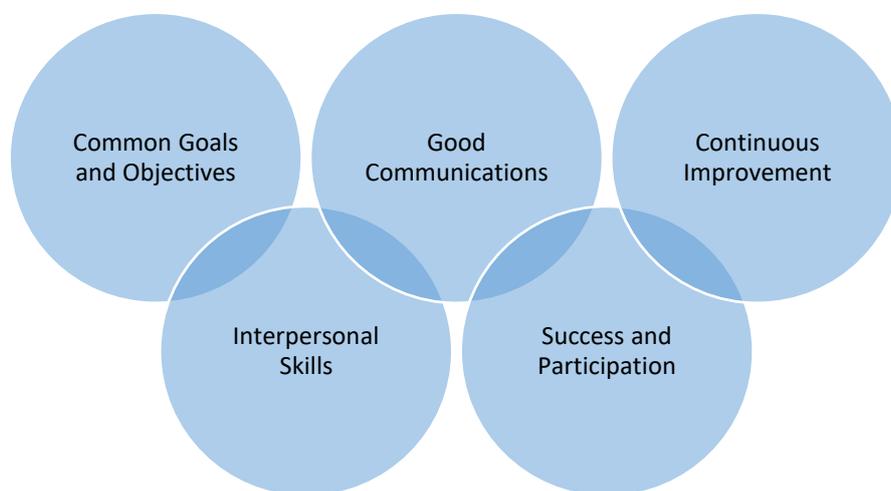
At The Business Portfolio we believe that people are fundamental to an organisation's success. We work with you to build and sustain team performance; ensuring individuals take ownership of their responsibilities, focus on their role, have deeper insight into their team's strengths and blind spots, build stronger relationships and develop trust within the team.

The T.W.O model describes the key components of high performance team working. Originally developed in 1989 – the model has been used successfully as a basis for developing team working in a great number of blue chip organisations in the UK - these include Unilever, Shell, HM Customs & Excise, HM Inland Revenue, Champion Spark Plug, Kelloggs, British Rail, Local Authorities, etc. This model was featured on BBC TV where the approach was described as unique and highly effective.

Ongoing development has led to the emergence of a questionnaire which has psychometric properties.

Key features:

- The questionnaire operates at two levels – the individual team member and the team. It enables the individual (and/or the team) to assess themselves in terms of the 5 key scales in the diagram below.



- There is also an equivalent questionnaire which enables other team members (and/or teams) to assess the individual (and/or team) across the same 5 scales. These introduce a 360° assessment into the process.
- The measures can operate as an ipsative test (“this is my opinion about me”) or as a normative test (“this is how my opinion/view stacks up when compared to the UK working population”). This enables the tests to be used both for people and organisation development as well as for assessment and selection.

The 5 scales measure:

- To what extent does the individual (or team) focus on own objectives or those of the whole team (company).
- To what extent do individuals (or teams) keep information and knowledge to themselves or share it with others.
- When problems arise, to what extent do individuals (or teams) ignore the problem or bring it to the attention of the wider team to enable solutions to be found.
- To what extent do individuals (or the team) chose with whom they will work or will they work willingly with anyone.
- With success, will they celebrate others/teams success or do they only celebrate their own success.

Achieving a team working culture is not easy. Team working is often misunderstood – too many simply associate it with creating a 'nice and friendly' atmosphere. There is much more to it than that.

Our message is simple - the more time you spend developing and engaging your teams the more success you will have, but please remember having a fantastic experience is one thing, indeed there are many organizations that offer similar experiences to us, but few that ensure that you and your team know how to apply what they have learnt back in the world of work. The final part of our process, facilitated discussion and review, helps your team to make the transition from learning back to the workplace.

“Just because you wear the same shirts doesn’t mean you’re a team.”

For those who have managed to achieve it, a team working culture is not only more effective but is vastly more enjoyable and more fulfilling - for everyone. 'Us and them' gives way to 'We'; for those who haven't the Team Working Orientation questionnaire is the perfect place to start the journey towards a more productive and happy working environment.