



## FACILITATION

# Team Mapping

### PUT SCIENCE BEHIND YOUR TEAMS' SUCCESS

This process is led by our associate, Josef Martens

There's no question, teams play a vital role in the success of our enterprises and they can deliver tremendous results. In fact, for the more complex challenges of today's environment, we simply cannot generate optimum solutions without them.

Despite this, to many managers, the terms team, team building, and teamwork trigger images such as "soft," "touchy-feely," hard-to-measure results, and time consuming.

This is no longer the case.

Now there is an easy way, using analytical and business modeling tools, to quantify the impact of your teams and plan for a high return on investment in their effectiveness. It is called **Team Mapping**.

Here are some of the **benefits you can expect**:

- The ability to focus resources strategically in the areas that will have the greatest impact on team output
- Objective measures on which to make strategic decisions around team development
- Teams that function more effectively and generate better results
  - Clear identification of:
    - the key drivers—both hard and soft—of effectiveness in your teams
    - the major obstacles to their success
    - where it makes sense to invest in your teams
    - the ROI for different courses of action
- Reduced "silo" thinking and behavior
- Management acquires a deeper understanding of how team behavior connects with and impacts other core business strategies:
  - the role teams play in your organization
  - the full potential of their contribution to business results

Team Mapping provides you with an in-depth analysis of teams and teaming across your organization. You receive a **roadmap to optimal team performance**. This comes in the form of a model (diagram) that maps out all the significant forces—and their magnitude—that influence your team(s) and the value they add to your operation.

With this electronic model you can:

- Forecast the impact of various strategies and investment scenarios (e.g. team training, development of team leaders, better hiring, use of technology) on the level of results your teams deliver.
- Decide whether, where and how to invest in your teams such that you generate sufficient payback through team-generated results.

### THE TEAM MAPPING PROCESS:

1. Identify the outcomes you seek around optimizing team-based activities and team dynamics in your enterprise.
2. Source pre-existing qualitative and quantitative data in your possession so that we don't attempt to collect information that already exists.
3. Our facilitator works with a planning group from your organization to map out the elements and variables that affect both the team functioning and the quality and quantity of results that teams contribute. This is done through a specially designed focus group and possibly interviews. (1/2 day)
4. From this input we create a blueprint of the map including all the causal relationships among all the factors identified.
5. We present the draft map and work with you to verify or refine the linkages and their respective degree of influence.
6. Two options:
  - (A) We present the final map, along with our comments and recommendations
  - (B) We work with you to identify strategies to enhance team-based activity



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### TEAM MAPPING (CONT.)

#### COMMON QUESTIONS AND CONCERNS

**Q: What exactly is *Team Mapping*?**

A: Team Mapping is a unique process that:

- Analyzes your team dynamics
- Identifies the key drivers toward and obstacles to your teams' ability to add value to the operation.
- Simulates the impact on overall results of various changes you could make in how teams operate in your organization
- Projects ROI for these different options.

**Q: How are you able to make the forecasts?**

A: We use existing corporate data, as well as findings from focus groups and interviews, to build a map of the team dynamics within your organization.

The map incorporates cause-and-effect relationships and their relative strengths and associated time delays for the different strategies that are available to change team dynamics. This information then allows us to simulate implementing a specific strategy and assess its impact on the effectiveness of your teams.

**Q: Is this a form of team assessment, telling us how well our teams are doing?**

A: No. Rather, your Team Map will identify, quantitatively and qualitatively, the current elements that affect team effectiveness across your organization and forecast the relative impact of adjusting these elements.

**Q: So, in a nutshell, what will we get from Team Mapping?**

A: The ability to make sound cost/benefit decisions around initiatives to improve the functioning and contribution of teams throughout your organization

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- Capital One Financial Corporation
- Citigroup
- Credit Suisse Canada
- Credit Union Central of Ontario
- Deloitte & Touche
- Fannie Mae
- First City Trust
- MBNA America Bank
- North American Life Assurance Company
- Platt's (Standard & Poor's)
- The Prudential Insurance Company of America
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JOSEF MARTENS, PH.D HAS MORE THAN 15 YEARS EXPERIENCE PROVIDING STRATEGIC ADVISORY, MANAGEMENT CONSULTING AND LEADERSHIP DEVELOPMENT SERVICES TO CORPORATIONS AND GOVERNMENT AGENCIES.

With a Ph.D. in physics from Cambridge University, Dr. Martens brings a unique scientific and analytical approach to his consulting projects. Practice areas include strategic planning, performance management, innovation management and business ethics.

Dr. Martens was born and raised in Germany, and he has conducted training and consulting assignments in over 30 countries on six continents. He has published several articles and books and holds six US and international patents.



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