Team of Two Workbook

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THE
GROWTH GROUP
Consultants to Management

Introduction

Two or more people constitute a team. We tend to believe that a team can be more productive than a single individual. When two individuals decide to work together in a team of two, certain dynamics occur that can impact the end result.

For starters, there will be two unique personalities. Each person may have different motivational drivers, sources of energy, strengths and stress behaviors. These differences should not be considered a "problem." In fact, different interests and strengths can often strengthen a working relationship.

Our focus is on surfacing, understanding and honoring both similarities and differences in personality traits. Part I of our Team of Two process is designed so that each individual can identify, share, and discuss their similarities and differences and how these can be best utilized to strengthen the team of two.

In Part II of our Team of Two process, we provide an opportunity for each person to respond to a series of questions that indicate their preferences in several areas. For instance, how they prefer to be communicated with; the type of work they prefer; the best way to bring out their best work behavior and similar preferences.

In Part III of our Team of Two process, we recognize that people have utilized leading practices that make them more efficient, effective and productive when working in a team environment. This part of the process encourages both individuals to share their positive experiences and incorporate them into this new working relationship.

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PART I: Self-Assessment

1 My Motivational Drivers

What motivates you? How do you want to be treated by others? And by the organization?

These things motivate me:

Competition	☐	Acceptance, popularity	☐
Tangible results	☐	Affiliation, belonging	☐
Little emotion	☐	Inclusive	☐
Progress reports	☐	Loose parameters	☐
Speed, action	☐	Praise	☐
Short sales cycle	☐	Status	☐
Decisiveness	☐	Winning	☐
Practicality	☐	Visibility, center stage	☐
Best Practices	☐	Individual recognition	☐
Compliance	☐	Patience	☐
Consistency, structure	☐	Personal connection	☐
Credentials, certifications	☐	Quiet, peace	☐
No surprises	☐	Respect	☐
Predictability	☐	Time, space	☐
Punctuality	☐	Avoiding conflict	☐
Things tried & true	☐	Being heard & understood	☐

Source: The Four Quadrant Matrix is based on material that is copyrighted by Birkman International.

Instructions

1. *Place a check mark besides the items in one or more boxes that are important to you.*
2. *In each box, prioritize (#1, # 2, etc.) the importance of that item to you personally.*
3. *Share and discuss your prioritized items with another person. Then, compare their responses to yours.*

2 My Sources of Energy

What energizes you? What types of activities or goals motivate, energize, or attract you?

These activities energize me:

Bringing action ☐	Convincing ☐
Building ☐	Defending ☐
Constructing ☐	Litigating ☐
Delivering ☐	Persuading ☐
Getting Started ☐	Selling ☐
Kicking off the project ☐	Talking ☐
Making things happen ☐	Teaching ☐
Analyzing ☐	Caring ☐
Creating a history ☐	Connecting individually ☐
Documenting ☐	Listening ☐
Measuring ☐	Nurturing ☐
Organizing ☐	Strategizing ☐
Putting things in order ☐	Thinking about something ☐
Systematizing ☐	Writing ☐
Tracking ☐	

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3 My Strengths

Describe your strengths. Which of these items describes a strength of yours?

My strengths are best described as:

Decisive		Competitive	
Direct		Enthusiastic	
Doer		Flexible	
Energetic		Inclusive	
Fast, Urgent		Influential	
Forceful		Outgoing, Charismatic	
Logical, Practical		Social, Friendly	
Matter-of-Fact		Talkative	
Accurate		Abstract	
Cautious, Calculating Risks		Calm, Patient	
Conscientious, Reliable		Conceptual	
Consistent		Creative	
Detailed		Good Listener, Quiet	
Methodical, Systematic		Measured	
Organized		Respectful, Harmonious	
Structured		Thoughtful, Caring	

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4 My Stress Behaviors

Describe your stress behaviors. Which of these stress behaviors do you exhibit occasionally?

When I'm stressed, I tend to:

Be aggressive		Argue, become domineering	
Be blunt, bossy		Break rules	
Choose task over people		Defy authority	
Be cold, Uncaring		Be overly friendly, social	
Be impatient		Over-sell	
Be impulsive		Go rogue	
Be sarcastic		Be Self-promotional	
Too urgent		Be too competitive	
Paralysis by Analysis		Crash and burn	
Be bound by procedure		Doom and gloom	
Do hostage maneuvers		Feel disrespected	
Be inflexible		Be hypersensitive	
Become maliciously compliant		Feel isolated, withdrawn	
Act overbearing		Be melodramatic	
Be rigid		Be pessimistic	
Be too cautious		Be too subjective	
		Become whiny, pouty	

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PART II: How to Work Together

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Introduction

Effective teamwork between two individuals does not always automatically happen. Even in the best of situations, alignment takes time. Our experience indicates that certain easy steps can be taken to intentionally create an environment where two individuals can express the best way to work with each other.

Below are some basic questions that you may want to reflect upon. Then, create your own questions in preparation for a clarification discussion. Remember, the purpose of this exercise is to provide an opportunity for each of you to clarify your expectations, build clarity around how best to work and communicate with each other, and to ensure alignment of efforts and results.

Thoughts that might help you create your questions for each other

Working together:
- What does a "good" job look like?
- How do you like to give instructions?
- How do you like to receive instructions?
- In general, what are your expectations for me?
- What are you trying to accomplish and how do you want me to help?

Based on our personality differences, what is the best way:
- For us to communicate with each other
- For me to keep you informed
- For me to take notes
- For me to ask for help
- For me to make suggestions
- For me to resolve issues
- For you to build clarity around your expectations
- For you to provide constructive assistance
- For you to be open to other ways of doing tasks
- For you to be specific in setting priorities
- For you to be consistent in your support of my efforts

Communicating with each other:
- What's the best way for me to give you feedback on your performance?
- What communication style is a motivator for you?
- What type of communication style should I avoid using with you?

Now, capture your own questions

Questions about what needs to be done?

_____

_____

_____

_____

Questions about how the work should be done?

_____

_____

_____

_____

Questions about who should do the work?

_____

_____

_____

_____

Questions about was the work done correctly?

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_____

PART III: Leading Practices

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Leading Practices

Over time people learn leading practices, sometimes called best practices, that make their work efforts more efficient. Some of the leading practices, such as goals setting, role and responsibility clarification, time block scheduling, and periodic update meetings are somewhat widely practiced. But there are other leading practices that you may have found useful.

The following themes are intended to help you identify, share and possibly implement into your team of two efforts your own leading practices.

- Responsibility Clarification Chart

- Gradual Release of Responsibility format

- Level of Authority Matrix

- Time Block Scheduling

- Schedule time to work "on" the business

- Stay Strategic

- Utilize automation

Now, capture your own leading practices