



TEAM PLAYBOOK (Sample)

WORK IN PROGRESS COACHING

April 28, 2011

Talent Analytics

The commitments created by the team provide the context for using this data to support creating relationships of trust and transparency that produce extraordinary results.

Team Playbook

Team Playbook / Team Communications Guide to Help Anticipate and Describe Team Interactions

Business Challenge – Ineffective Communication

Businesses work effectively when teams and individuals have respect for and communicate easily. Leaders and cross-functional teams can have very different approaches, different personalities and different styles. Misunderstandings can occur when teams, leaders and individuals don't understand the other, resulting in wasted time, polarization and hurt feelings.

Solution – Practical and Elegant Team Playbook

Talent Analytics, Corp.'s Team Playbook is a quick, elegant and very effective solution. The Team Playbook provides a one-page summary on each individual on the team. The Playbook provides "Communication Tips and Traps" for both the team and each individual on the team. Team Playbooks tend to be highly utilized tool.

Extra Credit Suggestion

Consider gathering Playbook information for all employees and placing communication suggestions into your corporate name and address book. (Imagine being able to access "communication suggestions" on employees you've never worked with.)

- @ Strategy / Talent Alignment – align talent with business strategy
- @ Build project teams based on project requirements

Mergers and Acquisitions

- @ Post merger integration to help managers hit the ground running with new teams

Create High Performing Teams

- @ Allow new managers and executives to avoid landmines with team
- @ Promote objective understanding of teams
- @ High value on-boarding tool enabling new managers (and employees) to quickly onboard

Organizational Analysis and Design

- @ Create communications roadmap for different areas of the organization
- @ Not a one size fits all approach to organizational communication
- @ More effectively manage change initiatives

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Team Playbook

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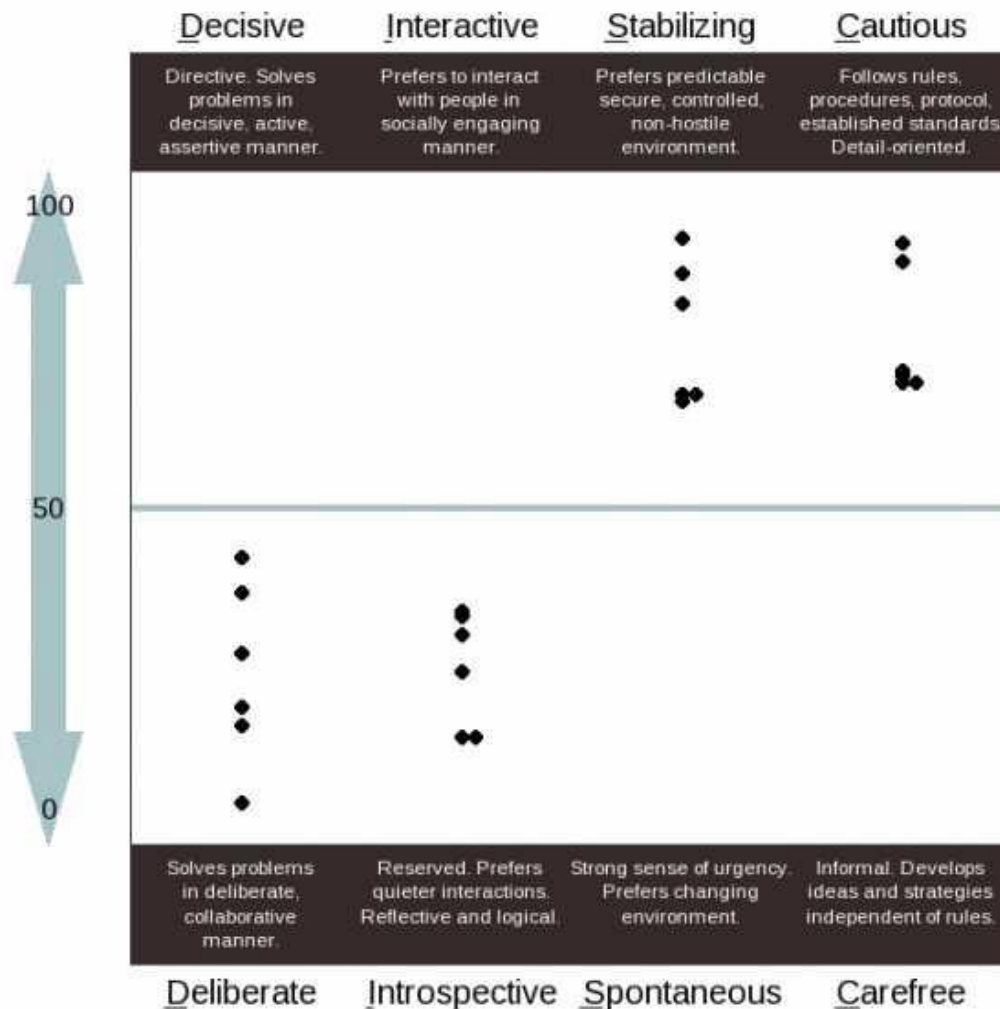
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Team Playbook

Team Performance Style

This team view provides a rare opportunity to visualize how an entire team is interacting (or will interact). Either a variety or a narrow set of styles can be ideal, depending on business goals and team responsibilities. (Note: a score near the top of the column is not necessarily positive. Similarly, a score near the bottom of the column is not necessarily negative).



This graph and the next present a view of the team as a whole. It's a view into the culture of the team and an opportunity to look for patterns that impact performance. People may want to share individual graphs and identify the contribution they make to the culture of the work environment.

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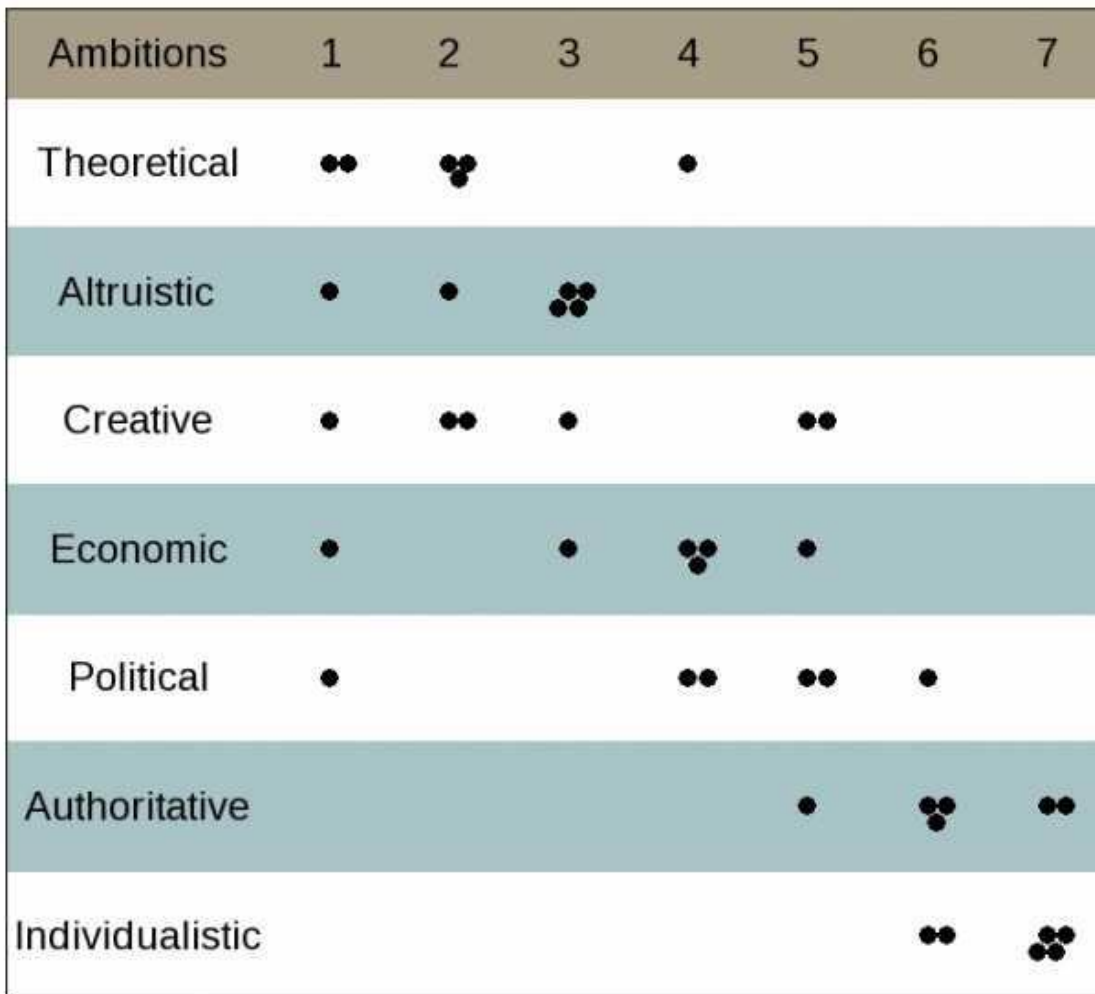
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Team Playbook

Team Ambitions

This team view provides a rare opportunity to visualize what this team values, their combined ambitions and agenda. Team ambitions are ranked in order of importance to the team. Ambitions define a team business culture. The team will drive for decisions most closely aligned with their top 3 Ambitions. An ideal set of Ambitions depends on business goals and team responsibilities.



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Team Playbook

Evelyn Parrish

Tips for Communicating with Evelyn

- @ Assure her that there won't be unexpected surprises.
- @ If you tell her you're going to do something, do it.
- @ List pros and cons to suggestions you make.
- @ Take your time to be precise and thorough.
- @ Outline individual tasks and responsibilities in writing with Evelyn.
- @ Provide logical and practical evidence to support your position.
- @ Make an organized appeal for her support and contributions.

Traps When Communicating with Evelyn

- @ She will respond well if you are not careless or haphazard.
- @ Don't threaten Evelyn with your position or your power.
- @ Don't be unrealistic with deadlines when working with Evelyn.
- @ If you disagree with her, don't let it reflect on her personally, and don't let it affect the relationship you have with each other.
- @ Don't rush into business or your agenda with her; provide some time for her to break the ice.
- @ Don't leave her with an idea or plan that lacks backup support.
- @ Don't be vague or ambiguous with Evelyn.

An important part of the Work In Progress Coaching process is for each person to endorse and/or edit their summary page so the statements represent them accurately. When individuals are satisfied, the Team Playbook will be published.

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Team Playbook

Johnson Portnoy

Tips for Communicating with Johnson

- @ Johnson will follow through on his part; be certain to follow through on your part.
- @ Prepare your case in advance of meeting with Johnson; don't "wing-it" using charm alone.
- @ Provide Johnson with clear, specific solutions, and support your position.
- @ Break the ice with him using a brief personal comment.
- @ Observe Johnson for possible areas of disagreement, as he may not be immediately verbal about them.
- @ Provide logical and practical evidence to support your position.
- @ Do your homework, because Johnson will have already done his share of it.

Traps When Communicating with Johnson

- @ Don't be vague or ambiguous with Johnson.
- @ For a positive response, don't use quick manipulations of ideas with him.
- @ Don't force him to agree quickly with your objectives and position; provide him with some time to warm up to the ideas and for mutual ownership.
- @ Don't be unrealistic with deadlines when working with Johnson.
- @ He prefers that you do not use unreliable evidence or testimonials.
- @ Don't push him too hard.
- @ He will respond poorly if you use someone else's opinions as "evidence".

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Team Playbook

Marsha Phelps

Tips for Communicating with Marsha

- @ Provide logical and practical evidence to support your position.
- @ List pros and cons to suggestions you make.
- @ Do your homework, because Marsha will have already done her share of it.
- @ Approach issues in a straightforward, direct and factual way with her.
- @ Prepare your case in advance of meeting with Marsha; don't "wing-it" using charm alone.
- @ Give her time to verify the issues and potential outcomes.
- @ Present your ideas and opinions to her in a non-threatening way.

Traps When Communicating with Marsha

- @ Don't rush into business or your agenda with her; provide some time for her to break the ice.
- @ Don't threaten Marsha with your position or your power.
- @ If you disagree with her, don't let it reflect on her personally, and don't let it affect the relationship you have with each other.
- @ Don't manipulate or bully her into agreeing.
- @ Don't fail to follow through with her. If you say you're going to do something, do it.
- @ She prefers that you do not use unreliable evidence or testimonials.
- @ Don't whine to her about all of the work you have to do.

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Team Playbook

Rosemarie Dawson

Tips for Communicating with Rosemarie

- @ Provide Rosemarie with assurances about her input and decisions.
- @ Be certain that individual responsibilities are clear, and there are no ambiguities.
- @ Keep her on task with the business agenda.
- @ Provide logical and practical evidence to support your position.
- @ Take your time to be precise and thorough.
- @ If you agree with the outcome, follow through and do what you say you will do.
- @ Present your ideas and opinions to her in a non-threatening way.

Traps When Communicating with Rosemarie

- @ Don't threaten Rosemarie with your position or your power.
- @ Don't be unrealistic with deadlines when working with Rosemarie.
- @ For the best response, don't offer her assurances and guarantees you can't fulfill.
- @ She will respond poorly if you use someone else's opinions as "evidence".
- @ She will respond well if you are not careless or haphazard.
- @ Don't be vague with Rosemarie about what's expected of either of you.
- @ Don't make decisions for her.

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Team Playbook

Suzanne Foranzic

Tips for Communicating with Suzanne

- @ Approach issues in a straightforward, direct and factual way with her.
- @ Outline individual tasks and responsibilities in writing with Suzanne.
- @ Use a thoughtful and logical approach to discussing ideas and options with Suzanne.
- @ Provide Suzanne with a specific, step-by-step timetable with names and responsibilities.
- @ List pros and cons to suggestions you make.
- @ If you tell her you're going to do something, do it.
- @ Provide Suzanne with assurances about her input and decisions.

Traps When Communicating with Suzanne

- @ For a positive response, don't use quick manipulations of ideas with her.
- @ Suzanne prefers that you do not approach her with a delivery that is rude, abrupt, or too fast-paced.
- @ Don't force her to agree quickly with your objectives and position; provide her with some time to warm up to the ideas and for mutual ownership.
- @ Don't leave her with an idea or plan that lacks backup support.
- @ Suzanne prefers that you do not leave things up in the air, or to work out by chance.
- @ Suzanne will not respond in a positive manner if you are domineering or demanding.
- @ Don't whine to her about all of the work you have to do.

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Team Playbook

William Scentost

Tips for Communicating with William

- @ William will follow through on his part; be certain to follow through on your part.
- @ Observe William for possible areas of disagreement, as he may not be immediately verbal about them.
- @ If you tell him you're going to do something, do it.
- @ Show sincere interest in him as a person.
- @ Make an organized appeal for his support and contributions.
- @ Provide logical and practical evidence to support your position.
- @ Find some areas of common interest and involvement with him.

Traps When Communicating with William

- @ William prefers that you do not approach him with a delivery that is rude, abrupt, or too fast-paced.
- @ Don't rush into business or your agenda with him; provide some time for him to break the ice.
- @ William will not respond in a positive manner if you are domineering or demanding.
- @ For the best response, don't offer him assurances and guarantees you can't fulfill.
- @ If you disagree with him, don't let it reflect on him personally, and don't let it affect the relationship you have with each other.
- @ He prefers that you do not use unreliable evidence or testimonials.
- @ Don't force him to agree quickly with your objectives and position; provide him with some time to warm up to the ideas and for mutual ownership.

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