



Developing Awareness of Team Strengths

Report for the BU Inspiring Leaders Programme 2014, by Dr Samuel Nyman

Rationale

Since its inception in May 2012, the Bournemouth University Dementia Institute (BUDI) has expanded. In the summer of 2014, the team had an away day to review BUDI activity and welcome new members. This was an ideal opportunity to enhance the team's ability to work well together as they get to know new members and embrace the challenges for the forthcoming year. Thus, I facilitated a development activity to raise awareness of the team's strengths.

Method

I facilitated a 90-minute session based on a model of motivation that stipulates individuals are motivated by 1-2 of 5 drivers¹. This included discussion of an analysis of the team's scores from a questionnaire they completed in advance. The team were invited to consider the implications and devise strategies to use this information in their daily work. At the end of the session a feedback form was completed².

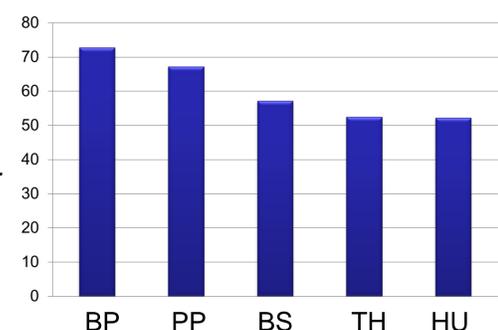
¹Kahler, T. (1975). Drivers: The key to the process of scripts. *Transactional Analysis Journal*, 5(3), 280-284.

²An anonymised copy of the materials used for the session are available from BU staff development.

Results - motivational drivers

The analysis of rankings suggested that the team was imbalanced: Almost every team member was highly motivated to "be perfect" and to "please people" as reflected in their top 1-2 rankings. The other drivers to "be strong", "hurry up", and "try hard" were under-represented. However, the trend in mean scores for each driver were within a range of 20, and suggested the team had some representation of each driver (see figure 1).

Figure 1:
Self-reported
scores for the
five drivers (N=16).



Results - feedback

There were a range of scores and comments, with a moderate average perceived usefulness of the session ($M=6$ out of 10, range 2-10, $N=18$). The team appreciated exploration of team strengths but felt the tool was too difficult to complete and so did not have faith in the analysis.

Conclusion

Team strengths analysis is useful but a different tool or other activities should be used to highlight individual differences.