



Team Mirror

Team Development Plan (TDP)

Team Development Plan

Take the action points and the promised support to individuals that the team came up with during the day. Distinguish between two types of actions:

- **Quick wins.** These are very concrete actions that are easy to implement. They can be delegated to one or two people and can be implemented quickly.
- **Projects.** One person cannot execute a project. You will have to cooperate with multiple people over a slightly longer period to accomplish them.

Make a list of **quick win** agreements.

Team member	Concrete action	Deadline

Plan a moment in time at which the team will assess to what extent the quick wins are accomplished and to what extent new quick wins should be added to the list.

 **Refresh moment on**

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Describe the 3 team projects with the highest priority.

1. _____

2. _____

3. _____

Name project	Who makes the first draft of the project plan?	Date of presentation

A project is the responsibility of the entire team. However, usually it's more efficient when a subteam of 1 to 3 team members take the lead. They come together separately to create a first draft of the project plan. Such a project plan contains a short overview of:

1. Situation
2. Ambition
3. Goals
4. Resources (time, connections, financial resources, people)
5. Milestones
6. Role division
7. Planning with deadlines
8. Date to refresh

What are the other projects that do not fit in your top 3? Write them down here, so you can pick them up another time.

Rules of engagement

Effective teams have a limited set of behavioural rules of engagement. These rules determine what behaviour we expect from each other. Rules can go from very practical: “in this team we don’t do voicemails, but if you get a missed call you call back on the same day” to more social: “In this team we give instant honest feedback when something feels wrong”.

What rules of engagement do you need to become more effective in this team?

Rule 1: _____

Rule 2: _____

Rule 3: _____

Rule 4: _____

Rule 5: _____

Rule 6: _____

Rule 7: _____

Rule 8: _____

Rule 9: _____

Rule 10: _____

There are some success factors for these rules of engagement:

- **Concrete:** ‘We respect each other’ is too vague. Everybody can give his or her own interpretation to that rule. What does it mean to respect each other in this team? Select the most important concrete elements.
- **Visible:** Try to make sure that people are reminded to these rules so that they are remembered. Also, try to make sure that you don’t select too many: 5 is enough!
- **Accountability:** One rule should always be near. If anybody notices that a team member is not living by these rules, it is his or her duty to give direct feedback!
- **Evaluate:** One way to keep people accountable to these rules of engagement is by implementing them in the yearly evaluations, and connecting something concrete to it.

There isn’t an ideal list for the perfect behavioural rules. The most important thing is to implement the correct rules at the correct moment. The only way to make sure that is the case is by refreshing them regularly.



Refresh moment on

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Bringing it home

The way a team communicates about the process, and the result of a day like this correlates with its impact. Spreading different or unaligned messages about today is like preparing for failure. What is the message you want to bring home collectively? What stories will you tell to your N-1, N+1 and N+2?
