

## Why

It is interesting, effective and enriching to discuss on a team level what value people bring to and receive from a team. If it is possible to discuss performance management on a team level in a constructive and honest way then it can be one of the strongest demonstrations of being a cohesive and productive team.

## What

A yearly meeting (linked to yearly appraisal talks) in which you discuss in a structured way the value brought and received by team members together with conducting an evaluation of collaboration.

## How

Take some time to prepare people for this meeting. If people are well-prepared the meeting will be constructive:

- Ask people to evaluate themselves (perhaps by writing a personal mission statement in which they evaluate the past year and look forward to the coming year using the competence framework as a guide): what did I bring to the table, how am I feeling about that, how am I using my talents? What do I want to bring to the table, how do I want to develop myself and the team, how does this all fit into my perspective on my life and its purpose?
- Then, ask them to form groups of 3 and share their statement, get feedback and adapt their statement when necessary. (This can be a standalone approach applied before workers have an appraisal interview with their manager).

Finally, at the meeting everyone can present their personal mission statement and others can ask explorative or clarifying questions and then also provide feedback or suggestions.

To take this one step further leave it to the team to prepare a team self-evaluation that they then present to you or to other teams.

Experiment with the degree to which you ask other teams to be challengers, advisers or listeners.

## When

When you have the feeling that you can take the team to an even higher level through open and honest discussions of the roles and added value of each team member. Or, when you feel that you can create a stronger connection between teams through the mutual presentation of self-evaluations.

### Skills and necessary training

With the support of a peer or HR, write an evaluation of yourself and share it as an example.

### Possible workshop exercise

Use the initial discussion as an exercise for your group when preparing for the workshop: discuss the added value everyone brings to the table and how this could change/improve or not.

### Critical success factors

This is really the next step in bringing a well-functioning team to the next level. Don't apply this technique when you notice higher than average tension and conflict in a team. In that instance you would do better to look at the conflict resolution tool card.