



## How a State Agency Used 20/20 Insight for Team Development

**Mark Spool, Ph.D.**  
**Management Development Solutions**  
**West Chester, PA**

### **Background**

The team leader of a state agency department consisting of high-level managers was concerned about the team's communications, teamwork, meeting management, problem solving and decision making. My firm was asked to conduct a teambuilding program.

Before the intervention, I recommended that the team assess itself. This would establish a baseline while pointing out priority areas to focus on.

20/20 Insight's easy customizability helped the team focus on several client-specific issues. The client and I identified 19 key behaviors. Two scales were used: Agreement and Importance. The outcome was a prioritization of team strengths and areas for improvement. Having this information at the beginning of the teambuilding session helped me focus the team's agenda.

### **Valuable Side Benefit**

Before the session, I was able to print out certain reports to review privately, which allowed me to analyze the data. The report that showed rating distribution provided valuable insights. For example, on the five-point scale, the item "I am comfortable stating my opinions freely," received three 5 ratings and two 1 ratings - a large discrepancy. This suggested that there might be issues of openness among some of the participants, knowledge that proved valuable during meetings with the group.

### **Outcome**

The teambuilding program was a huge success. The agency decided to purchase 20/20 Insight and has used it for 360-degree feedback to the individual team members. The team will also use 20/20 Insight to do a subsequent evaluation of progress.