



TAP360 *Team Advance Profile*

Tap into the true potential of your teams



OVERVIEW

To establish and sustain high-performing teams, ongoing 360 assessment is a requirement. TAP360 provides clear data on how different stakeholders perceive the team is performing in relation to a powerful, extensively researched model of team effectiveness.

In these turbulent times, organizations rely on robust, cohesive teams to perform at their team level best by providing impact for the stakeholders they serve. When disruptions are constant and competitive advantage can be fleeting, organizations need their teams to be more innovative, agile, dynamic, resourceful, resilient and collaborative.

As Colin Price and Sharon Toye say in *Accelerating Performance*, *“Performance depends on the ability of teams to efficiently harness resources, experiment, and innovate ahead of the market. But – and it’s a big but – many teams struggle.”*

TAP360 is powered by years of research into what works for teams. It enables teams to create a purposeful roadmap to move from ‘as is’ to where they need to be.

Choose BMC/CoachME TAP360

We meet individuals, teams and organisations where they are at – we work together to meet the needs of your stakeholders.

- We care about every one of our Team Coaches and their clients.
- We welcome all of those who are coached by us, or trained by us into the CoachME Community.
- We enable Team Coaches to be confident by removing the barriers to learning and stretching them to their full potential.
- We ensure that anyone who uses the TAP360 profile is competent in their skills, knowledge and behaviours to ensure that the process is thorough and effective.
- We are on a continual drive for Team Coaching excellence and we continue to update our Coaches through our ongoing learning webinars.

TAP360 – Transforming the world one Team at a Time

“Moving from start-up to maturity, teams develop through distinct stages. Each stage has its own set of challenges that need to be worked through. Often, teams not only fail to progress, in fact many teams never reach their full potential.”

Teams often find it hard to identify how effective they really are on their own – and even harder to know what to do to improve. That’s why we created TAP360 a cutting-edge diagnostic assessment tool designed to measure how effective a team is at any stage of development and guide them on the most important actions to take to excel.”

Dr Laurence Brown, Professional Certified Coach, Senior CoachME Team Coach

“A team is not a problem that needs to be solved but a possible to be unfolded...”

Iman Abrishamchi, Professional Certified CoachME Coach Trainer

Why TAP360?

“Teams need to be set up for success.” – Team Leader EY

TAP360 is a state of the art unique profiling tool that identifies strengths and development areas at team level to support high performance and impact. It is mapped to the globally award-winning CoachME Model. With team complexity increasing with cross-functional, virtual, teams-of-teams and project teams, and with pressure on boards to perform at astonishing rates with fewer resources, enabling teams to understand the way they work together is vital. Blending in 360 data means that the team have a deeper understanding of what their stakeholders experience when working with them, from both a meta-view and in fine detail. This allows them to connect at a deeper level, to ‘lean in’, to challenge each other appropriately and to create clarity when prioritizing measurable results. Why? Research shows that the most successful teams have the means to take appropriate and timely decisions whilst building effective relationships to motivate and sustain that action.



“Data driven team coaching ensures that the voices of stakeholders are heard... It enables the team to be empowered through their partnership with their team coach(es).”

Dr Clare Beckett-McInroy, Founder CoachME

Why Team coaching

While team profiling and team coaching are often called on when teams need to improve performance, other reasons to consider team coaching include major team transitions, significant problems, differences in perspective, failing decision making processes, and undesirable team behaviors.

No team is immune from challenge. Executive and senior leadership teams, cross-functional teams, boards of directors, trustees, committees, and all manner of other teams whose work is interdependent can face a myriad of issues from frustrating to destructive, from fleeting to pervasive, including:

- Lack of connection and coherence in global, virtual, and / or hybrid work environments
- Interpersonal differences and power struggles causing conflict and / or withdrawal
- Dysfunctional dynamics, behaviors, habits, patterns, processes, and so forth, leading to under performance and poor results
- Slow and / or poor decision making
- Resistance to change and inaction, even after decisions and commitments are made

Certain events and circumstances can trigger, aggravate, or heighten such issues, like:

- Increasing pressure from stakeholders to produce big results
- Rapid growth or change stretching organizational cultures and operating systems
- Turnover, leaving teams feeling like they're stuck on repeating the same things over and over

Even effective teams know there is opportunity to improve processes and performance, heighten learning, and tackle new challenges or larger projects. Here are some examples of how team coaching can add value:

Team coaching

- ✓ enables team members to connect and interact. Team coaches observe relationships, notice disconnections within systems, and offer opportunities to reconnect, identify interdependencies, and collaborate in an effort to create alignment and growth.
- ✓ helps to make sense around what it means to build trust, working relationships, teamwork, collaboration, creativity, and wellbeing.
- ✓ builds clarity and alignment around shared purpose, goals, objectives, roles, responsibilities, strategy and processes.
- ✓ identifies and systematically removes barriers to team performance and success.

In short, TAP360 ignites drivers of team effectiveness.

The TAP360 Report

The report provides comparative data graphs of respondent answers as well as a section of all narrative responses given.

TAP360 provides invaluable insights into your team. The themes have been carefully aligned with research on high performing teams and mapped to the CoachME Team Coaching Model™. It addresses both your internal dynamics and your external relationship with stakeholders.

Team Coaching Model to show how the team, and the stakeholders, perceive the team's strengths and development areas in terms of the 8 facets of the model:



Skills (drawing upon the team level skills, working to close skills gaps, adapting and using new skills that are required)

Knowledge (thoroughly drawing upon the knowledge of the team and researching to close knowledge gaps)

Behaviours (the team's attitudes, values and mindset, acting as a real team, team leadership)

Action (the way results are delivered, responsiveness and how effective communication is)

Results (the creativity, quality, quantity, speed and cost)

Transition Planning (including coping with setbacks, working iteratively, managing dependencies, celebrating milestones)

Reflection (reflecting upon processes, systems, relationships, and applying the learning, then reflecting again to improve incrementally)

Systemic / Field Focus (ensuring that the needs of internal and external stakeholders are addressed).

Interpreting the data

Our Certified Systemic Team Coaches collaborate, often with SUPERvision, to accurately interpret the graphical and narrative data obtained from the TAP360 profiling tool.

Each graphed bar of data represents the average of the responses for that group of respondents. The maximum range of each graph is from -2 to 2. The actual range on each graph represents the minimum and maximum values of the data presented.

This section of the profile provides you with detailed data in terms of the categories being rated and the specific collated data from the various stakeholders. This analysis ensures that the team is made aware of, not only specific areas of strength and development, but also what the stakeholders are unsure of in terms of the competencies of the team. This helps the team to identify key areas to sustain and grow, and others to develop to increase effectiveness.

Sample Statistical Data



In these example graphs, it is clearly highlighted that there exists a stark perception gap between the team leader and team members. This provides an important discussion and target area for team coaching.



To establish and sustain **high-performing teams**, clear data on ways different stakeholders perceive team performance in relation to powerful, extensively researched indicators of positive impactful teams is used.

Our **TAP360** profile has been designed to enable teams to obtain, analyse, learn from, and then act upon data from the team leader, team members and a variety of other stakeholders to support a positive way of working more effectively together in partnership with their systems.

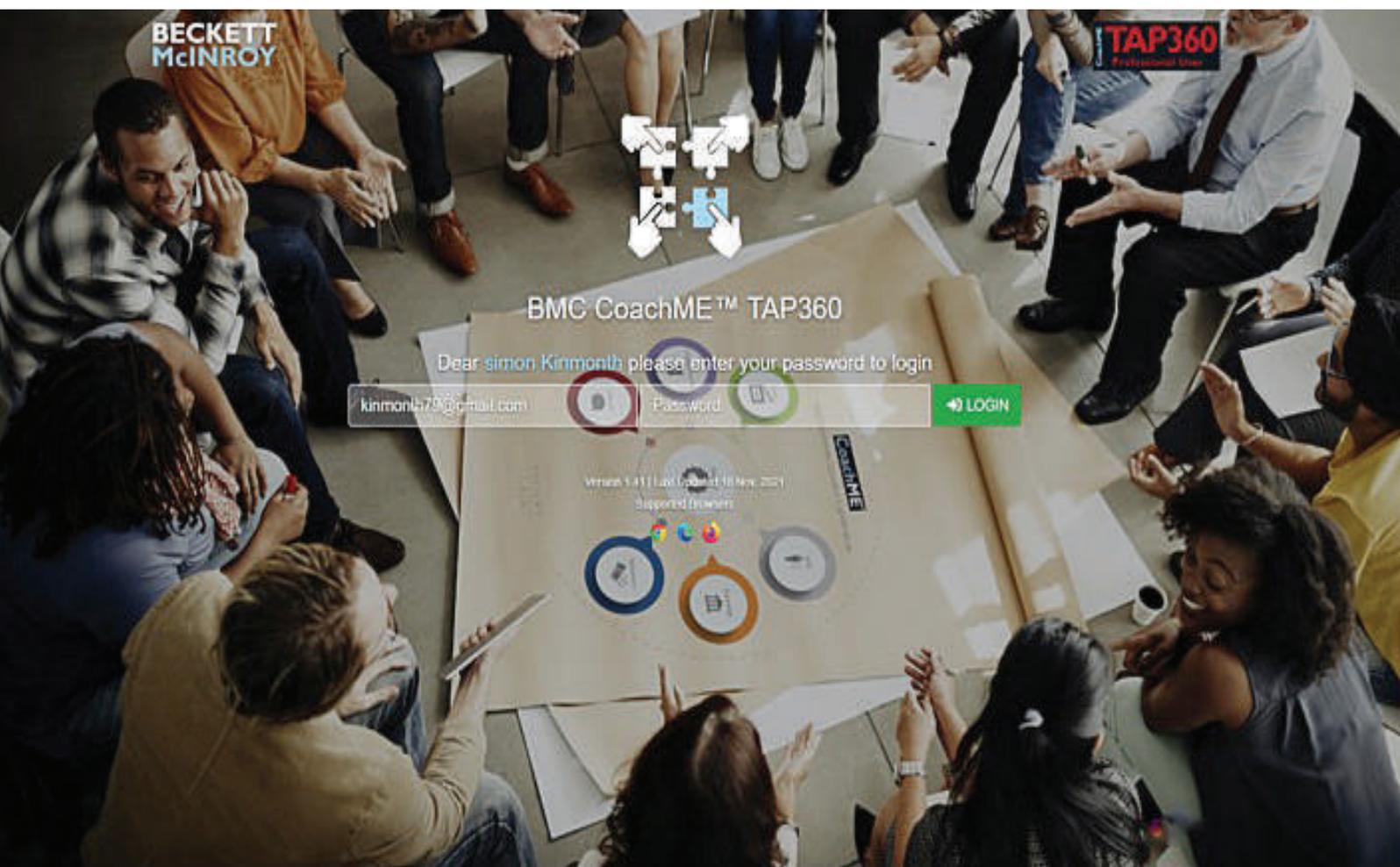
The Process

Provide details of those you wish to complete the TAP360 questionnaire. These will fall into the categories of:

- Team Leader
- Team Member
- Key Stakeholder (which can be the Executive Sponsor)
- Internal Stakeholder
- External Stakeholder
- Other

Step by Step

1. Invitation emails are sent to each respondent from our secure system with simple instructions and a link to the questionnaire.
2. The respondents complete the questionnaire about their team, how it operates, ways that members interact and how the team together impact their stakeholders requirements.
3. All responses are collated and the report is generated.
4. The Team Leader and Team Coach meet to discuss the report.
5. The Team Coach and whole team meet for report feedback session.
6. In partnership the whole team and the Team Coach, co-create a Team Coaching roadmap based on the report data.





The Business Impact of TAP360

Most current organisational and coaching approaches assess and coach the team as a collection of individuals. In this way, assessments measure the characteristics, preferences and performance of individual team members. Results are then compiled into a profile in which individuals can compare themselves to other team members. This is useful information and yet it is only half the picture because it does not measure the team's positive impact as a whole.

TAP360™ is a unique approach to working with teams because it regards the team as a dynamic 'system' being more than the sum of its parts. In this way teams work in service of their internal and external stakeholders. This shifts attention to the team at 'team level' and the focus to future needs that are 'out there'. Team coaching enables a team to address such needs here and now, positively transforming its impact on the business and beyond.

CoachME works with the following definition of systemic team coaching:

"Systemic team coaching is when coaches partner with a team to empower its collective powers, support connection to purpose, activate potential in people and processes and enable results though positive impact..."

"There is no 'one size fits all' approach to systemic team coaching, because every team is different. The way we assess the value and impact is through the lens of the team and its internal and external stakeholders."

Sameera Baba, Systemic Team Coach, Master Certified Coach,
CoachME Director of Learning

A Team Coaching Road Map using data from your TAP360 and sessions may include the following:

- Team Type Analysis and Mapping
- Team Building for Increased Communication
- Team Charter
- Stakeholder Mapping
- Powerful Questioning and Effective Listening
- 'As is' and 'To be'
- Ways to grow a systemic focus
- Constellations
- Psychological safety
- From Team to High Performing Team

What Buyers of TAP360 and Team Coaching say:

"Looking back to when we began team coaching, the team are so different. Psychological safety and bravery have both increased..."

Procurement Director, Financial Sector

"Our senior leadership team now collaborate more regularly and our culture has shifted and learning is shared... This is a direct result of team coaching."

Chief Operating Officer, Hospital

"Team coaching has helped us to have difficult conversations, make better decisions and improve teaching and learning."

Head Teacher, International School

"Team coaching was pivotal in our values redefinition project as it ignited our organisational change... This project clearly helped QICDRC to gain 'Court Excellence' status..."

CEO, Qatar International Court and Dispute Resolution Centre (QICDRC)

Enabling the potential of teams and organisations globally

To view a full report sample, visit:

<https://beckett-mcinroy.com/product/tap360-team-advance-profile/>



Frequently Asked Questions

Does BMC/CoachME and TAP360 comply to the latest data protection laws?

The TC360 process is fully compliant with current General Data Protection Regulation (GDPR).

Is TAP360 available in other languages as well as English?

TAP360 is available in English, Arabic, Iranian and German at present with additional languages coming on board very soon. We can move forward with a language of your request for large projects for additional fees.

How many respondents are required for the profile to be reliable and valid?

We recommend 20+ responders to gain substantial data although smaller groups will still work. The profile can accept narrative and ratings data from up to 300 respondents as larger clients may require input from a wider range of stakeholders. The respondent numbers are the total number, so for a team of 6 we would on average expect (although it will vary for each client) – Primary Stakeholder x 1; Team Leader x 1; Team Members x 5; Team Reports – this can vary widely; Other stakeholders 10+.

Can TAP360 be used with new teams?

TAP360 is ideally used with a team who have been working together for at least 4 months. We acknowledge that many teams can have members joining and leaving, as will be the case for respondents that rate them and so a 'perfect' comparison pre and post Team Coaching is not always possible. Results are at their optimum when respondents have substantial knowledge about the team.

Are respondents identifiable?

We encourage the team leader to be identifiable because this supports comparison of results from the team and the team leader, as well as the team leader and other stakeholder groups. If a team leader shares a clear rationale for their data to be with their reports data, then this is possible to administer. When the team leader is identifiable, this also enables data-driven coaching for them.

We advise that at least 3 respondents are in each stakeholder group to support anonymity. It can also be shared with respondents that their narrative data may be identifiable if they 'write' in a certain style that the team and the team leader may recognise.

Who answered what response (ie personal names and data responses) are never shared as the data set as a whole, and per stakeholder category is more important.

Who is eligible to use the TAP360 data?

CoachME Team Coaches (or equivalent) who have completed at least a certificate level Team Coaching programme (ie 21+ hours) as well as specific training in the TAP360 tool, and successfully passed all assessment are eligible to administer and feed back the TAP360 data.

How long does the profile take to complete?

The profile can be completed in as little as 10 minutes, however, the average completion time is 14 minutes.

Can the questionnaire and report be accessed via mobile devices?

Yes, both the questionnaire and the report work effectively on mobile devices, however, some people prefer to access the questionnaire and report on larger screens to ensure that comparisons of different parts of the data can be compared.

How long does it take for the report to be processed?

The report can be processed in as little as two working days and regular updates are provided where we share how many respondents have completed the questionnaire during the data gathering stage.

TAP360 is competitively priced and we provide complementary profiling for not-for-profits.

Organisations that Trust in our Work



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