



# Team Assessment

Senior Leadership Team

Number of team raters: 11

October 18, 2022

## EVALUATING TEAM PERFORMANCE

While teams can achieve extraordinary results, many of them never reach their true potential because of various shortcomings and flaws. High-performing teams tend to have a strong team culture that includes a shared vision, effective task management strategies, open communication, and a commitment to continuous improvement. In addition, successful teams have members who have the knowledge and skills to work effectively in a team environment. This report first provides an assessment of the four characteristics of high-performing teams and then gives an overview of the collective competencies of individual team members.

### Characteristics of High-Performing Teams

<p><b>SHARED VISION</b></p> <p>Members are committed to the team and its mission.</p>	<p><b>TASK MANAGEMENT</b></p> <p>The team is well-organized and members have clearly defined roles and responsibilities.</p>
<p><b>PSYCHOLOGICAL SAFETY</b></p> <p>Members feel free to openly express their ideas and opinions.</p>	<p><b>DEPENDABILITY</b></p> <p>Members of the team can be counted on to fulfill their responsibilities.</p>

## INTERPRETING THE RESULTS

Online responses from team members were averaged together to form a collective assessment of the four pillars of team success. Answers for each question ranged from a low of 1 to a high of 5. A good target threshold for strong team performance is at least a 4.0 on each pillar. Research shows that teams that function at that level are more likely to be successful.

- ❖ A score of 4.0 or above on any pillar is an excellent score and indicates a strength for the team.
- ❖ A score between 3.0 and 3.99 is considered satisfactory. It's not bad, but the team can do better.
- ❖ A score between 2.0 and 2.99 indicates poor performance that could be holding the team back.
- ❖ A score between 1.0 and 1.99 indicates a significant problem that needs to be addressed.

## OPEN-ENDED FEEDBACK

The G360 Team Survey asked team members to provide written feedback about strengths, weaknesses, and suggestions for improvement. Those comments are shown below the chart and provide rich data for improving the performance of the team.

## THE FOUR PILLARS OF TEAM SUCCESS

	Score	Crisis	Poor	Satisfactory	Excellent
<b>Shared Vision</b> Overall level of commitment	4.13				
<b>Task Management</b> Organized and efficient	3.88				
<b>Psychological Safety</b> Open and accepting culture	3.82				
<b>Dependability</b> Members fulfill their duties	4.18				

### ↑ HIGH SCORES

- Dependability
- Shared Vision

### ↓ LOW SCORES

- No Low Scores

### Team Strengths

- The major strength is that everyone legitimately has the department's best interest in mind and does their best to help the company succeed. No one on this team has an ego, believing they are more important than other members of the team.
- Deep business and technical knowledge
- Employees tend to help each other and promote a collaborative workplace.
- Alignment toward the short- and long-term goals for the department. All are genuinely nice people and do care about others. A general willingness to be collaborative.
- Very collaborative and team approach to decision making. Cindy encourages this through the culture that she has created.
- Collaboration when we are together.
- Commitment, focus, overall company strategy is kept front and center. Everyone is committed to see the company succeed and invests all of their energy for the company success.
- Honesty, commitment, open and honest input and feedback. I feel that we care about the overall success of the company and behave as good stewards of the companies time and efforts.
- We work hard and efficiently
- Collaboration, teamwork, concern for the staff and everyone's success
- Group of smart dedicated people who truly want the organization and the people to be successful.

### Team Weaknesses

- A couple of members of the team look at the bottom line and are unable to take a strategic approach in decision-making which can derail tasks and projects needed to keep the company moving forward.
- Planning and Execution.
- Execution on major initiatives is always a huge challenge. I think we need to be honest about what we can and cannot do and most often we plan to do more than what can actually be accomplished.
- Assuming we fully understand all aspects of an issue
- There are times when some team members do not believe others on the team should be allowed to pontificate as much as they do. Additionally, there are team members that can look at things the way they were, "back in the day", and be totally locked into doing it that way.
- I don't use the word weakness, but rather areas of challenge or improvement. We're all so busy we forget to stop and talk with each other which leads to miscommunication and frustration. I am guilty of this myself. This seems to be a lack of genuine care for other leaders and what is happening in their divisions. We often deal with things as it relates to individuals and not about how it relates to the team. This does not happen a lot, but it frustrates many, leading to disengagement.
- At times members are myopic and focus on their own teams both in response to content and listening efforts.
- Execution of our plans. We have had the same major project goals for too many years.
- Occasionally combative interaction with other departments
- Post-meeting gossip/complaining. Occasional sandbox issues - in both directions - with some wanting to control and others wanting to avoid. Department priorities can supersede those of the company. Difficulty, at times, delegating and playing leader vs. manager/doer (this is improving).
- There are subgroups on the team that can create tension and distrust. When people talk negatively about others, it creates bad blood.

### Suggestions for Improvement

- More social interaction for the entire or at least bigger sections of the group. More 1:1 conversations (even if ad hoc) across the group to enable direct discussions and reduce gossip/complaining.
- Develop and regularly share productivity metrics. We are in the dark about the performance of many areas of the company.
- A clear understanding of who gets to make what decisions.
- Work/Life balance, training & development, and more emphasis on developing more efficient processes.
- We are a relatively new team in the grand scheme of things. Continuing to interact and collaborate will only make us stronger.
- Fewer silos as leaders and more collaboration and time working on solutions.
- The team dynamics and interactions are great. For improvements I would suggest that we challenge each other more, putting aside being polite.
- One member of the team seems separated from the rest of us and is not able to contribute to ad hoc discussions taking place in any office due to remote work. I don't believe that the team will reach its full capabilities until this situation is resolved.

- As groups mature, it is possible that individuals allow their non-verbal behavior to emerge more so than when the team is on its initial journey. Others can pick up on these non-verbal cues, which is a detriment to the team. Everyone on this team deserves the respect they have earned by being a member.
- I feel this is a great team and the process and approach is just fine the way that it is.
- We all need to ask more questions and not assume we understand the full context of any discussion.

# TEAM LEARNING AND CONTINUOUS IMPROVEMENT

In order to be successful, teams need to continuously evaluate their performance and make changes. This is one of the hallmarks of high performing teams. A commitment to continuous improvement means that teams regularly evaluate their performance and explore more effective ways of working together. This report is an example of your team going through that process. You've seen the results and now it's time to make some changes. While members have given specific suggestions on how to improve the team, the following comments are more general in nature.

## ADDRESSING LOW SCORES ON THE FOUR PILLARS OF TEAM SUCCESS

### Improving Shared Vision

- Conduct a strategic vision planning session
- Create a well-defined project or goal statement
- Ask members to publically commit to the team's goals

### Improving Task Management

- Establish ground rules by having members describe their ideal team experiences
- Post meeting objectives and agendas before each meeting
- Review task assignments and deadlines at the end of each meeting

### Improving Communication

- Have each member reflect his or her own level of participation
- Use probing questions and paraphrasing to draw out quieter members
- Make sure members are making evidence-based comments

Evaluating team performance allows teams to learn from their experiences, identify problems, and make mid-course corrections. If a team wants to improve, members have to learn from their mistakes and make changes.

## ADDRESSING LOW TEAM AVERAGES ON THE CORE COMPETENCIES

There are two possible reasons for low scores on the collective competencies of the team. Either members see each other in an unrealistically negative light or the team has collective deficits in specific areas. If team members are especially critical of each other, they might need to evaluate their assessment and be open to a new way of looking at each other. If there are legitimate deficiencies, it might be helpful to go through training as a team that addresses specific areas.

## TIME TO CREATE A TEAM IMPROVEMENT PLAN

Go to the next page and answer all of the questions individually. Then the team can have a group discussion and collectively come up with a specific plan that addressing weaknesses and takes advantage of collective strengths. In this way, you will be engaging in the important practice of Continuous Improvement.

# TEAM DEVELOPMENT PLAN

Was there anything in this report that surprised you?

What were the two biggest "take-aways" from this report?

What is one thing you could do to improve your team?

What specific action steps need to be taken?	By when?

What is another thing you could do to improve your team?

What specific action steps need to be taken?	By when?