

Alignment

Goals & Strategies

Accountability

Proactive

Decision Making

Resources

Team Leadership

Trust

Respect

Camaraderie

Communication

Constructive Interaction

Values Diversity

Optimism

INTRODUCTION

Introduction

“Teampayer: One who unites others towards a shared destiny through sharing information and ideas, empowering others and developing trust”

— *Dennis Kinlaw*

The results you are holding reveal a portrait of this team as it is today – and, as the team perceives itself. This is not a report created from outside analysis. It is a compilation of the team’s views of what completely describes this team, what does not describe this team and a wide range of everything in between. The report reveals the team in many layers from the high altitude meta-view of the team as a whole to individual anonymous responses to open-ended questions. Each layer adds to the picture of the team and the total picture creates rich territory for discussion.

As you review your assessment report it is important to notice the emphasis on strengths. This is fundamental to the approach taken with the Team Diagnostic model. No matter what the scores are, every team has strengths to acknowledge and lean into as the team addresses its needs and opportunities for on-going development. The intention is to substitute judgment with curiosity. Given the information available from this report, what does it indicate for this team?

The Stellar Team Diagnostic assessment provides a benchmark for your team and a map for moving forward. In the end it is the team that will decide the course direction for the next phase of the journey.

The Goal

From the organization's point of view, teams exist to produce results. That is the measure that makes a difference. It is this goal that drives every aspect of the team's life from inception onward. Teams are constantly monitored against results delivered. But output is only half of the story for teams that produce results. The most successful and most effective teams in producing results are also teams that have developed the ability to be sustainable as well. There are times in the life of any team when 100% of the focus must be on the task, the deadline and the deliverables. But the intensity of the heat of that focus is not sustainable. Burn out is the predictable result and teams that are burned out eventually disappoint when it comes to achieving results.

The question to ask then is, "What are the essential factors that go into creating a high performing sustainable team?" Before we address that question however, it is worth looking at a more basic question, "What is a team?" It's easy to assume we all know what that means. It's essential that we have a clear understanding.

What is a Team?

A team is more than a collection of individuals. A team is a selection of people put together for a common purpose with identifiable goals, clear roles and accountability for results. In organizations today teams are assembled, chartered, implemented and disbanded at an extraordinary rate.

Teams rely on intense, collaborative work to accomplish a specific goal or task that could not be accomplished as well by an individual or a work group. **An effective team increases the productivity, satisfaction, and growth of each of its team members, the team itself, and the rest of the organization.**

Jon R. Katzenbach and Douglas K. Smith
The Wisdom of Teams: Creating the High-Performance Organization

What is a Team?

Teams exist to accomplish certain functions and produce results, as we've said. The form of team depends on the team's objectives and structure. In addition to a traditional functionally structured team it is very common today to also be on one of the three team types below.

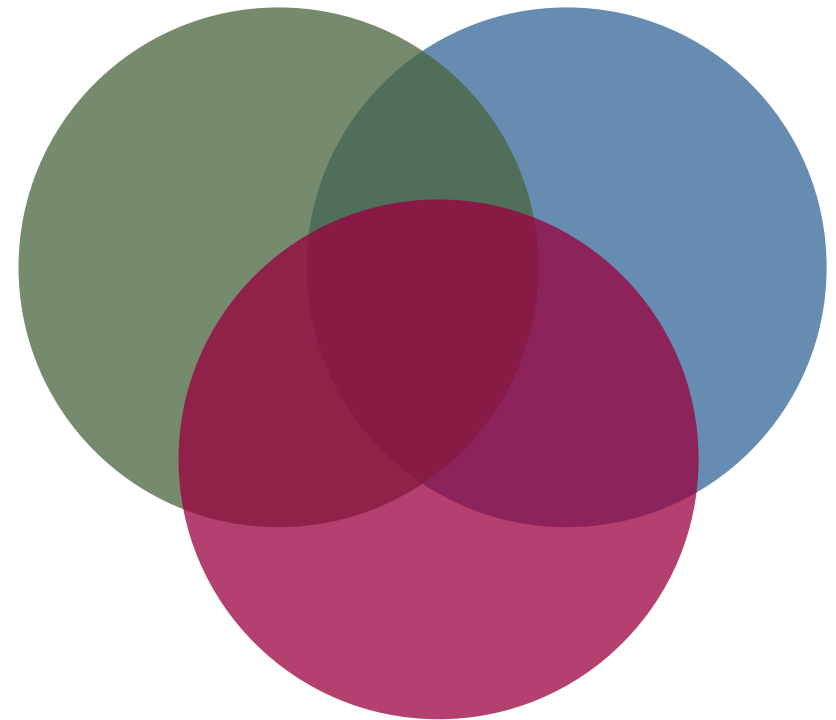
- **Project teams** exist for a very specific purpose and typically working against a fixed timeline. When the project is completed the team members may be reassigned or reformed as a new team for a new project.
- **Cross-functional teams** may or may not have a fixed assignment and timeline. The team draws its membership from a variety of sources, all of which have a stake in the team's results and responsibilities for contribution.
- **Virtual teams** may have many different purposes to perform. They are characterized by being geographically disbursed and their reliance on technology to maintain communication within the team.

What is a Team?

Nested teams represent teams within teams or teams with overlapping membership, sometimes with overlapping goals and mission. In fact most people in organizations today are on multiple teams.

How many different teams are you and your team members on?

Where do you overlap in other areas?

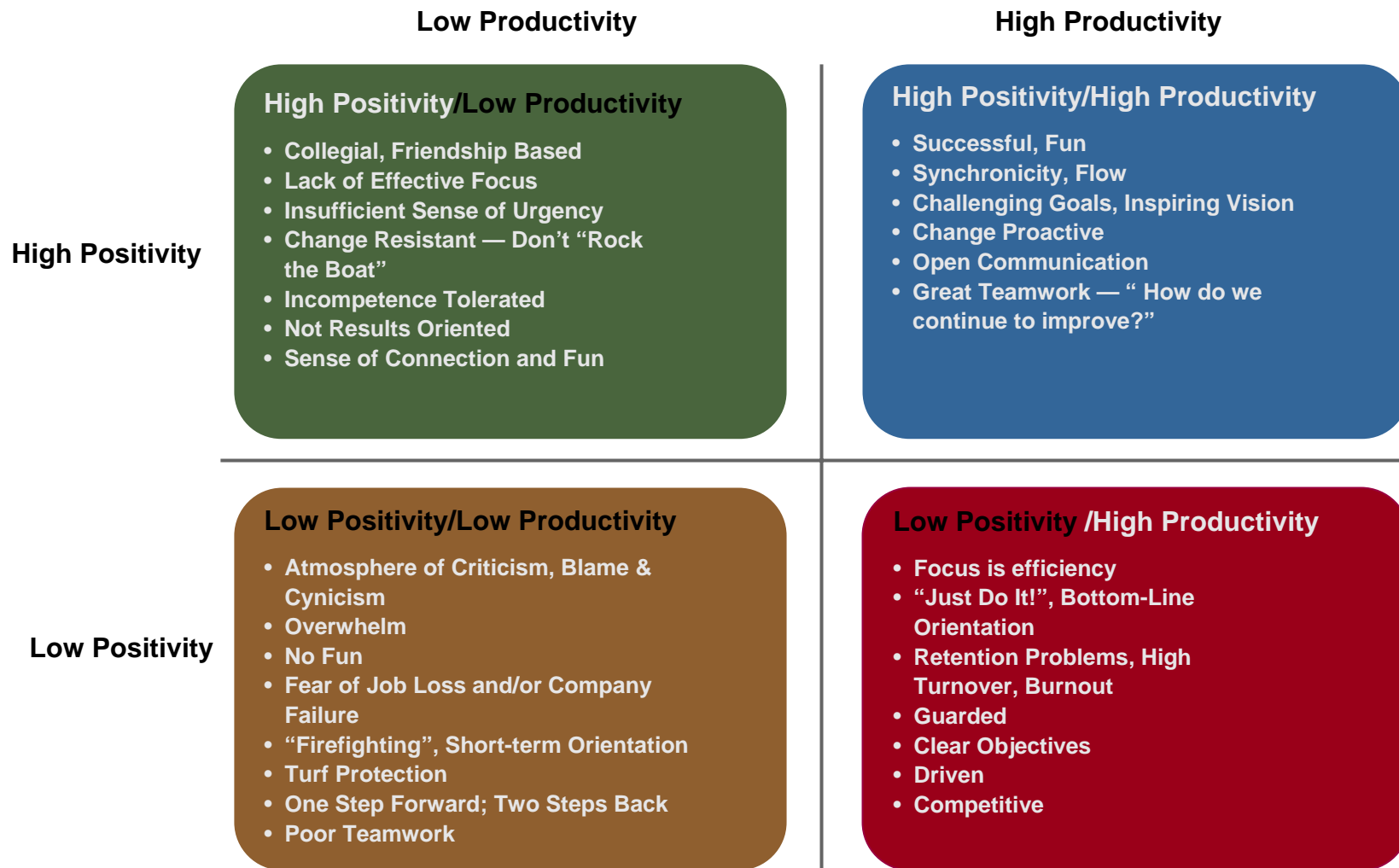


The Model

A System's Approach to Teams

- As we can see, a team is different from a group. In fact, it is a dynamic system of interrelationships. The Stellar Team Diagnostic assessment is built on a system's approach to working with teams. The assessment is designed to reveal the system by taking the individual views of the team members and graphically creating an aggregate picture.
- The team is measured on two axes: the team's perception of its productivity strengths and the team's perception of the positivity. Simply put, productivity strengths describe the capacity to perform the function required of the team. Positivity Strengths describe the process and relationship required to perform as a team. The word "positivity" is derived from Daniel Goleman's work with Emotional Intelligence.
- "The fundamental task of leaders is to prime good feeling in those they lead. That occurs when a leader creates resonance — a reservoir of positivity that frees the best in people. At its root, then, the primal job of leadership is emotional." (From *Primal Leadership* by Daniel Goleman, Richard Boyatzis and Annie McKee)
- If we put Productivity on a horizontal axis and Positivity on the vertical axis we create a four quadrant matrix with teams that are characterized by:
 - Low Productivity and Low Positivity
 - Low Productivity and High Positivity
 - High Productivity and Low Positivity
 - High Productivity and High Positivity

The Four Quadrants



The Model — Productivity

Productivity strengths support the team in achieving results, accomplishing tasks, staying on course to reach goals and objectives. The Team Diagnostic model identifies seven qualities necessary for teams to achieve high performance.

- **Alignment:** There is a sense of common mission and purpose. We value cooperation, cohesion and interdependence. The team collectively owns their results.
- **Goals & Strategies:** The team has clear, challenging objectives; there is alignment on strategies and priorities. Objectives are linked to recognition, rewards and compensation. The team is highly resilient and not easily defeated in their goals.
- **Accountability:** There is clarity of roles and responsibilities with high follow through. When problems arise the team responds. Team members actively hold each other accountable for team agreements.
- **Proactive:** Change is embraced and seen as vital to this team and to the larger organization. The team is nimble and flexible in addressing opportunities for change, responding positively and creatively.
- **Decision Making:** The team has clear and efficient decision making processes, which have proven effective over time.
- **Resources:** The team clearly requests, obtains and manages adequate resources and training to meet its objectives. There is sufficient expertise to accomplish the team's objectives. There is an atmosphere of "win-win" rather than "zero sum game."
- **Team Leadership:** The team leader exercises a broad range of situationally appropriate leadership styles and effectively addresses incompetence on the team.

The Model — Productivity Strengths

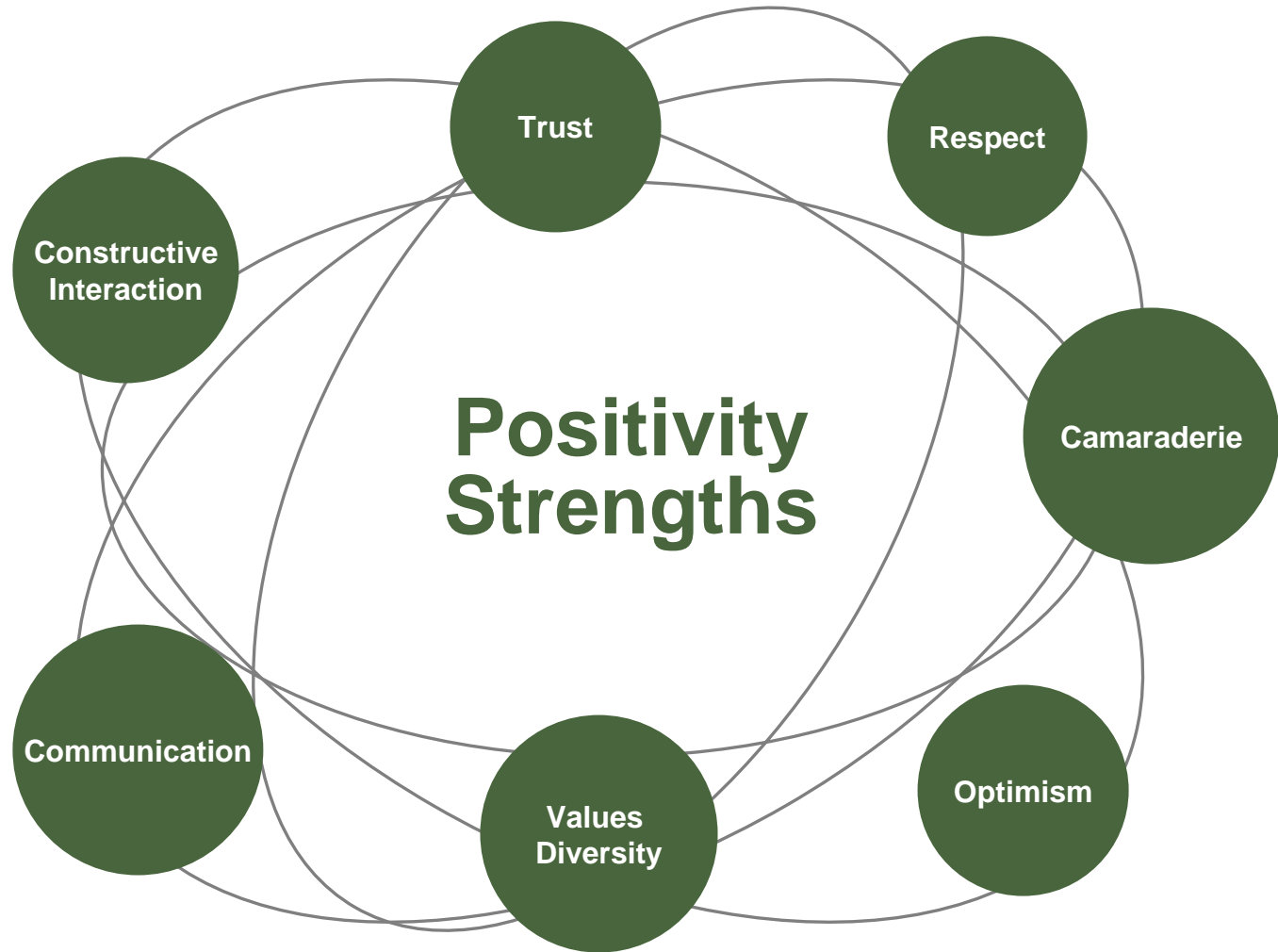


The Model — Positivity

Positivity strengths focus on the interrelationships between team members and the spirit or tone of the team as a system. The seven strengths in the Team Diagnostic model are drawn from a number of research sources including Emotional Intelligence, Positive Psychology, and academic research into relationships that work.

- **Trust:** It is safe on this team to speak your mind, openly. We can count on each other; we are reliable. The team does not operate in a fear-based environment.
- **Respect:** There is an atmosphere of mutual respect and genuine positive regard. Contempt and hostility are not tolerated. We empower other members of the team to contribute.
- **Camaraderie:** There is a strong sense of belonging to the team. The team celebrates and acknowledges accomplishments. Empathy, playfulness and humor are present.
- **Communication:** Clear and efficient communication is valued over less direct approaches such as politicizing, gossiping, or stonewalling.
- **Constructive Interaction:** Conflict is seen as providing an opportunity for discovery, growth and creativity. The team avoids criticizing, defensiveness and finger pointing. We give and receive feedback well.
- **Values Diversity:** The team is open-minded and values differences in ideas, backgrounds, perspectives, personalities, approaches and lifestyles. Diversity is considered vital.
- **Optimism:** The team has an inspiring shared vision. They are enthusiastic, forward looking and appreciative of each other. There are low levels of cynicism, pessimism, helplessness, hopelessness or dwelling in the past.

The Model — Positivity Strengths



The Model — Productivity/Positivity

The fuel that Carnegie refers to is a high energy mixture of equal parts productivity strengths and positivity strengths. Typically, organizations focus on the productivity measures; they are a clear, direct way to impact results. Research continues to show however, that organizations that focus on positivity, improve productivity.

“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

— *Andrew Carnegie*

Multiple Views

The Stellar Team Diagnostic assessment provides multiple views of the team created from the collected data. Each view adds to the total picture of the team; the different layers allow the team to mine deeply from the instrument.

- Quad Diagram. The “Footprint”
 - Shows the range of the highest and lowest scores on statements in the assessment: productivity on one axis and positivity on the other. The box created shows by this selection show the orientation of the team on this matrix.
- Polar Diagram
 - The Polar Diagram provides the first composite view of the team using scores from 7 productivity strengths and 7 positivity strengths. In this form team members can easily see their strongest and weakest areas and see the potential for improvement. The ideal team would score at 9 all around the outer circumference. The various shapes that appear often start the early conversation.

Multiple Views

Bar Charts

- The bar charts break out the seven productivity strengths and seven Positivity strengths and put them in rank order from highest score to lowest. The bar charts are also a quick visual reference to “the gap” — the distance between the team scores of today and the 9 that is the ideal and goal to strive for.

High 5 and Low 5 for Productivity and Positivity

- The assessment shows the five responses that received the highest scores and the five responses that scored the lowest in both the productivity category and positivity.
- On the “high side”, you will encounter the dreams of the team and the inspiration that keeps them together.
- The “low side” consistently reveals prime areas for on-going team development.

Multiple Views

Open-Ended Questions

- We have now moved from the high altitude meta-view of this team to hearing from individual voices. The identity of the voices is still hidden but individual voices are represented — and because they are anonymous, each voice is given equal weight.

Least Agreement/Most Agreement

- These two graphs show where the team is having very different perceptions and where there is general agreement. The Least Agreement graph shows the widest range of divergent opinion on a short selection of questions. The second graph, Most Agreement, shows a high level of congruence on a short selection of questions. On this second graph, even if the scores are low there is more nearly consensus about the team's opinion in these areas. The statements on these two graphs reveal another layer of information about the team.

Multiple Views

- The different views provide different angles on the system, and different lenses to view that system. Combined, these elements create an extraordinarily deep portrait of the team.

Your Team Results

“When a team outgrows individual performance and learns team performance, excellence becomes a reality.”

— *Joe Paterno*

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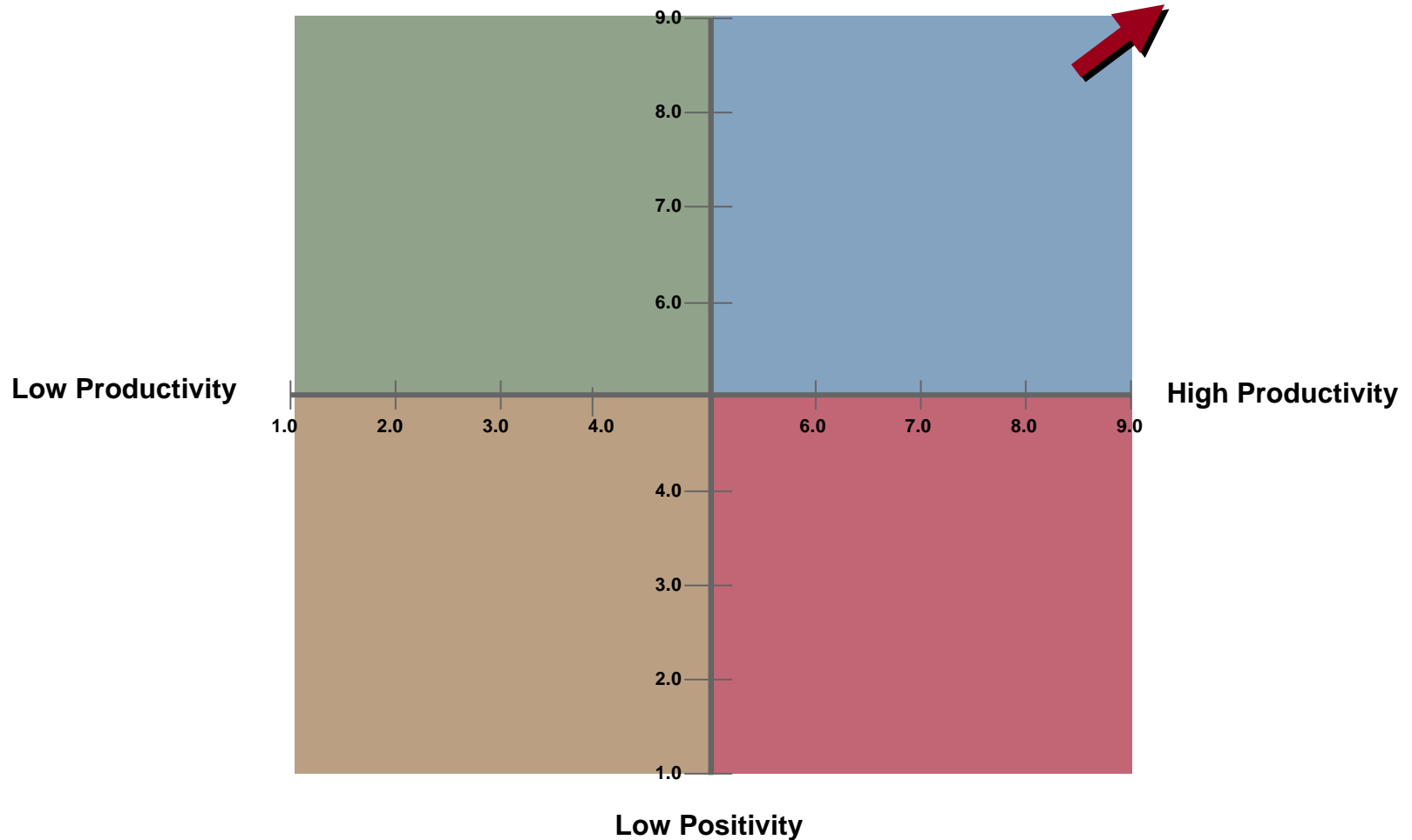


YOUR TEAM

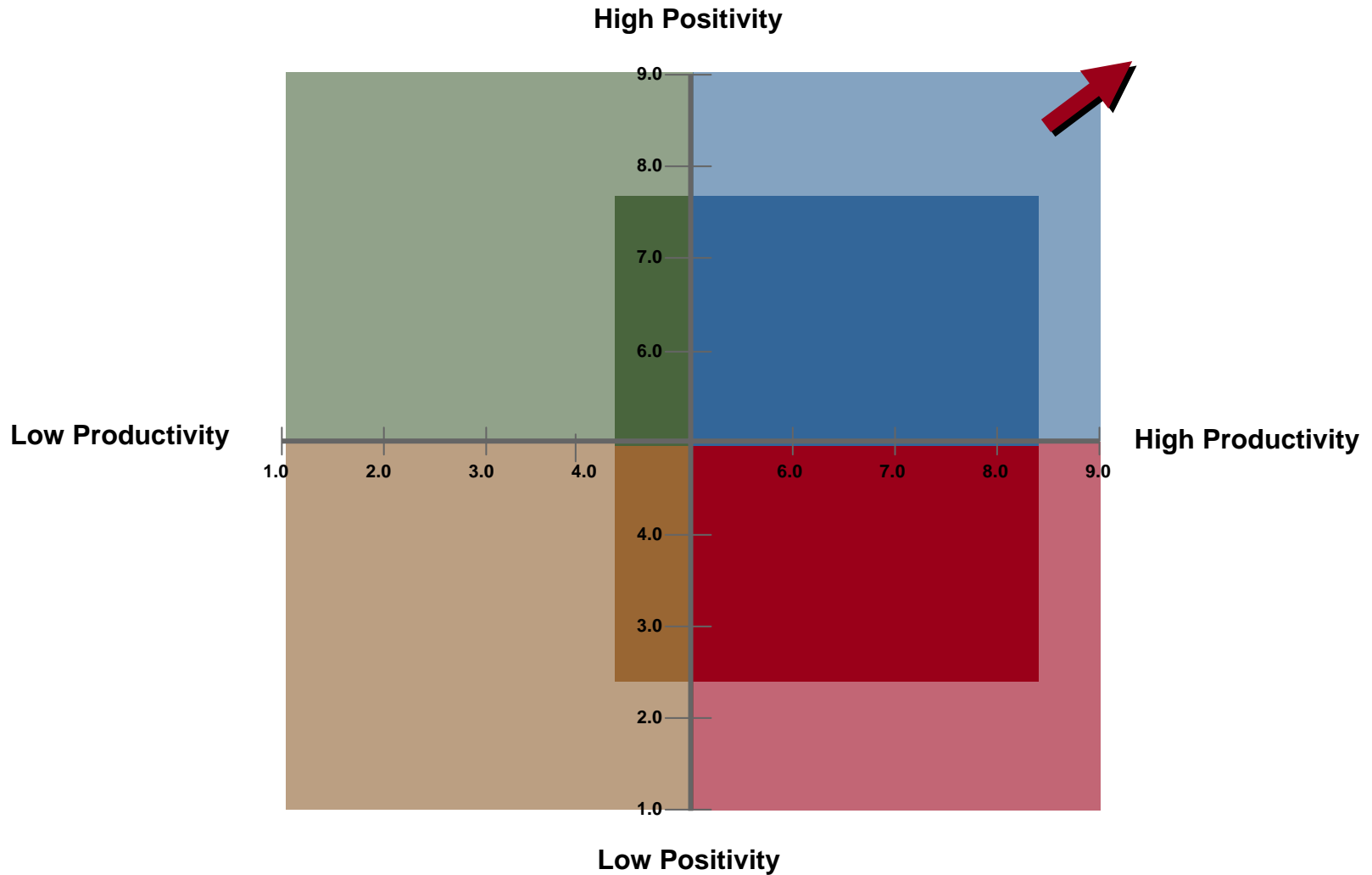
Team Matrix Position

Positivity/Productivity

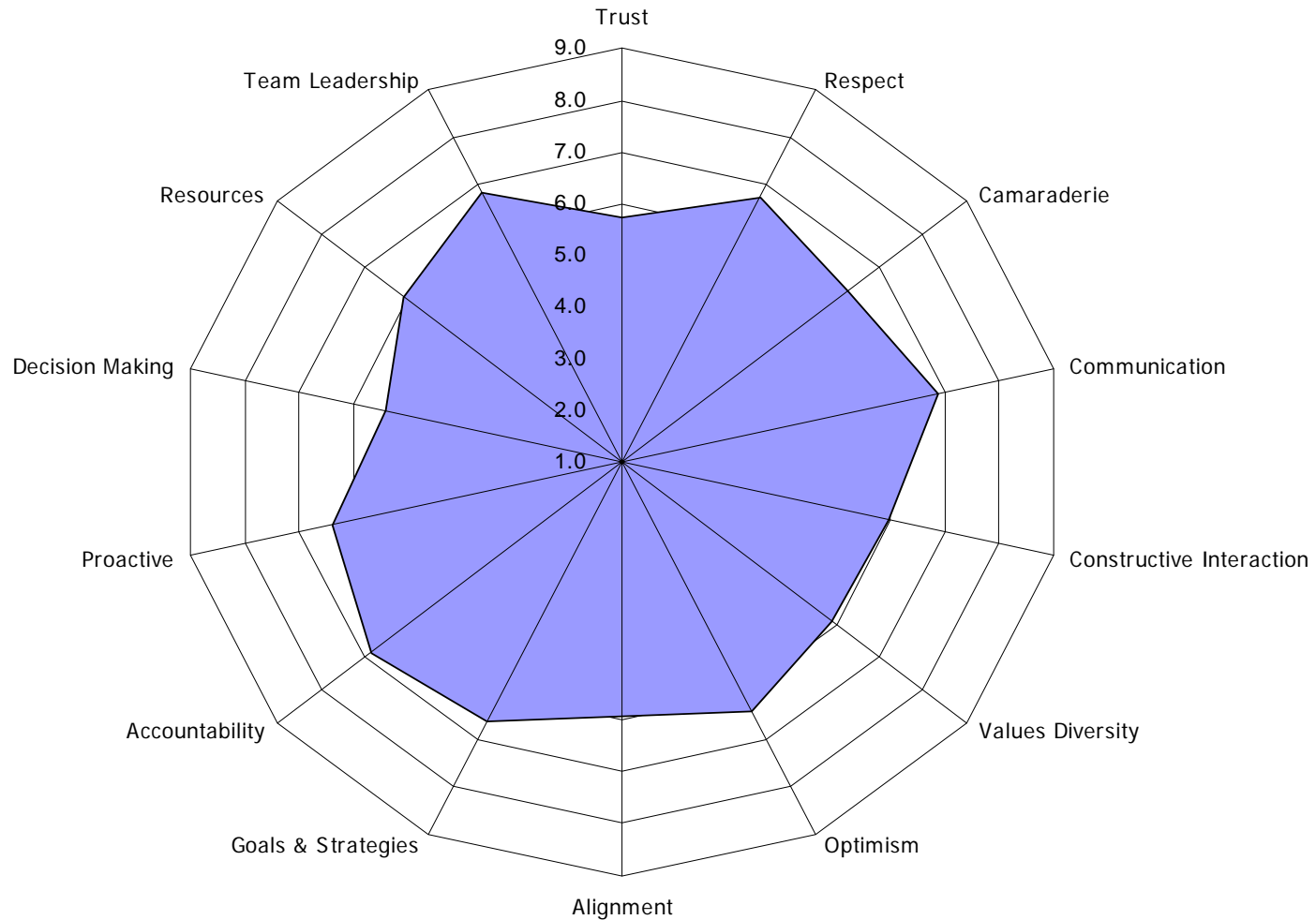
High Positivity



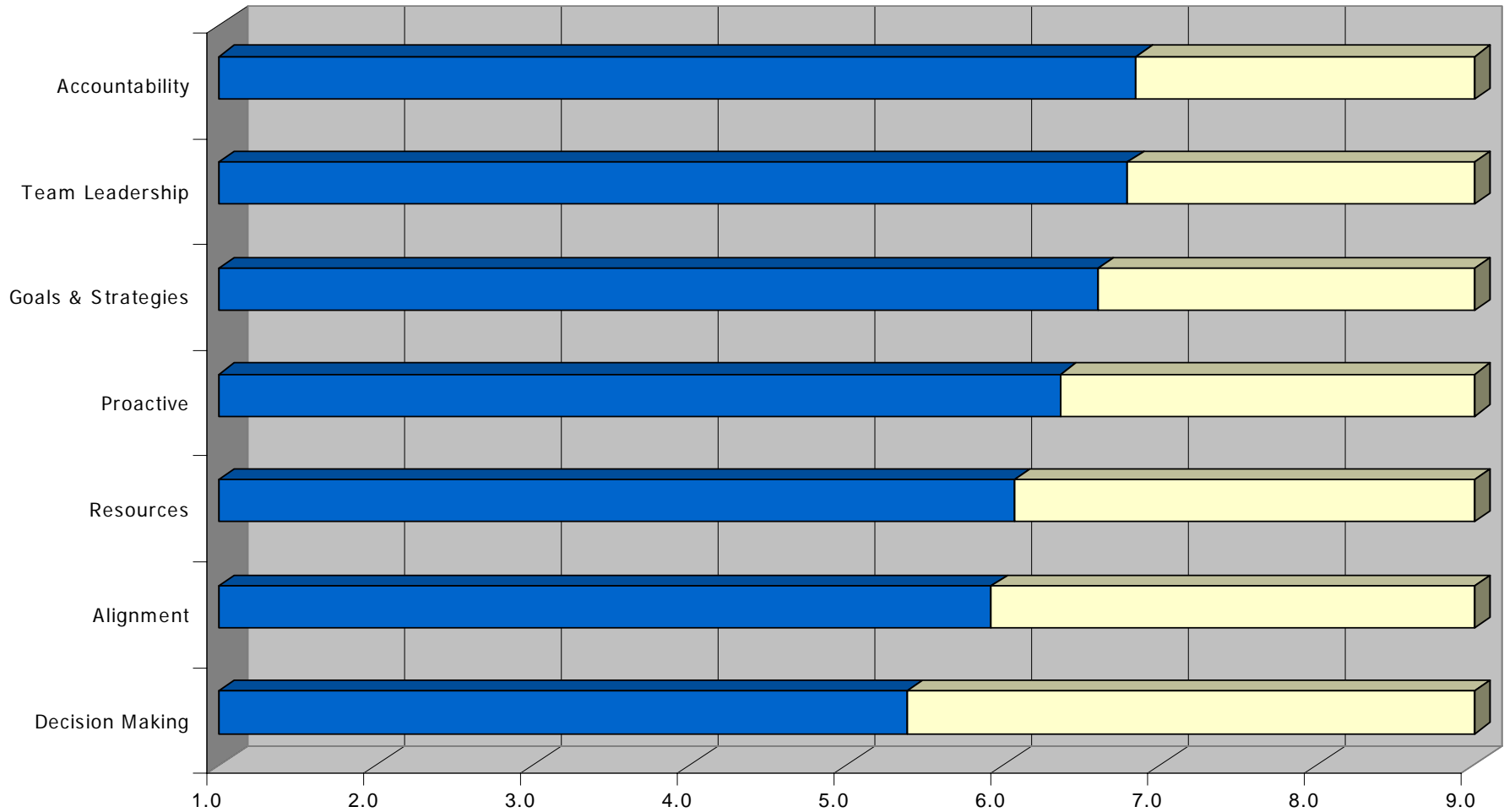
Team Matrix Position



Measuring the System



Productivity Strengths



Measuring the System

Highest and Lowest Productivity Ratings

Team goal is a score of "9" – Completely Describes Our Team

HIGHEST

Rating

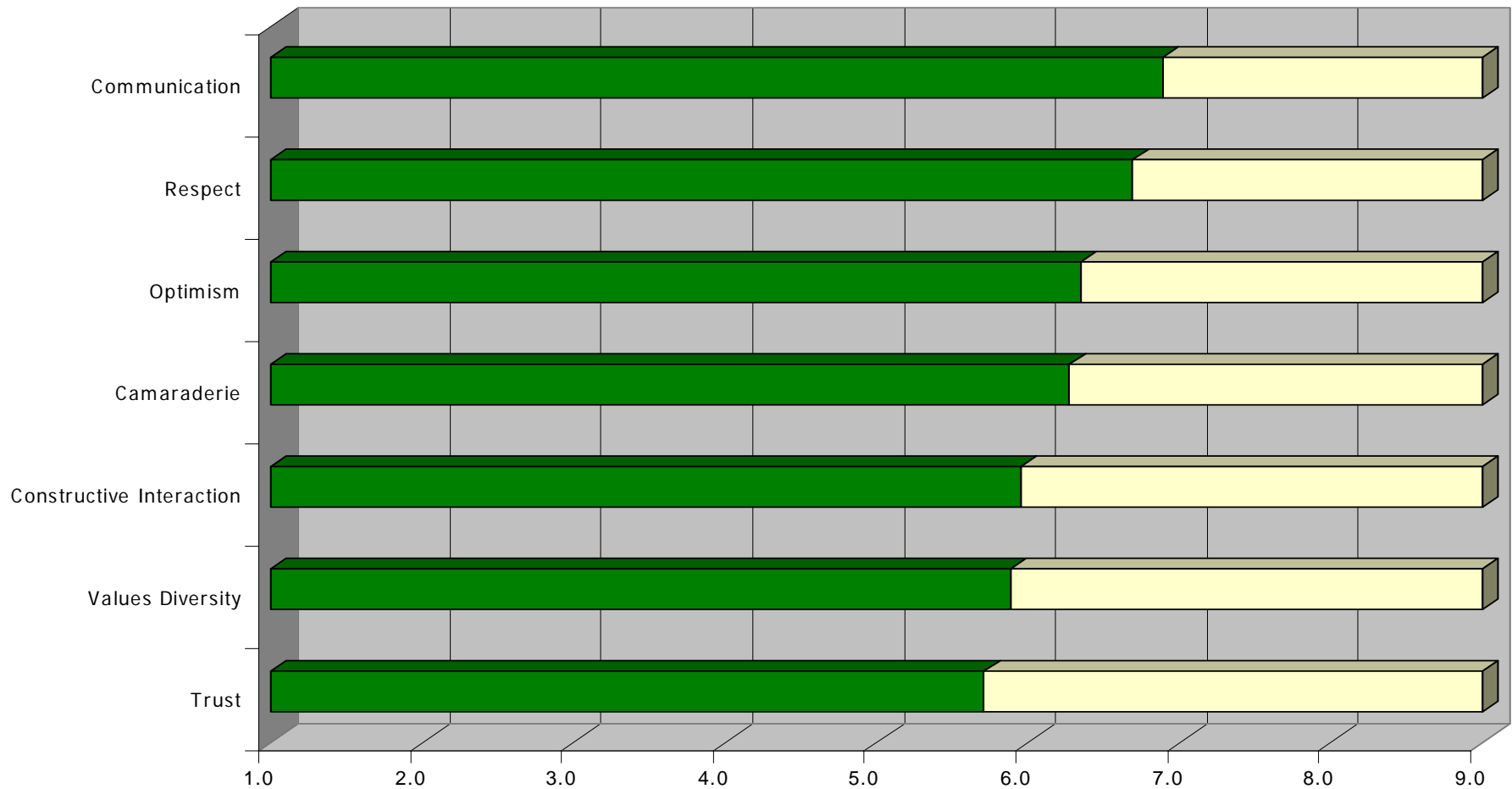
There is not significant incompetence operating on our team.	8.4
We have set challenging goals/objectives for our team.	7.6
Our goals are clear.	7.5
We are highly diverse in our individual skills and work styles.	7.5
On our team people do not tend to say, "It's not my job," when problems arise.	7.5

LOWEST

Rating

We tailor our decision making process to the situation.	5.2
As a team we have developed sound strategies for accomplishing our goals.	5.2
Exhaustion is not an issue on our team.	5.1
We revisit bad decisions to explore alternatives.	4.4
We have adequate resources to succeed.	4.2

Positivity Strengths



Measuring the System

Highest and Lowest Positivity Ratings

Team goal is a score of "9" – Completely Describes Our Team

HIGHEST

Rating

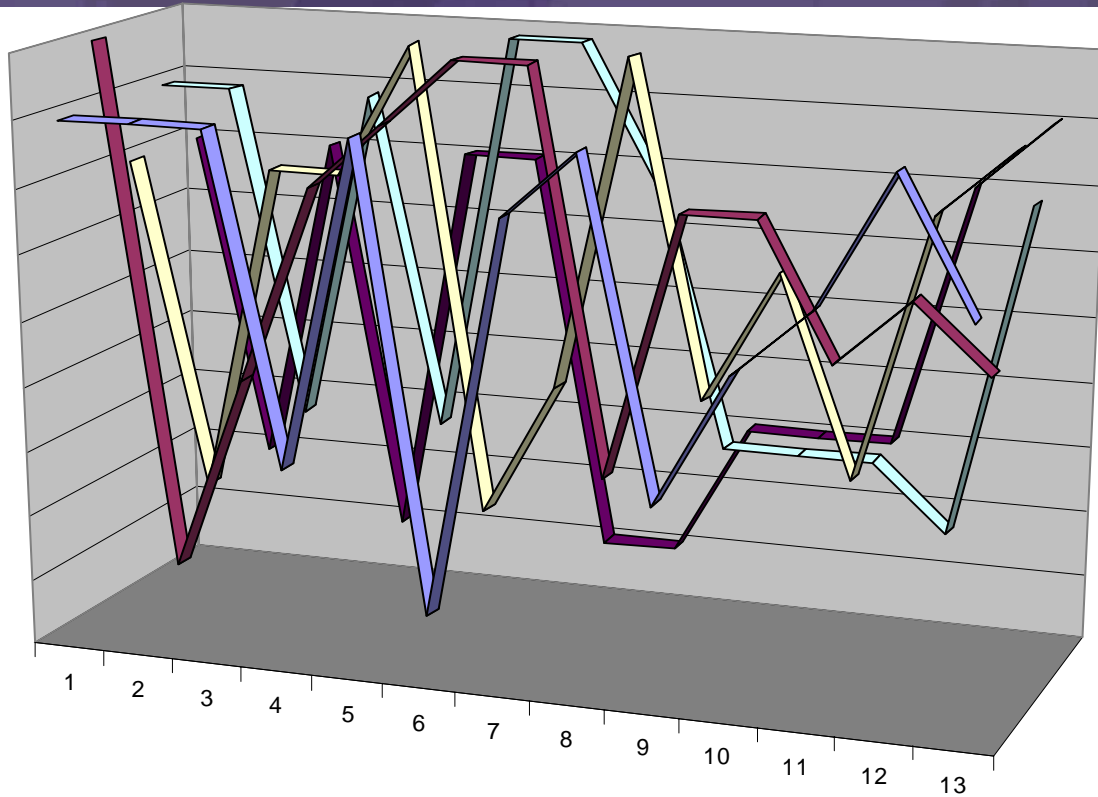
We do not criticize and point fingers of blame at each other.	7.7
There is not an underlying sense of helplessness and hopelessness on our team.	7.4
On our team we do not "sugar coat" the truth to avoid upset or hurt someone's feelings.	7.3
Members do not withdraw from communication or respond emotionally when problems arise.	7.2
We do not tend to dwell on our team's past difficulties.	7.0

LOWEST

Rating

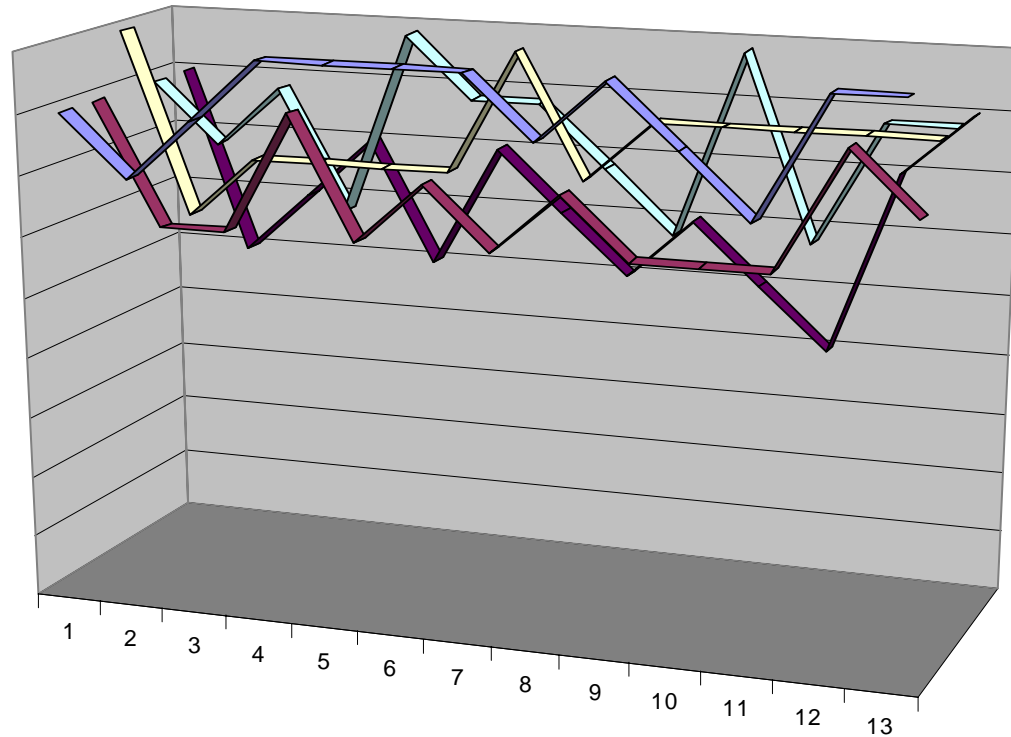
Even though conflict can be highly annoying, we recognize it helps our team grow.	5.5
We draw out all opinions on our team, even the unpopular opinions.	5.4
We trust each other enough to reveal our vulnerabilities at the group level.	5.3
We are not afraid to take risks with each other.	5.2
We have team agreements regarding how we interact when conflict arises.	2.4

Least Agreement



	1	2	3	4	5	6	7	8	9	10	11	12	13
■ New or controversial ideas are not discouraged.	8	8	8	3	8	1	7	8	3	5	6	8	6
■ Team members do not criticize others behind their backs.	9	1	4	7	8	9	9	3	7	7	5	6	5
■ We promptly and directly address conflicts.	7	2	7	7	9	2	4	9	4	6	3	7	8
■ We have an efficient decision-making process.	8	8	3	8	3	9	9	7	3	3	3	2	7
■ We revisit bad decisions to explore alternatives.	7	2	7	1	7	7	1	1	3	3	3	7	8

Most Agreement



	1	2	3	4	5	6	7	8	9	10	11	12	13
■ There is not significant incompetence operating on our team.	8	7	8	9	9	9	9	8	9	8	7	9	9
■ We are aligned on our priorities and strategies.	8	6	6	8	6	7	6	7	6	6	6	8	7
■ We have set challenging goals/objectives for our team.	9	6	7	7	7	7	9	7	8	8	8	8	8
■ We are highly diverse in our individual skills and work styles.	8	7	8	6	9	8	8	7	6	9	6	8	8
■ We are empathetic with each other.	8	5	6	7	5	7	6	5	6	5	4	7	8

Measuring the System

What The Team Said:

- What are the top three strengths of this team?
 - Work Ethic - Focus on exceeding goals - Working Relationships
 - Diversity of background, Market offering, Name recognition
 - Creativity Willing to try new things Experience
 - Diversity of background --resiliency --goal orientation
 - Desire to win, confidence in individual ability, and open to learning/improvement.
 - Experience, Diverse & Broad Skill Sets, Desire to Win
 - Skilled professionals with a number of years of experience. Motivated to succeed and meet all goals/challenges.
 - Knowledge of products/offering, customer focus, appetite for continuous learning
 - Competitive focused driven
 - 1. Engagement 2. Openness and honesty with senior management, willingness to quickly modify routines
 - Commitment Experience Flexibility
 - 1) Strength in years of experience 2) Client centered 3) Teamwork
 - Communication Mutual respect Reliability

Measuring the System

What The Team Said:

- What are the top three challenges facing this team?
 - Lack of resources Lack of time Change management
 - Lack of cohesiveness
 - Key positions need to be filled. Recruiting Top Talent, Implementation of new program initiative
 - 1. managerial alignment 2. operational inefficiencies that drag on time 3. differing approaches to all issues not yet captured as a strength.
 - 1) Turnover in the sales 2) Recruiting - we are in a constant recruiting mode and efforts should pay-off in the short-term. 3) Creating a sales culture - including pipeline management, # of client calls, etc.
 - Simply the typical things that are present when a new team is forming
 - Partnerships with (other areas within the organization) Office space
 - collaboration flexibility camaraderie
 - Stretch goals, Working with other areas within the organization to meet goals, changes within the team
 - Administrative burdens on sales team Inexperienced management Lack of accountability
 - Turnover Turnover and more Turnover
 - integration of all job families, over engineering everything to the point where (we) loose our individuality -- forgetting to prioritize the most important initiatives; not everything can be top priority
 - Failure to actively increase knowledge Desire to maintain status quo Lack of Momentum

Measuring the System

What The Team Said:

- What is this team tolerating?

- A shared desire to take the challenges and make the commitments necessary to be among the very best
- excessive capacity issues
- Mediocrity
- Endless administrative work
- Nothing noted.
- Activity based measures which are quantitative versus qualitative measures.
- Continuing Change
- Nothing unacceptable
- Too New to Determine
- Lots of things being thrown at them that are "one-off"...this lessens focus on the top priorities
- Mediocre growth through lack of client-focused teaming and inconsistent delivery.
- NA
- High turnover and low FTE count in rapidly growing market.

On-Going Coaching

Positivity

The most successful teams are characterized by:

- High levels of trust, respect, empowerment, camaraderie
 - Create processes and practices in communication and feedback
 - Articulate behavioral norms
 - Build in accountability

Productivity

- Address productivity issues: plans, goals, accountability

On-Going Team Development

Next Steps

- The Team Diagnostic assessment process has provided metrics to paint a portrait of the team as a system and given you detailed ways to measure and describe that system. What you have in your hands is an in-depth profile and an excellent benchmark, but as of now it is just data. It is what you and your team development professional do with it together that will make all the difference.
- The profile and interpretation are enormously valuable in building awareness of the team's strengths and opportunities, and they are the means for creating stronger relationship for the road ahead. As a team you now have a shared picture and common language for the conversations that will follow. But the analysis and the insight will be wasted unless there is action for change and accountability for that change. The real impact of this process will be seen in new or different behavior. In a sense, the fundamental question at the end of all the analysis is “where do we go from here?”

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YOUR ACTIONS

Team Action Plan

Please use this action plan to identify action steps you will take as a result of your team training and Team Diagnostic results. Team Challenges represent areas of improvement for the team. The Actions/Changes should be specific steps you will take to address the team challenges. Action Outcomes are the results you will look for as a measurement of the effectiveness of the action steps. Evaluating the progress of your Team Action Plan will be a critical component of the Follow Up phone calls scheduled for your team.

Team Challenges (That you identified from the Team Exercises and Team Diagnostic.)	Actions/Changes (That you are planning to implement derived from your key challenges. Be specific.)	Action Outcomes (How will you know your actions have made an impact? What will be different?)
1.	1.	1.
2.	2.	2.
3.	3.	3.

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ABOUT US

Our Mission



**To create sustainable,
inspired, high-
performing teams**

**Extraordinary Tools
for Extraordinary
Teams**

At Team Coaching International We Offer:



- Team Coaching that creates a new mindset: we take the focus off of individual team members' one-to-one relationships, and focus instead on the entity that is the team, what we call the *third entity™*.
- Mentoring and training programs to develop Team Coaches.
- On-going structures and team coaching processes that take the team from where they are to where they need to be in order to produce sustainable excellence.

Stellar™ Team Coaching Process

Phases

1	2	3	4	5
Discovery Session	Team Diagnostic Deployed	Team Work Session	Follow-up Team Work	Follow-up Team Assessment
Description				
<ul style="list-style-type: none">• Outcomes defined for team development	<ul style="list-style-type: none">• On-line assessment completed• Reports generated	<ul style="list-style-type: none">• Deliver team report and team development off-site• Design next steps for on-going team development• Typically 2–5 days	<ul style="list-style-type: none">• One–two times per month for a fixed period, usually 6 months to one year	<ul style="list-style-type: none">• Creates a second benchmark and progress measure as a way to refine on-going team work and development



CONTACT US

**Team Coaching International
1001 Bridgeway #701, Sausalito, CA 94965**

Office: 415 558-9838 | Toll Free: 800 655-3202

Email: info@teamcoachinginternational.com

Website: www.teamcoachinginternational.com

*Team Coaching International is headquartered in the San Francisco Bay Area.
We have authorized facilitators and trainers worldwide.*