Introduction

Introduction

"Teamplayer: 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 this 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 ongoing development. The intention is to substitute judgment with curiosity. Given the information available from this report, what does it indicate for this team?

The Team Diagnostic™ provides a baseline 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?

"**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

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.

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 work 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.

- *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.
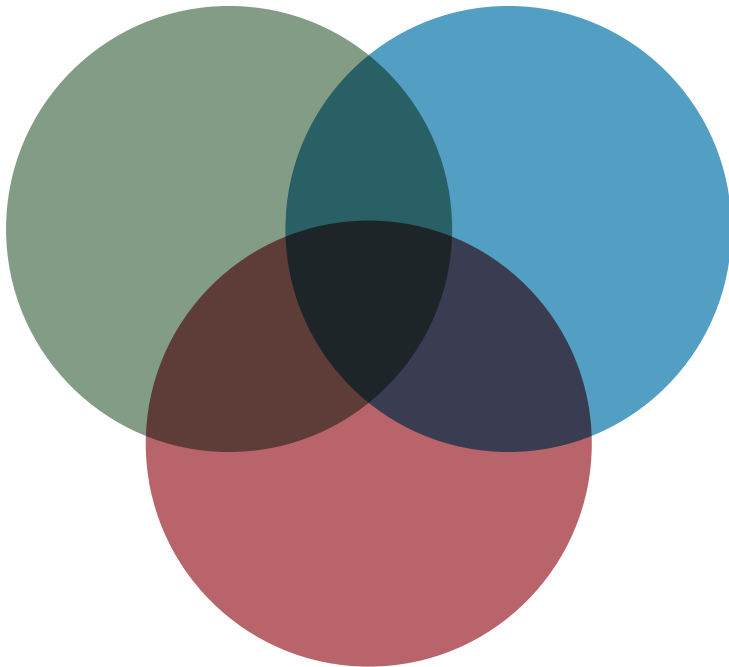
What is a Team?

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

"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*

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 Team Diagnostic™ is built on a systems approach to working with teams. The diagnostic 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.
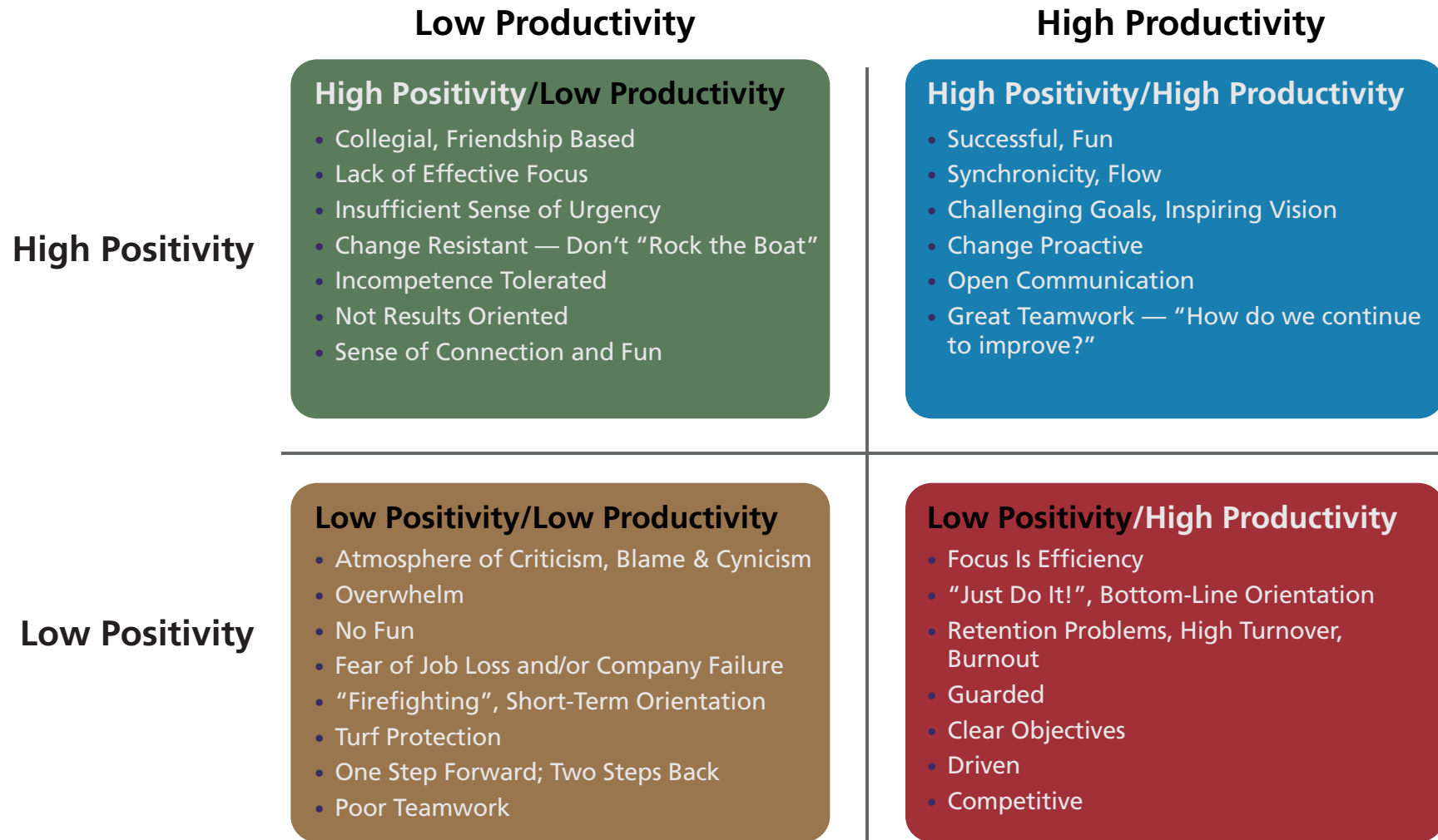
If we put "productivity" on a horizontal axis and "positivity" on the vertical axis we create a four quadrant matrix with teams that are characterized by:

- *Low Productivity and Low Positivity*
- *Low Productivity and High Positivity*
- *High Productivity and Low Positivity*
- *High Productivity and High Positivity*

The Four Quadrants

	Low Productivity	**High Productivity**
High Positivity	**High Positivity/Low Productivity** • Collegial, Friendship Based • Lack of Effective Focus • Insufficient Sense of Urgency • Change Resistant — Don't "Rock the Boat" • Incompetence Tolerated • Not Results Oriented • Sense of Connection and Fun	**High Positivity/High Productivity** • Successful, Fun • Synchronicity, Flow • Challenging Goals, Inspiring Vision • Change Proactive • Open Communication • Great Teamwork — "How do we continue to improve?"
Low Positivity	**Low Positivity/Low Productivity** • Atmosphere of Criticism, Blame & Cynicism • Overwhelm • No Fun • Fear of Job Loss and/or Company Failure • "Firefighting", Short-Term Orientation • Turf Protection • One Step Forward; Two Steps Back • Poor Teamwork	**Low Positivity/High Productivity** • Focus Is Efficiency • "Just Do It!", Bottom-Line Orientation • Retention Problems, High Turnover, Burnout • Guarded • Clear Objectives • Driven • Competitive

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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 attributes 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 its 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 manages adequate resources to meet its objectives. There is sufficient expertise to accomplish the team's objectives.
- *Team Leadership:* The team leader's role is clear and supportive of the team as a whole. There is a strong sense of team leadership; team members take initiative to provide leadership as the need for initiative arises.

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 consistently avoiding necessary conversation.
- *Constructive Interaction:* Conflict is seen as 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

"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

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.

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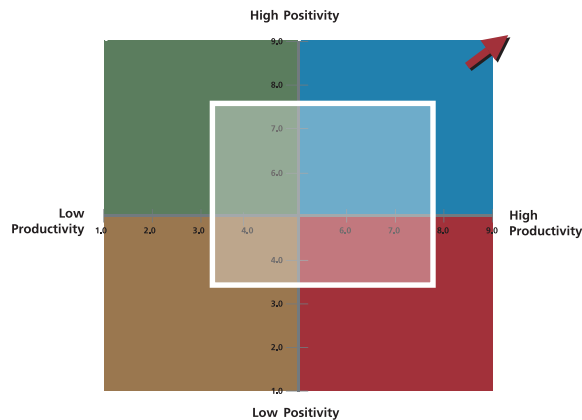
The Team Diagnostic™ provides multiple views of the team created from the collected data. Each view adds to the total picture of the team; the different layers allow the team to mine deeply from the instrument.

Quad Diagram. The "Footprint"

Shows the range of the highest and lowest scores on statements in the diagnostic: Productivity on one axis and Positivity on the other. The box created by this selection shows the orientation of the team on this matrix.
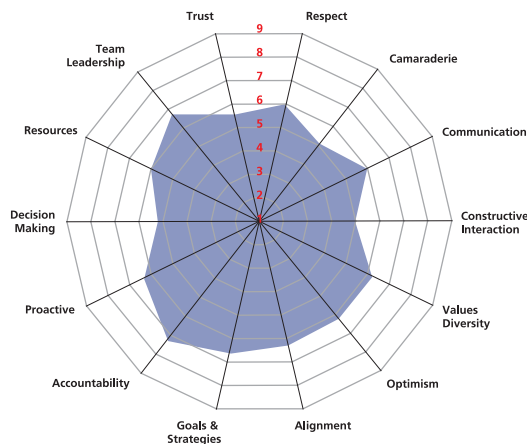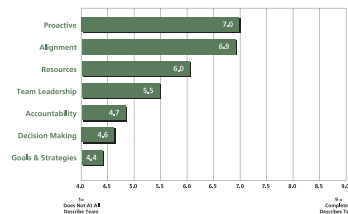
Polar Diagram

The Polar Diagram provides the first composite view of the team using scores from seven Productivity Strengths and seven Positivity Strengths. In this visual, 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.
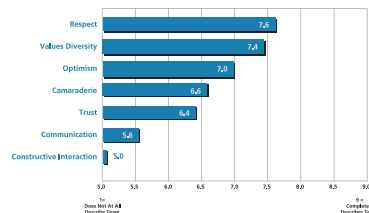
Multiple Views

Examples

Productivity Strengths Rating

	Rating
Proactive	7.0
Alignment	6.9
Resources	6.0
Team Leadership	5.5
Accountability	4.7
Decision Making	4.6
Goals & Strategies	4.4

Positivity Strengths Rating

	Rating
Respect	7.6
Values Diversity	7.4
Optimism	7.0
Camaraderie	6.6
Trust	6.4
Communication	5.6
Constructive Interaction	5.0

HIGHEST	Rating	LOWEST	Rating
We are highly diverse in our individual skills and work styles.	7.7	Symptoms of burnout are not present on our team.	2.6
In spite of limited resources, we find ways to accomplish our objectives.	4.7	Our team seeks sufficient input in decision making.	2.5
There is not significant incompetence operating on our team.	4.5	We have set challenging goals/objectives for our team.	2.5
There is not a "zero" sum game mentality on the team where my gains become someone else's losses.	4.4	We are aligned on our priorities and strategies.	2.5
We do not make excuses when the job doesn't get done.	4.4	We are cohesive as a team and work together well together.	2.2

HIGHEST	Rating	LOWEST	Rating
I enjoy working with the members of this team.	5.4	We draw out all opinions on our team, even the unpopular opinions.	2.3
We do not operate in a fear-based environment.	5.0	We have an inspiring shared organizational vision.	2.1
On our team we do not "sugar coat" the truth to avoid upset or hurt someone's feelings.	4.9	We have team agreements regarding how we interact when conflict arises.	2.1
We do not avoid conflict.	4.8	We trust each other enough to reveal our vulnerabilities at the group level.	2.0
There is not an underlying sense of helplessness and hopelessness on our team.	4.3	Our team knows how to work through conflict constructively.	1.6

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

This table shows the five items from the diagnostic that received the highest team score and the five items with the lowest team score in both the Productivity and Positivity categories.
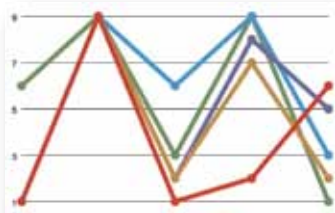
Comparing the top 5 and bottom 5: on the left or "high" scoring side are the strengths and reputation of the organization. This is what the team is known for.

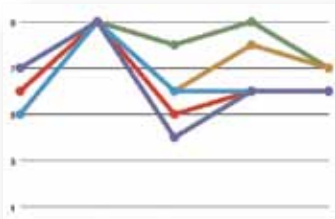The right or "low" scoring side reveals prime areas for ongoing development.

Multiple Views

Examples

LEAST AGREEMENT

MOST AGREEMENT

Q: *What are the Top 3 strengths of this team?*

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.

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.

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.

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™.)

1.

2.

3.

ACTIONS/CHANGES
(That you are planning to implement derived from your key challenges. Be specific.)

1.

2.

3.

ACTION OUTCOMES
(How will you know your actions have made an impact? What will be different?)

1.

2.

3.

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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.

Notes

Notes