

Stellar Team Strengths™

Report for: XYZ
Department team

Respect/Empowerment

Constructive Interaction

Direct Communication

Camaraderie/Caring

Optimism/Vision

Values Diversity

Trust

Team Leadership

Goals & Strategies

Change/Innovation

Alignment/Cohesion

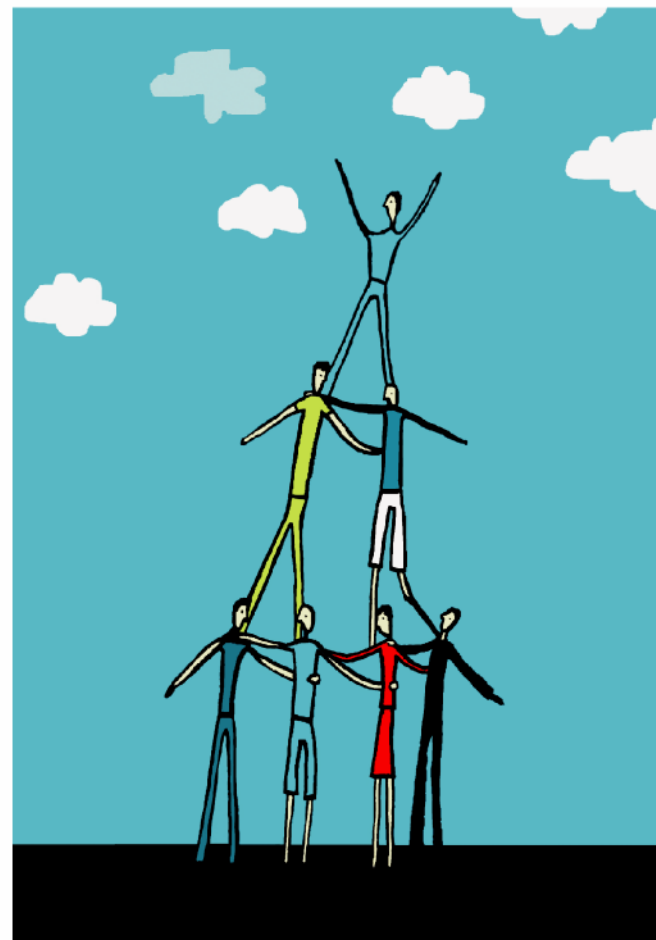
Resources/Expertise

Clear Roles/Accountability

Decision Process/Outcome

www.TeamDiagnostic.com

www.xcelldynamics.co.uk / steve.sharpley@xcelldynamics.co.uk



Team Diagnostic
INTERNATIONAL



Introduction

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

Stellar Team Diagnostic assessment 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.

The Stellar Team Diagnostic assessment provides a benchmark for your team and a map for moving forward.

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?”



The Model

A system's approach to teams

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

High Performing Teams

Positivity

The most successful teams are characterized by:

- High levels of trust, respect, empowerment, camaraderie (Team Spirit)
 - Create processes and practices in communication and feedback
 - Articulate behavioural norms
 - Build in accountability

Productivity

- Address productivity issues: plans, goals, accountability



The Four Quadrants

Low Team Productivity

High Team 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

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 - 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.

©Team Diagnostic LLC 2006. All Rights Reserved

www.xcelldynamics.co.uk / steve.sharpley@xcelldynamics.co.uk



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

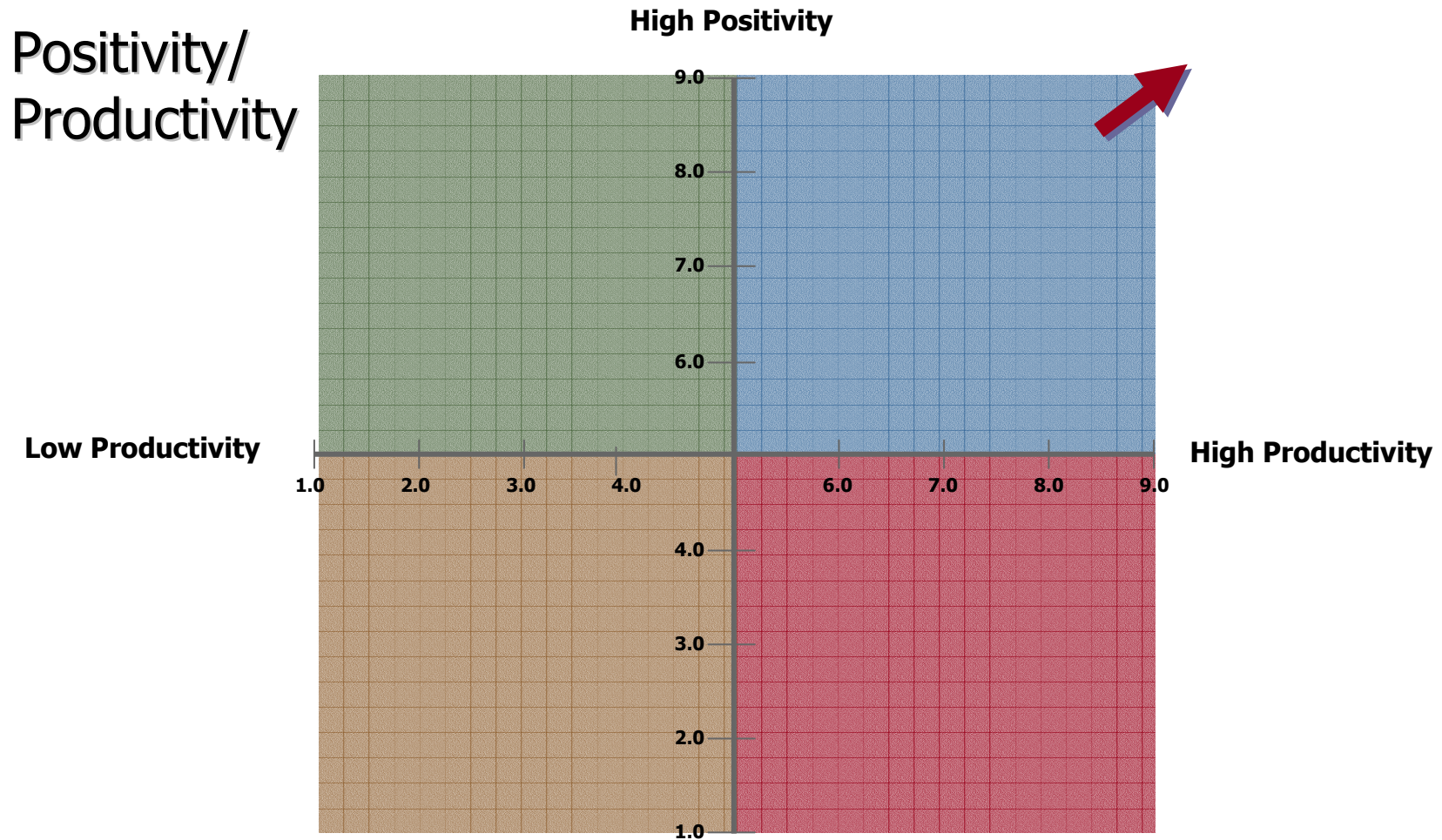
These two graphs show where the team is having very different perceptions and where there is general agreement. The Least Agreement graph shows the widest range of divergent opinion on a short selection of questions. The second graph, Most Agreement, shows a high level of congruence on a short selection 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

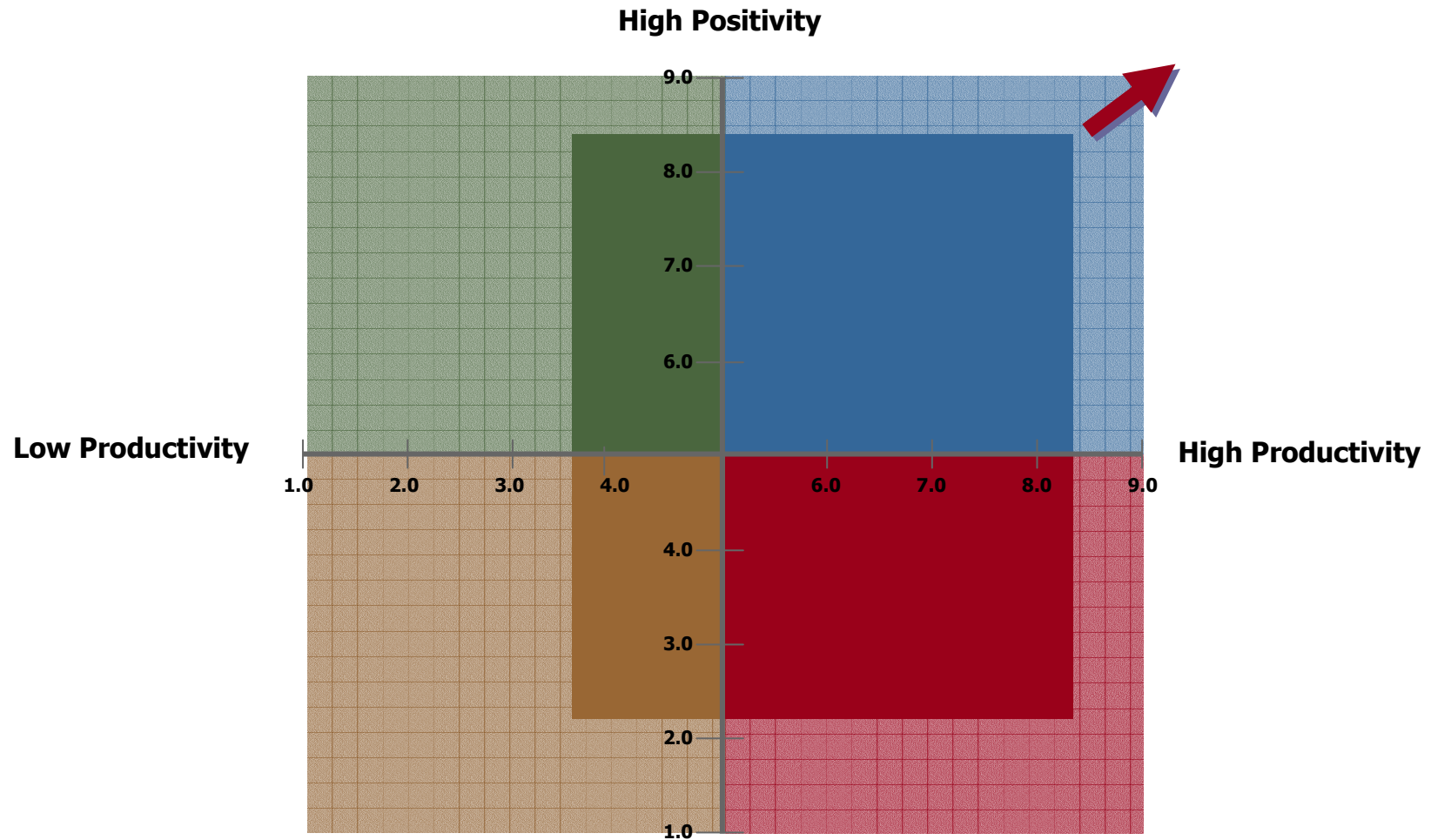
The different views provide different angles on the system, and different lenses to view that system. Combined, these elements create an extraordinarily deep portrait of the team



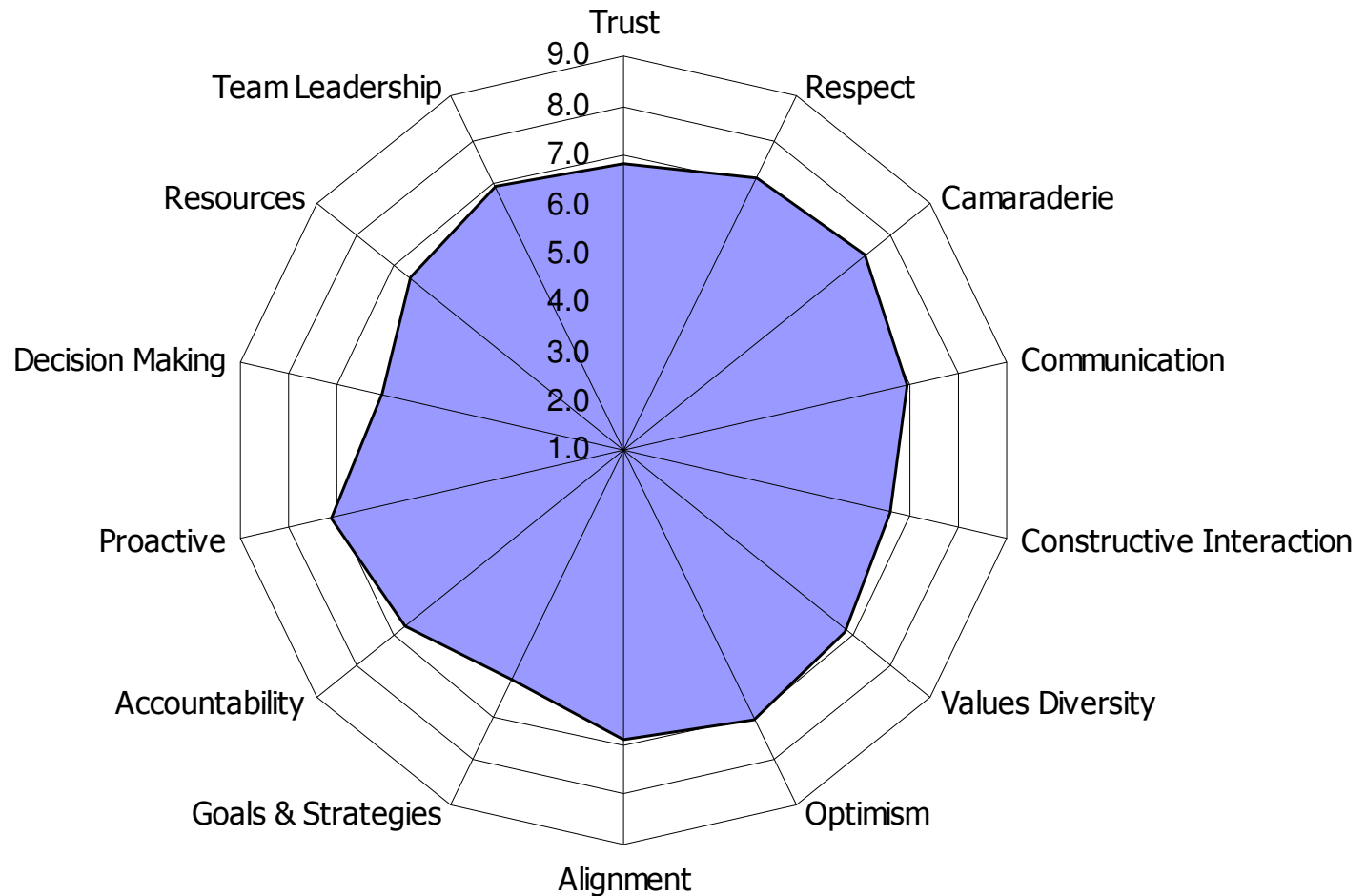
Team Matrix Position



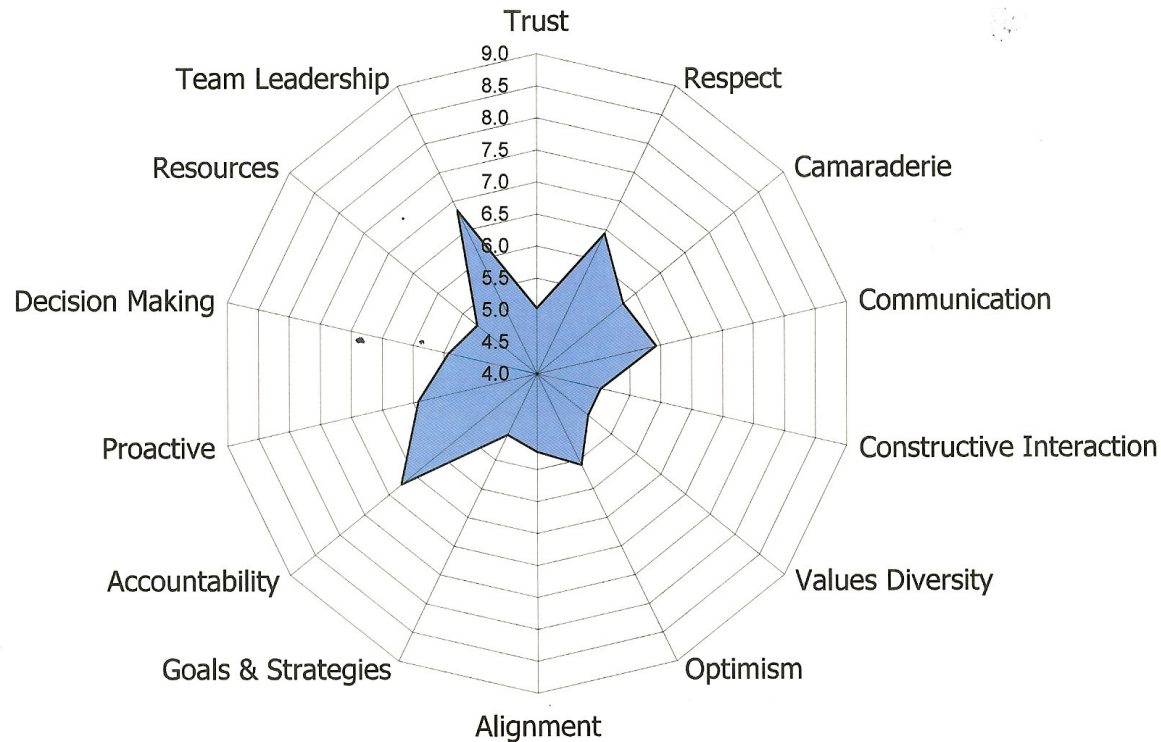
Team Matrix Position



Measuring the System – Effective Team



Measuring the System – New Team



19

©Team Diagnostic LLC 2006. All Rights Reserved



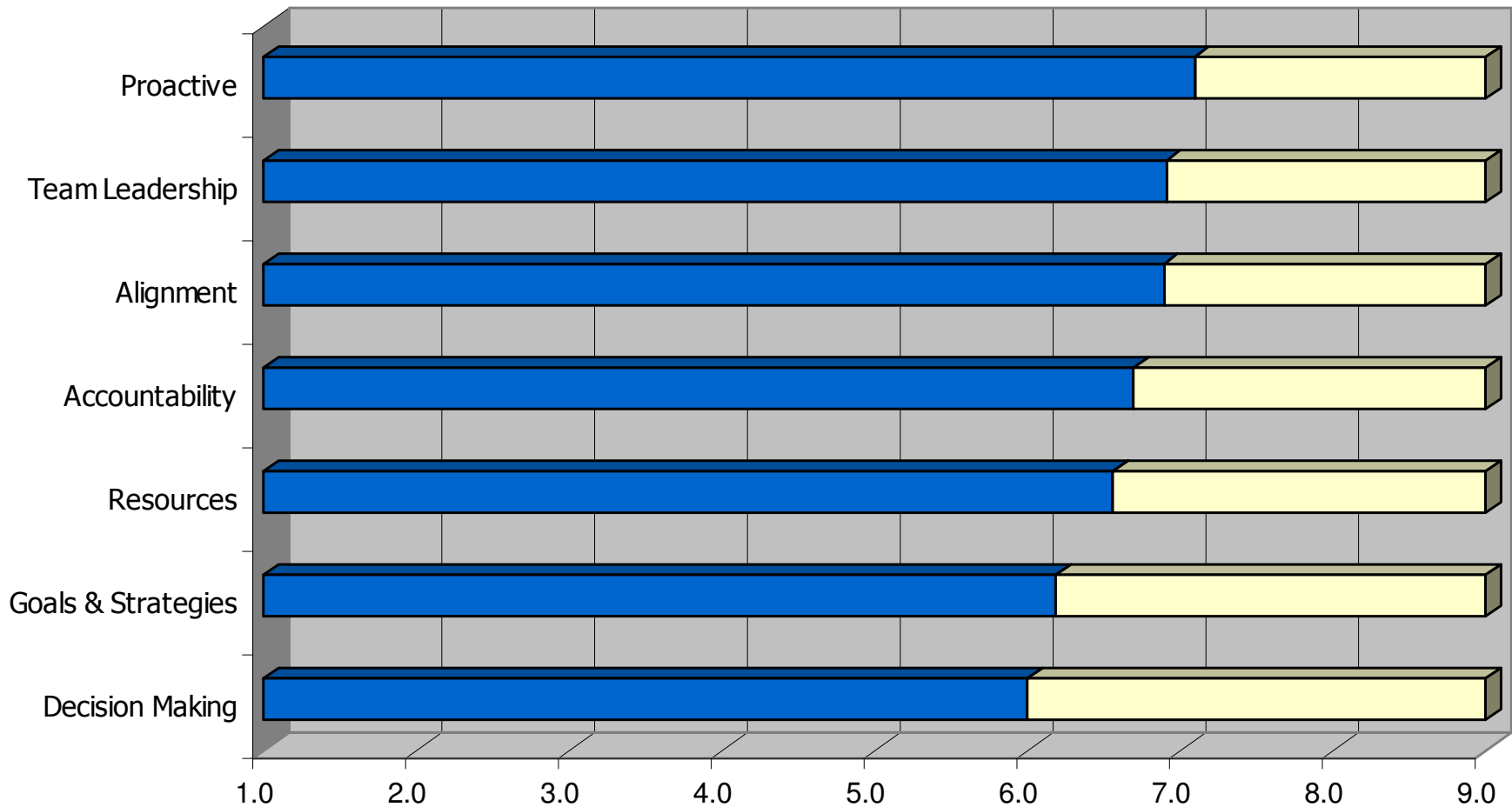
15

©Team Diagnostic LLC 2006. All Rights Reserved

www.xcelldynamics.co.uk / steve.sharpley@xcelldynamics.co.uk



Productivity Strengths



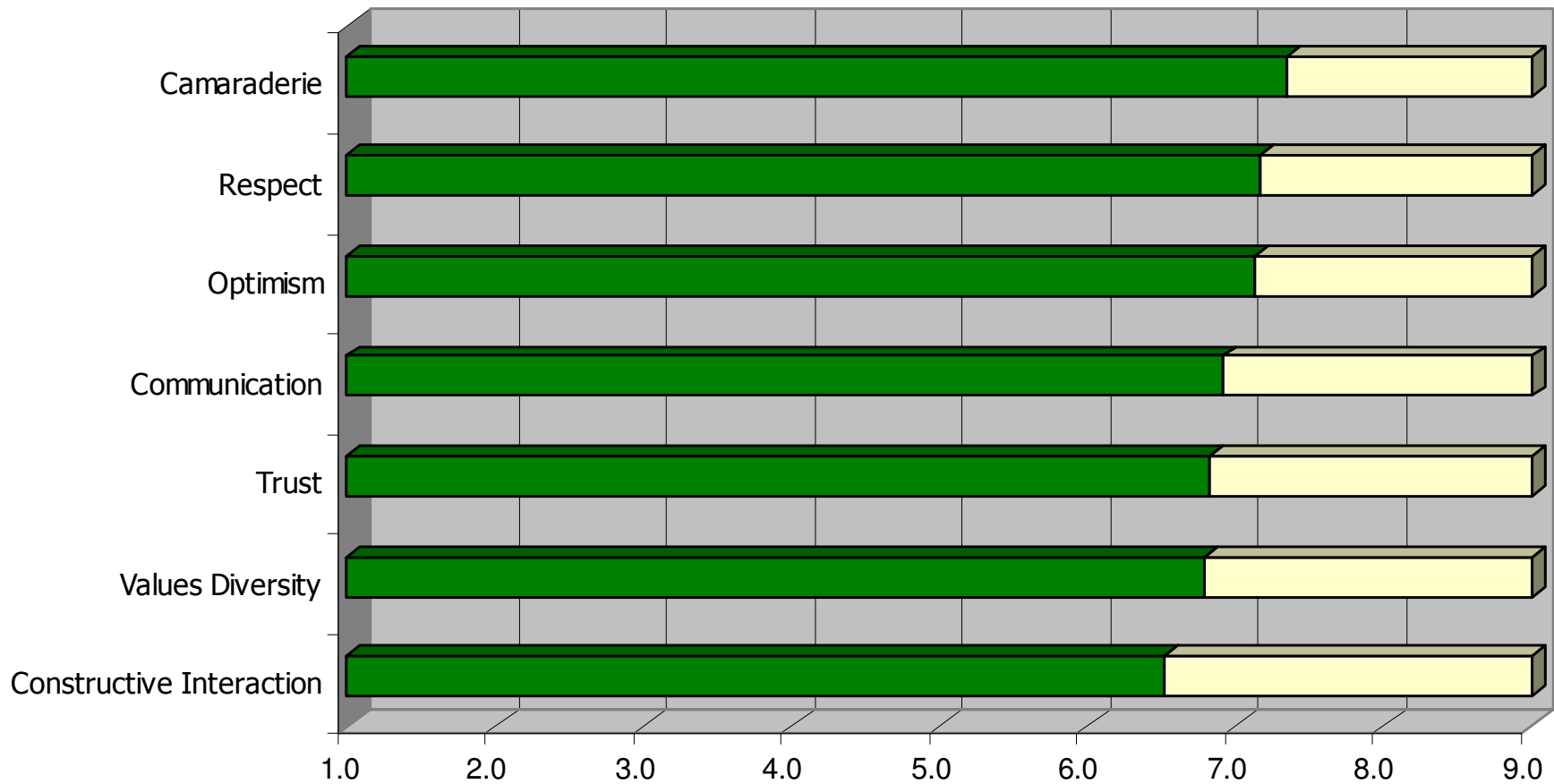
Measuring the System

Highest and Lowest Productivity Ratings

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

HIGHEST	Rating	LOWEST	Rating
Our team is highly resilient and not easily defeated in our goals.	8.3	We are aligned on our priorities and strategies.	4.4
When the going gets tough, we tend to come together as a team.	8.3	We welcome change and do not prefer to maintain the status quo.	3.9
On our team people <i>do not</i> tend to say, "It's not my job, "when problems arise.	8.3	We revisit bad decisions to explore alternatives.	3.7
We have adequate resources to succeed.	8.0	There is not ongoing confusion over roles and responsibilities.	3.7
Our Team is nimble and flexible in responding to problems as they arise.	7.7	As a team we have developed sound strategies for accomplishing our goals.	3.7

Positivity Strengths



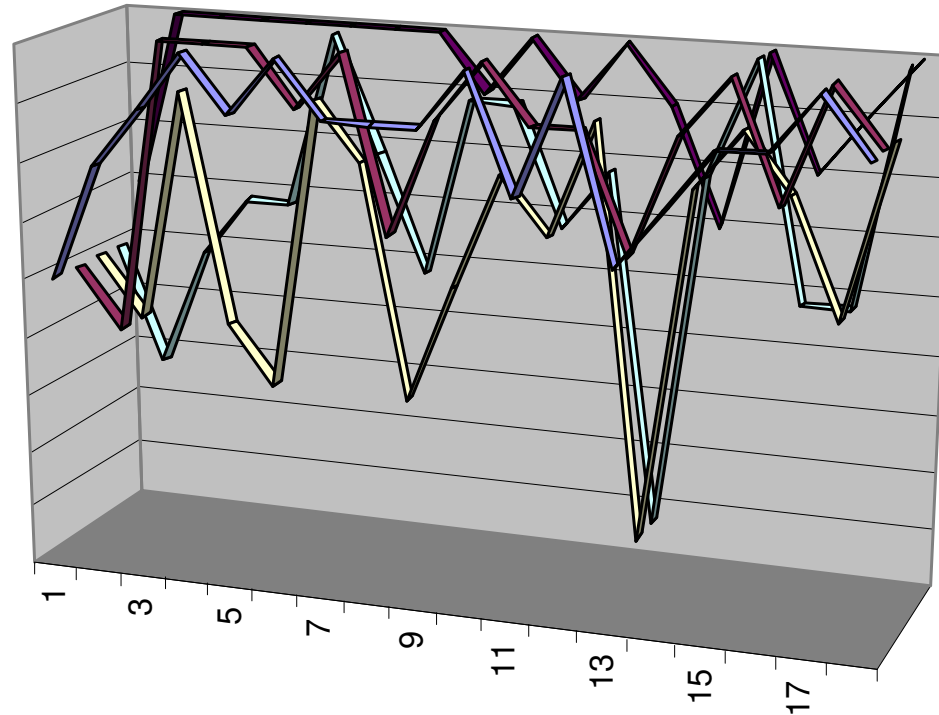
Measuring the System

Highest and Lowest Positivity Ratings

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

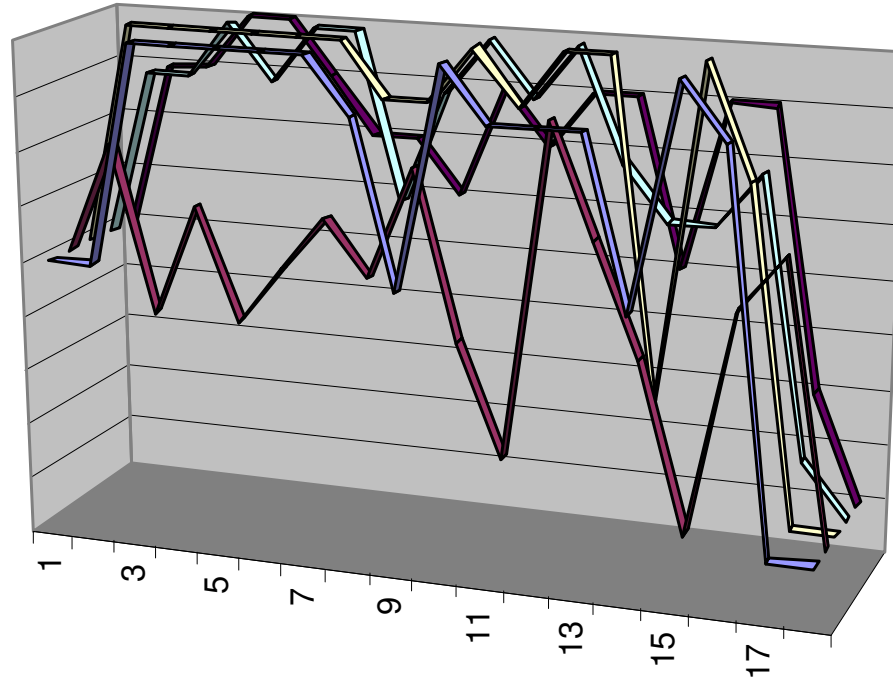
HIGHEST	Rating	LOWEST	Rating
We do not operate in a fear-based environment.	8.6	On our team people do not become defensive when mistakes are pointed out.	4.0
We have mutual respect for each other.	8.1	Members do not withdraw from communication or respond emotionally when problems arise.	4.0
I enjoy working with the members of this team.	7.9	We communicate clearly and efficiently.	3.6
We do not criticize and point fingers of blame at each other.	7.6	We are not frequently frustrated with each other.	3.3
We do not engage in gossip about our teammates.	7.6	We have team agreements regarding how we interact when conflict arises.	2.1

Least Agreement



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
■ We have mutual respect for each other.	5	7	8	9	8	9	8	8	8	9	7	9	6	7	8	8	9	8
■ There is a spirit of cooperation on our team.	5	4	9	9	9	8	9	6	8	9	8	8	6	8	9	7	9	8
□ We draw out all opinions on our team, even the unpopular opinions.	5	4	8	4	3	8	7	3	5	7	6	8	1	7	8	7	5	8
□ We have set challenging goals/objectives for our team.	5	3	5	6	6	9	7	5	8	8	6	7	1	7	9	5	5	9
■ I enjoy working with the members of this team.	6	9	9	9	9	9	9	9	8	9	8	9	8	6	9	7	8	9

Most Agreement



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
■ There is not a "zero" sum game mentality on the team where my gains become someone else's losses.	5	5	9	9	9	9	9	8	5	9	8	8	8	5	9	8	1	1
■ We have adequate resources to succeed.	5	7	4	6	4	5	6	5	7	4	2	8	6	4	1	5	6	1
■ Playfulness and humor are present in our relationship.	5	9	9	9	9	9	9	8	8	9	8	9	9	3	9	7	1	1
■ Cynicism is not prevalent on our team.	5	8	8	9	8	9	9	6	8	9	8	9	7	6	6	7	2	1
■ We welcome change and do not prefer to maintain the status quo.	5	8	8	9	9	8	7	7	6	8	7	8	8	5	8	8	3	1



On-Going Coaching

Positivity

The most successful teams are characterized by:

- High levels of trust, respect, empowerment, camaraderie (Team Spirit)
 - Create processes and practices in communication and feedback
 - Articulate behavioural norms
 - Build in accountability

Productivity

- Address productivity issues: plans, goals, accountability

