

Stellar Team Diagnostic™

Sample Team

Alignment
Goals & Strategies
Accountability
Proactive
Decision Making
Resources
Team Leadership
Trust
Respect
Camaraderie
Communication
Constructive Interaction
Values Diversity
Optimism

Facilitated By:
Kathryn Kemp

Introduction



From the organization's point of view, **teams exist to produce results in service of the organization's mission.** That is the measure that makes a difference. 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.

The results you are holding reveal a portrait of this team as it is today – and, as the team reported on itself through the on-line assessment. 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 we review your assessment report together, it is important to notice the emphasis on **strengths.** 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 will serve as a jumping-off point for important conversations. **In the end it is the team that will decide the course direction for the next phase of the journey.**

Successful Teams



- According to John Katzenbach and Douglas Smith, there are 6 factors that represent the keys to success of any team. They include the establishment of:
 - Shared purpose or mission
 - Shared commitment
 - Shared performance goals and measures
 - Shared behavioral norms
 - Shared team practices
 - Clear roles

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

Productivity Strengths



Productivity strengths support the team in achieving results, accomplishing tasks, staying on course to reach goals and objectives. This assessment measures 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.

Positivity Strengths



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 Contract



The Team Contract is about having the team take responsibility with one another to create a conscious and intentional culture in which the work will occur. Questions that help facilitate the creation of the team contract can include:

- What kind of culture does the team want to create together?
- What will make the team flourish?
- How will team members be together when things get difficult?
- What can the team members count on from each other?
- How do the team members want it to feel? Relaxed? Alive? Risk-taking?
- What is the best and worst case scenario?

Team Contract



- Our team agreements include:

Edges



The “edge” is the limit of what we believe we can do; a description of something we think is impossible for us to experience or live with. Some examples of crossing edges might include choosing to speak up (especially for a shy person), trying on a new behavior, admitting to a distasteful quality in ourselves, or trying on a new idea or perspective. Any time you try a new behavior or have a new idea or perspective, you are crossing the edge of what you know and identify with.

Team Toxins



When working in groups, teams or pairs, there will always be differences, conflict and challenges, particularly when team members push up against or cross an edge. At these times, team members need to be aware that the following “team toxins” easily arise when working at the edge -- and, that these toxic behaviors have the power to derail the team.

The following behaviors have been identified in research by John Gottman as normal, i.e., we all do all of these. He also has observed that a steady diet of these behaviors will endanger, and possibly destroy relationships. For this reason, we are bringing your attention to alternative behaviors that have the impact of neutralizing the toxins.

- **Blame** – attacking the person rather than the behavior
- **Defensiveness** – defending one’s position as opposed to finding the common interest between the parties
- **Contempt** – includes sarcasm, belittling, cynicism, hostile humor, name calling
- **Stonewalling** – includes cutting off communication, silent treatment, refusal to engage, withdrawal

Antidotes to Team Toxins



Blame:

- Ask yourself if you would be willing to go on without blaming.
- Address the behavior (not the person) that bothers you.
- Re-start the conversation with a different beginning.
- Use "I" statements about what you feel and what you want.
- Make a direct request for what you want.

Defensiveness:

- Use listening skills.
- Use the 2% rule: "If only 2% of this were true, what is the 2% truth?"

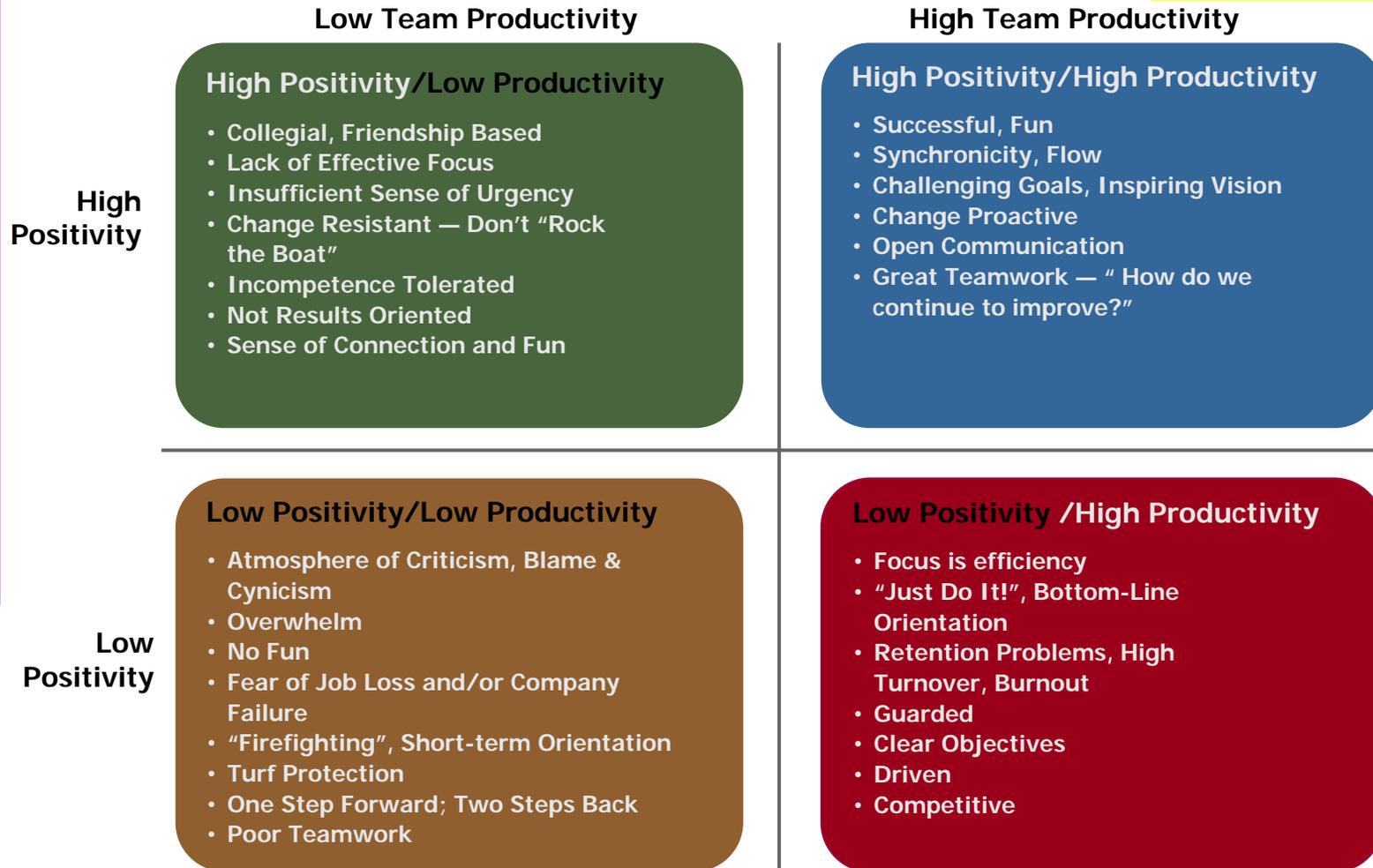
Contempt:

- Ask yourself to be willing to resolve the issue without sarcasm or judgment.
- Check to see if you can continue in the moment or if you need a "cooling off" period.
- Make a direct request for what you want.

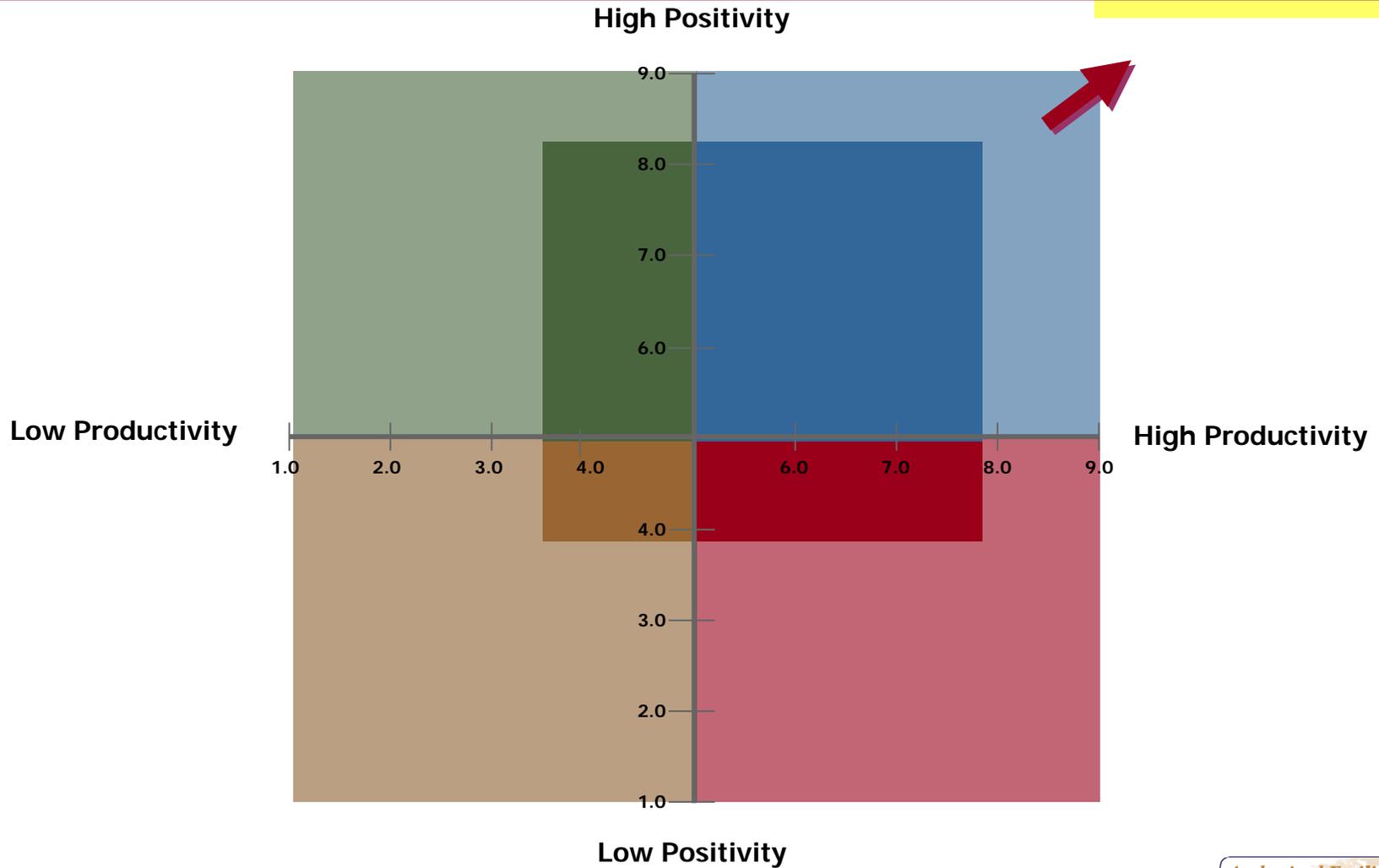
Stonewalling:

- Find in yourself a willingness to re-connect with the other members of the team.
- If you can't find that willingness, negotiate a break for a specific amount of time. During that break, remind yourself that what you have to say is important for the health of the team. Check in with yourself about what you need to say to be true to yourself and to the team.

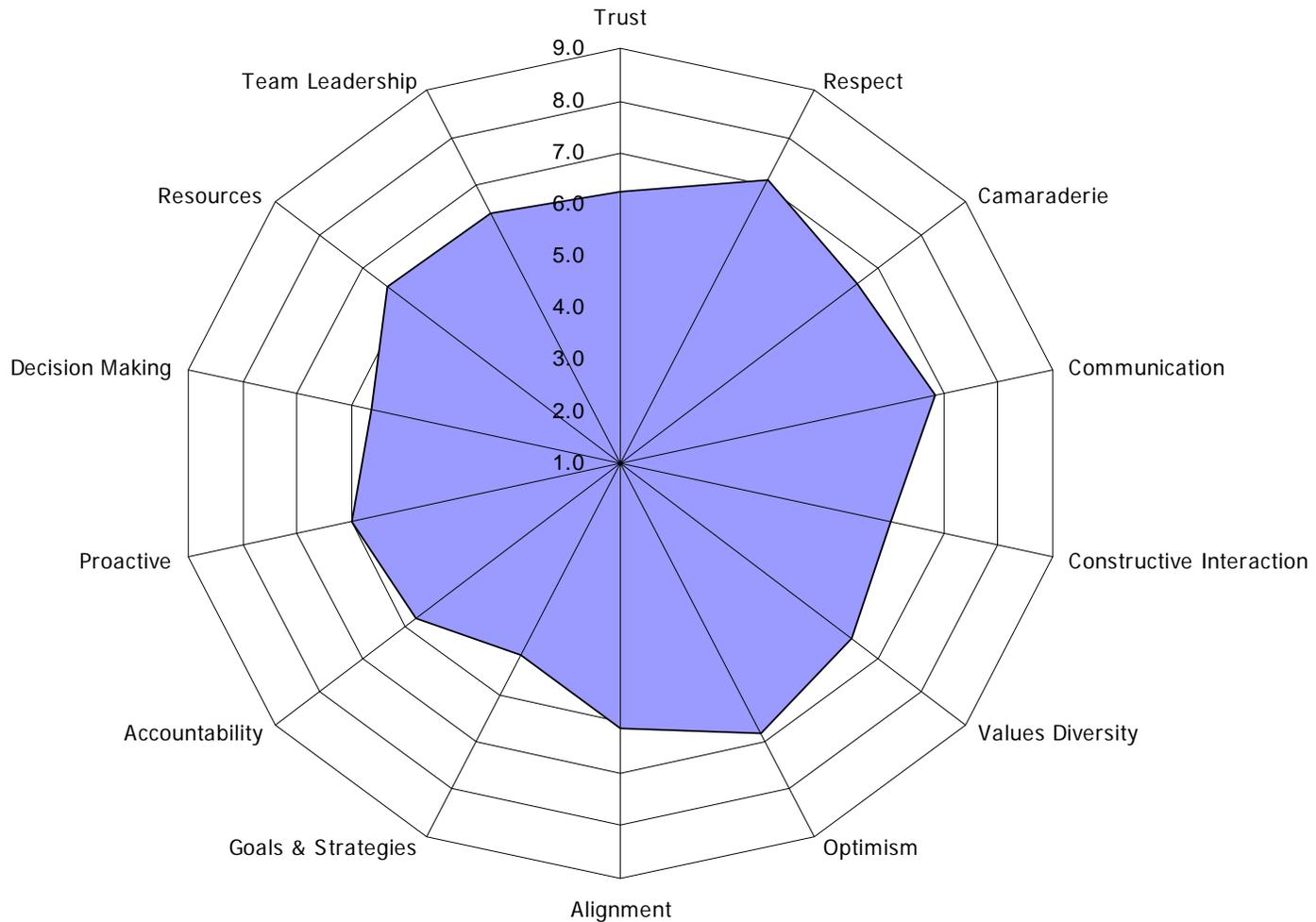
The Four Quadrants



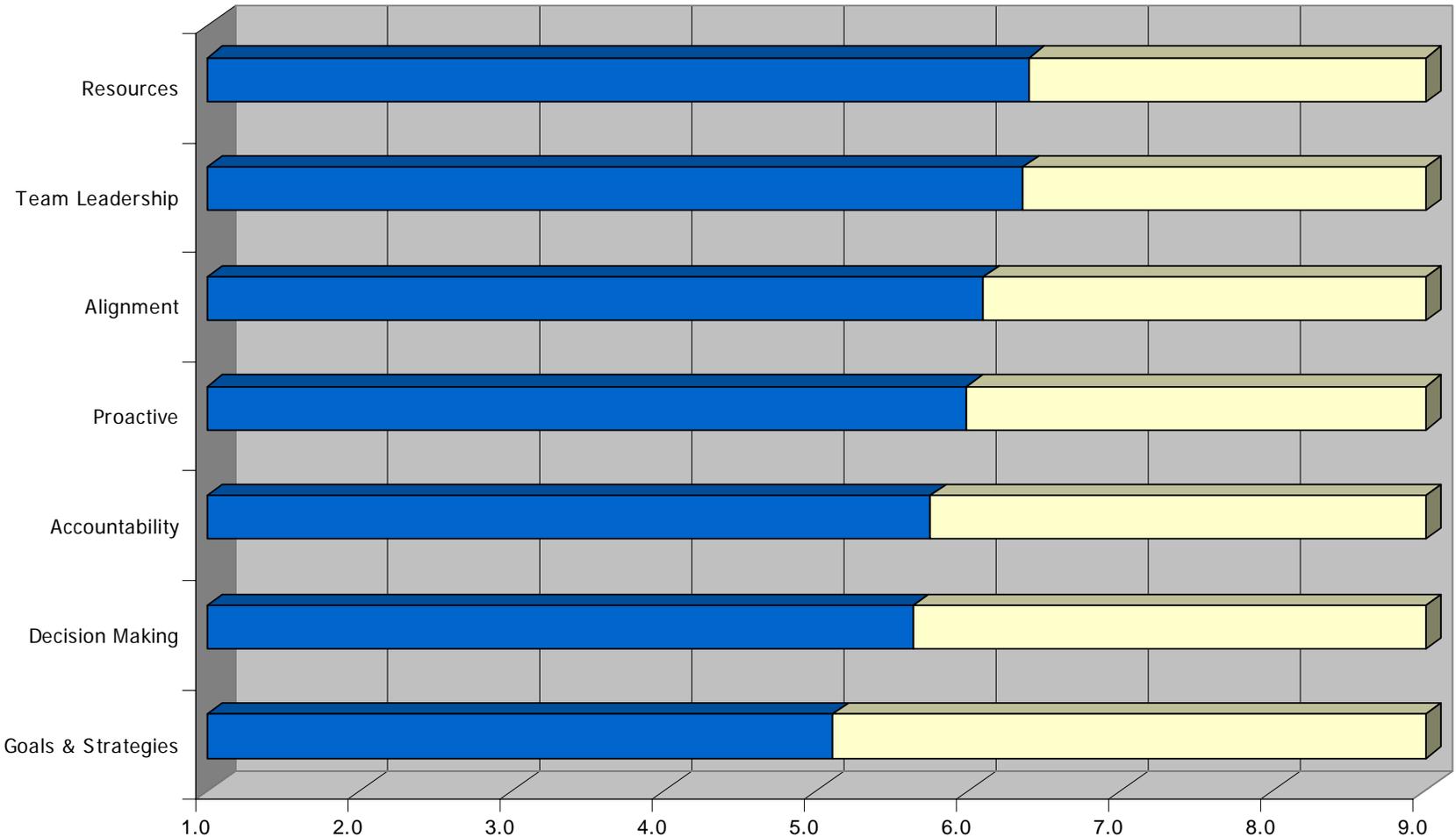
Team Matrix Position



Measuring the System



Productivity Strengths



Highest and Lowest Productivity Ratings

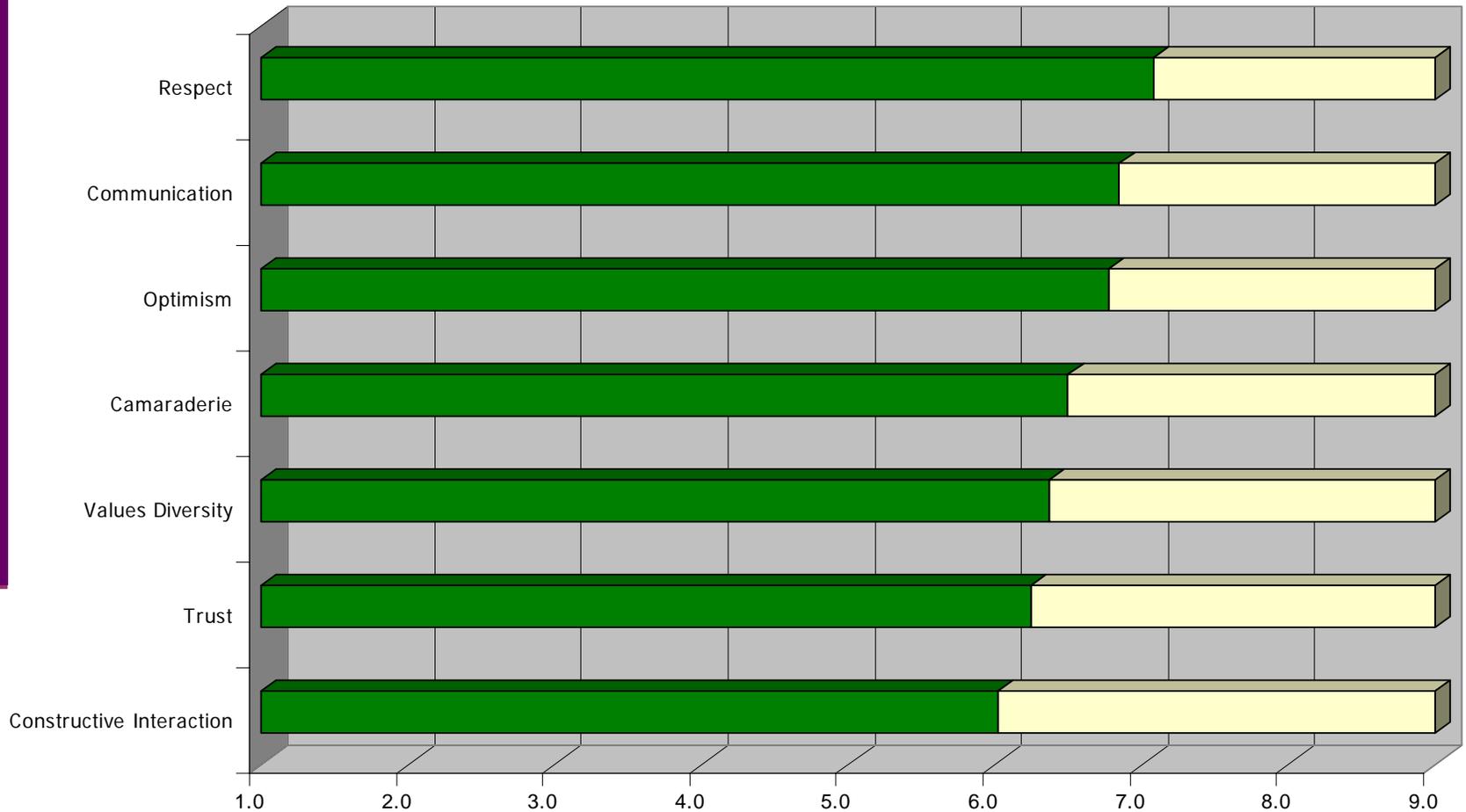


Team goal is a score of "9" – Completely Describes Our Team

HIGHEST	Rating
There is not a "zero" sum game mentality on the team where my gains become someone else's losses.	7.8
Turf protection is not prevalent on our team.	7.3
We are highly diverse in our individual skills and work styles.	7.3
There is not significant incompetence operating on our team.	7.2
There is a spirit of cooperation on our team.	7.1

LOWEST	Rating
Our Team is nimble and flexible in responding to problems as they arise.	4.9
As a team we have developed sound strategies for accomplishing our goals.	4.8
Our goals are clear.	4.7
We have had adequate training to be as effective as we need to be.	4.2
Recognition, rewards and compensation are linked to performance on our team.	3.5

Positivity Strengths



Highest and Lowest Positivity Ratings



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

HIGHEST

Rating

We do not speak with contempt about other team members.	8.3
We do not engage in gossip about our teammates.	7.9
Team members do not criticize others behind their backs.	7.7
"Playing politics" is not used to get one's way on our team.	7.7
We do not operate in a fear-based environment.	7.7

LOWEST

Rating

All members of our team are equally valued.	5.2
On our team we do not "sugar coat" the truth to avoid upset or hurt someone's feelings.	5.0
We promptly and directly address conflicts.	4.8
We regularly provide each other with constructive feedback.	4.3
We have team agreements regarding how we interact when conflict arises.	3.8

Most Agreement



These questions had the most similar responses from the team members (most common scores in parentheses):

- We are not afraid to take risks with each other. (5-7)
- We do not speak with contempt about other team members. (8-9)
- We do not engage in gossip about our teammates. (8-9)
- We tailor our decision-making process to the situation. (5-6)
- Members do not withdraw from communication or respond emotionally when problems arise. (7-8)

Least Agreement



There were a wide range of responses to the following questions (range in parentheses):

1. Recognition, rewards and compensation are linked to performance on our team. (1-8)
2. We regularly acknowledge and celebrate our successes. (1-9)
3. We have set challenging goals/objectives for our team. (2-9)
4. All members of our team are equally valued. (1-9)
5. Our team has the flexibility to respond to change. (2-9)

What the Team Said



What are this team's top three strengths?

- diverse backgrounds are integrated in this team -the team works well together to combine various perspectives on the same issue -strong and clear leadership
- -great subject matter experts -great project mgmt skills -'spirit' of cooperation/teamwork (they talk the talk but stumble on the walking part)
- Commitment to excellence Ability to deal with change Wealth of experience/bright people
- they drive to results; they adapt and are flexible; they define and refine "lessons learned" so they can improve
- 1. Supports entrepreneurial thinking 2. Comprised of different backgrounds so collectively, we are strong 3. Open dialogue w/ one another
- Actionable, Productive, Intelligent
- 1. Problem solving capability. 2. Good communication among team members. 3. Ability to get things done efficiently.

What the Team Said



What are the top three challenges facing this team?

- -little respect for the 'glorified admins' (decisions based on opinions from the 'important ppl') -little/no recognition of jobs well-done (other than the 'soft stroking', seemingly insincere speeches) -doing more with fewer resources
- 1. The team meets often, sometimes making difficult to produce 2. Work/life balance 3. Resources (we all seem stretched)
- 1. Leveraging the talent and potential of all team members. 2. Daunting change management issues. 3. Too much for us to do.
- Trust Diversity Working with limited resources
- inherent vague nature of some of the assignments -identifying and utilizing the strengths of each team member
- Lack of respect, lack of trust and too hierarchal.
- insufficient trust with each other; project leader may not be used to managing diverse styles; although flexible in adapting, they may not move "fast enough" for some...so some perceive them as inflexible

What the Team Said



What are this team's top three priorities?

- 1. Successful Account Marketing Phase 2 Implementation 2. Shift ownership of Account Marketing away from project team. 3. Create Phase 3 Project Plan.
- Drive excellence and demonstrate value in alignment with firm strategies Successful launch and implementation of Account Marketing Managing change
- 1. Effectively implementing Phase II 2. Successful rollout of Phase III 3. New territory self-sufficient by year end
- Getting things done: 1- completed (specific activities) 2- according to how our leader wants it 3- successfully, i.e. getting Account Marketing implemented
- Work together to implement Firm strategy and make it actionable. Utilize the strengths of each team member to their fullest.
- -successful implementation of Phase I&II -'Walking the talk' (and being perceived as sincere by team members when talking) -demonstrating respect and recognition
- implement account marketing in US; evaluate what is not working and "fix" (apply "lessons learned"); ensure that functions and channels view account marketing as a valued service

Action Plan



Please use this action plan to identify steps you will take as a result of your Team Coaching and Team Diagnostic results. Evaluating the progress of your Team Action Plan will be a critical component of the follow-up coaching scheduled for your team.

TEAM CHALLENGES Identified from the team exercises and Team Diagnostic	ACTIONS/CHANGES What specific steps will the team take to address team challenges? Be specific.	ACTION OUTCOMES How will you know your actions made an impact? What will change?
1.	1.	1.
2.	2.	2.
3.	3.	3.

About the Facilitator



Kathryn Kemp, CPCC is a Team and Executive Coach known for:

- Utilizing cutting-edge Team Diagnostic™ Assessment and associated coaching methodologies to create a system and spirit of communication that will sustain positive relationships and high productivity on teams.
- Connecting the dots between behavioral changes for Executives and their Teams and the impact of those changes on the bottom line.
- Inspiring high-performing Teams and Executives to seek the next edge of innovation.
- Showing people that teams have within them the means to excel and that “conflict” is an important part of any team’s growth cycle.
- Creating settings where real breakthroughs can happen consistently, guiding Team members safely through the most challenging conversations and remaining unflappable when people express distress and anger.
- Training coaches in the use of the Team Diagnostic™ Assessment and associated coaching methodologies, in person and on-line, as a Senior Faculty Member for Team Coaching International.
- Customizing each program to specific needs of clients. A partial client list includes Executives and Teams in such diverse companies as: Bank of America, Deloitte, Lee Hecht Harrison, Montage Resort & Spa, Hilton, Quorum Hotels & Resorts, University of California at Berkeley, Cal State East Bay, Wharton School, Dominican University, CompassPoint Non-Profit Services and The Forest Foundation.

About the Team Diagnostic™ Assessment



The team coaching model advocated at Team Resource Coaching was developed by Team Coaching International. Core to the TCI approach is a state-of-the-art Team Diagnostic™ Assessment that provides a systems-based benchmark and detailed map for on-going team development.

Team Resource Coaching is proud to be one of 150 Authorized Facilitators world-wide who can deliver the Team Diagnostic™ Assessment.