ABC Coaching
(sample of coach logo goes here)

Welcome to the Team Diagnostic™

Teams are the engines that *drive* successful organizations.

Teams produce results that individuals simply can't, acting alone. Today, the workplace is a maze of nested teams: intact, cross-functional, project, virtual — and the pressure is on teams to form, perform and reform at an astonishing rate.

The Team Diagnostic™ is a state of the art instrument, based on a proven model that defines the necessary strengths for high-performing, sustainable, inspired teams.

REPORT FOR:

Successful Team
(sample of team logo goes here)

Sample Team Diagnostic

Team Coaching
INTERNATIONAL™

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.

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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.

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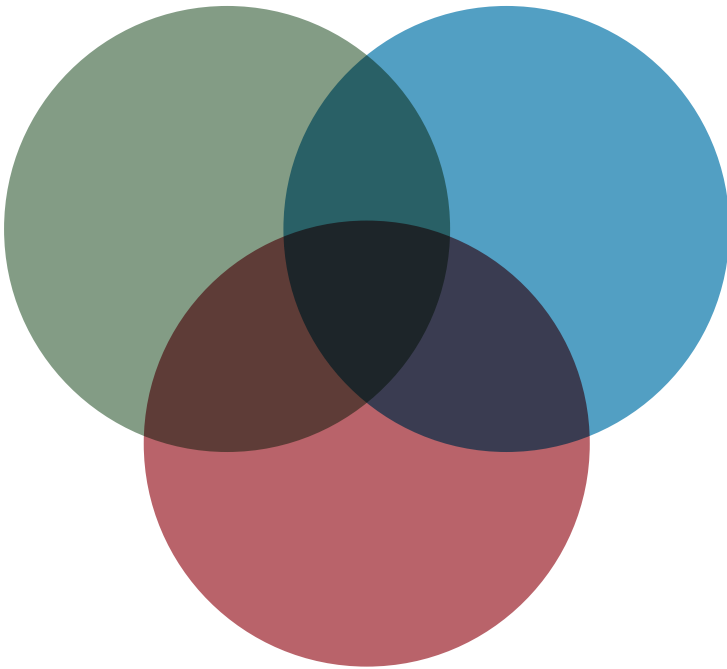
Nested teams represent teams within teams or teams with overlapping membership, sometimes with overlapping goals and mission. In fact, most people in organizations today are on multiple teams.

- *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.
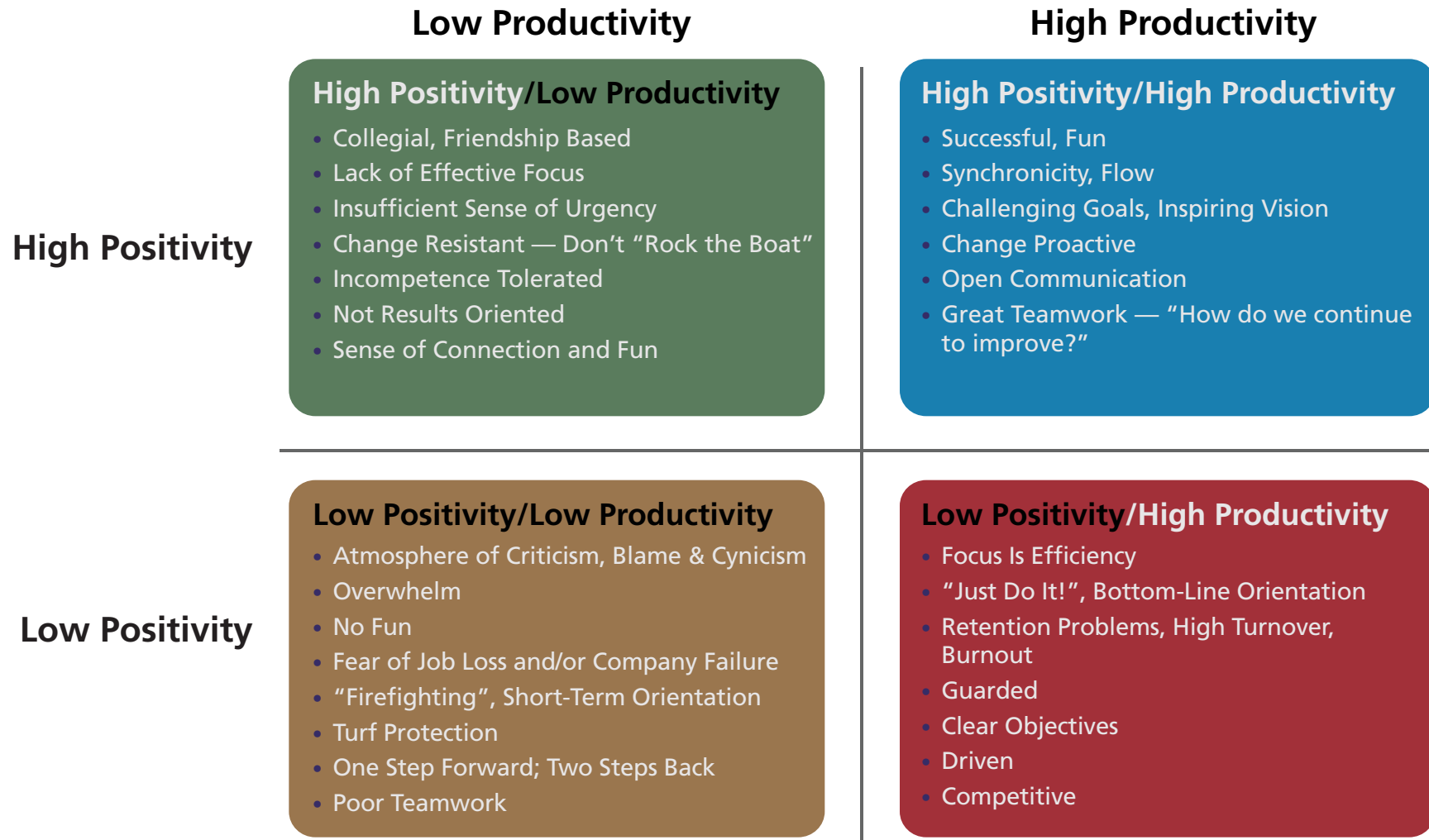
If we put "productivity" on a horizontal axis and "positivity" on the vertical axis we create a four quadrant matrix with teams that are characterized by:

- *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

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

> **"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

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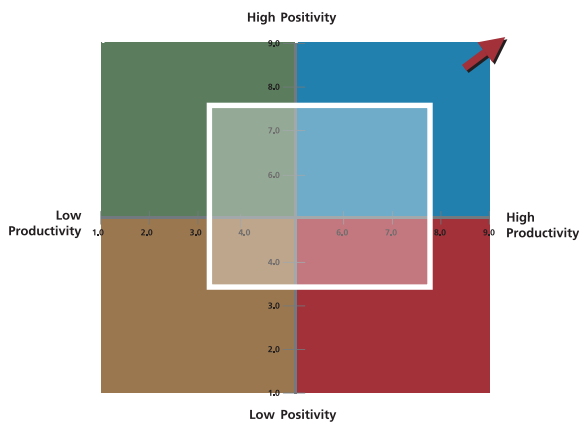
The Team Diagnostic™ provides multiple views of the team created from the collected data. Each view adds to the total picture of the team; the different layers allow the team to mine deeply from the instrument.

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.
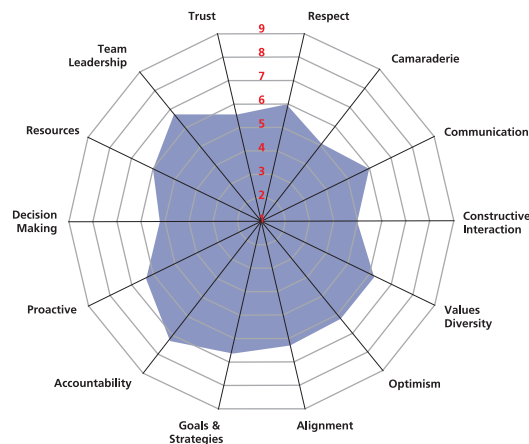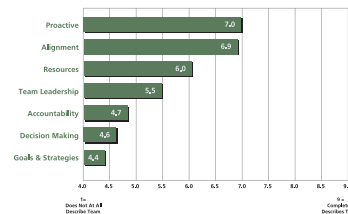
Polar Diagram

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.
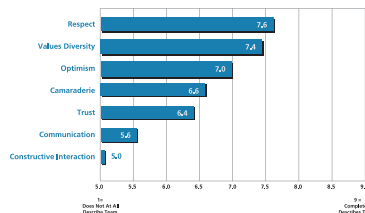
Multiple Views

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.
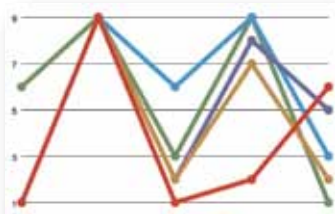
Comparing the top 5 and bottom 5: on the left or "high" scoring side are the strengths and reputation of the organization. This is what the team is known for.

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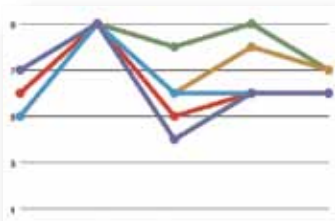
Multiple Views

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.

ABC Coaching
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Team Coaching
INTERNATIONAL™

Your Team Results

Successful Team
(sample of team logo goes here)

Sample Team
Diagnostic

Team Matrix Position
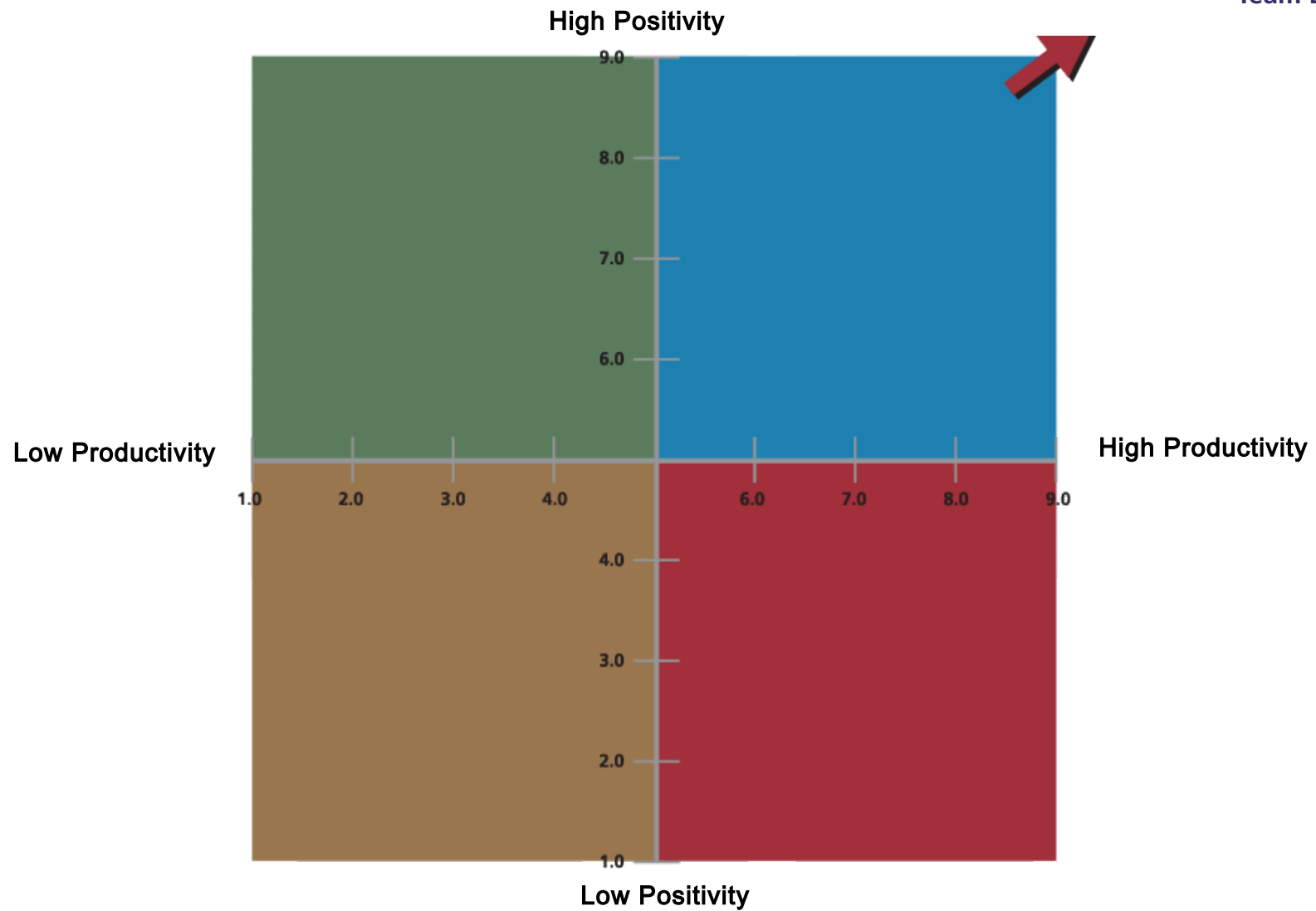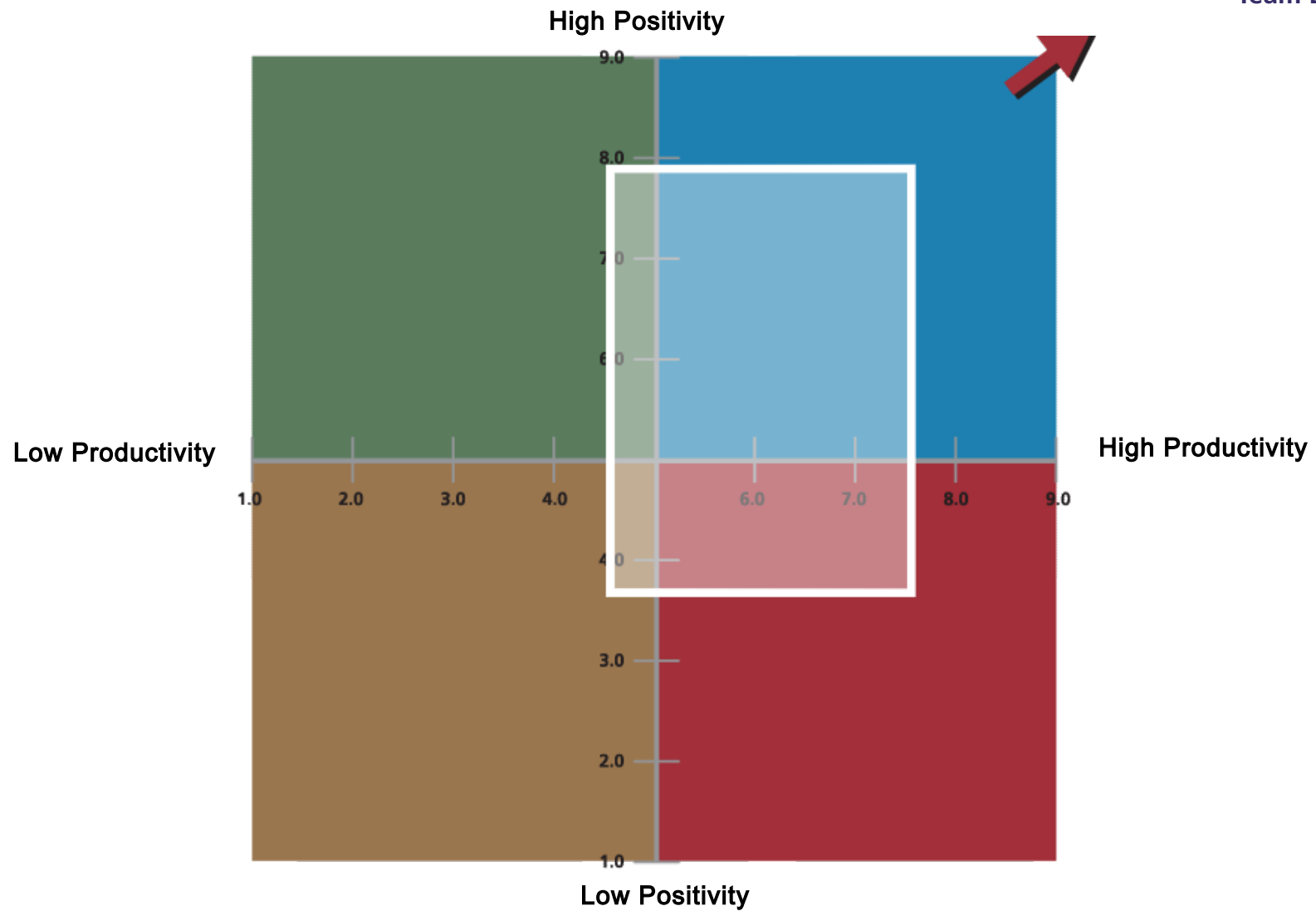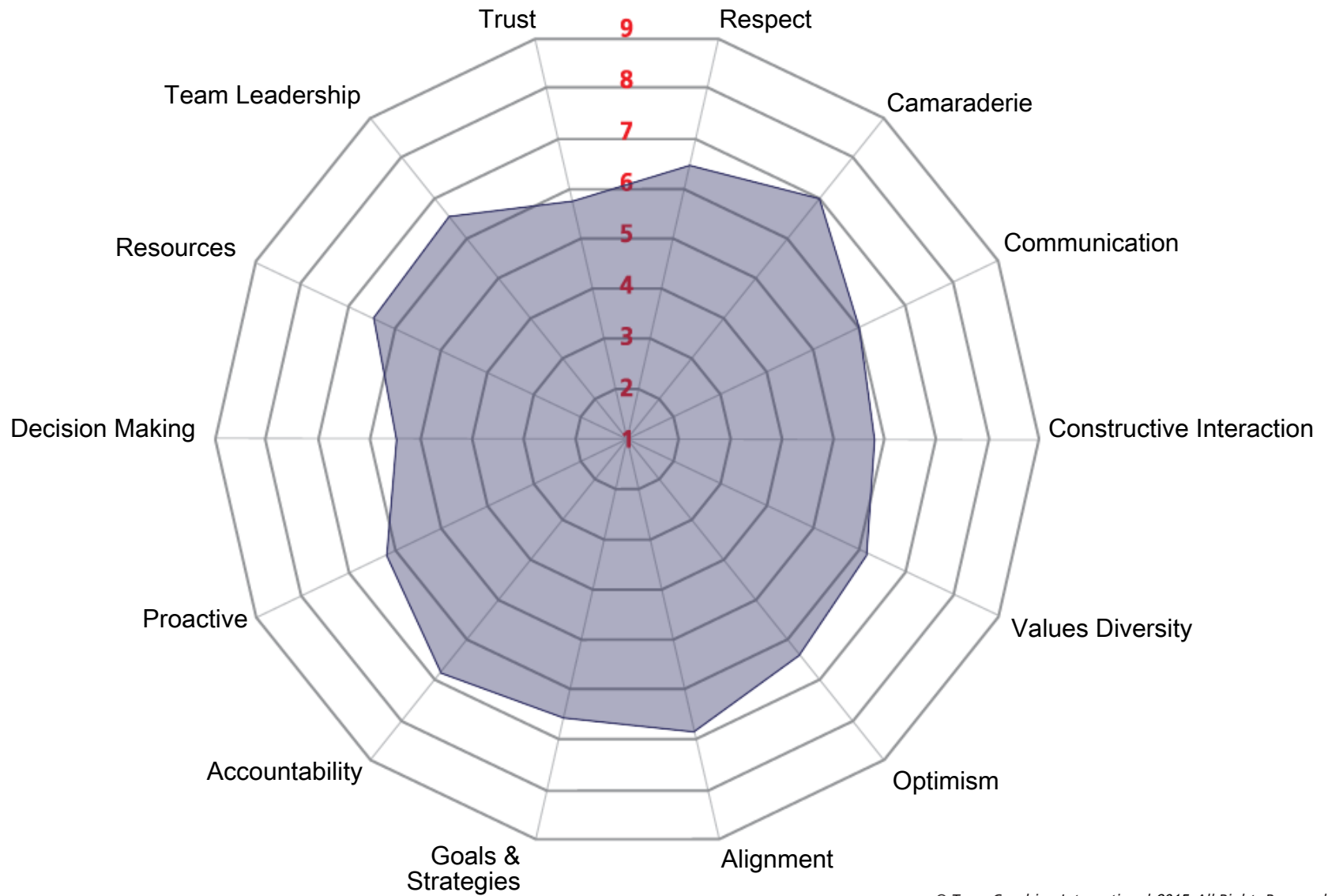
High Positivity

Low Productivity

High Productivity

Low Positivity

Team Matrix Position

High Positivity

Low Productivity

High Productivity

Low Positivity

Polar Diagram

Productivity Strengths Rating

Alignment	6.8
Accountability	6.8
Team Leadership	6.5
Goals & Strategies	6.5
Resources	6.4
Proactive	6.2
Decision Making	5.4

"1" = Does Not At All Describe Our Team   "9" = Completely Describes Our Team
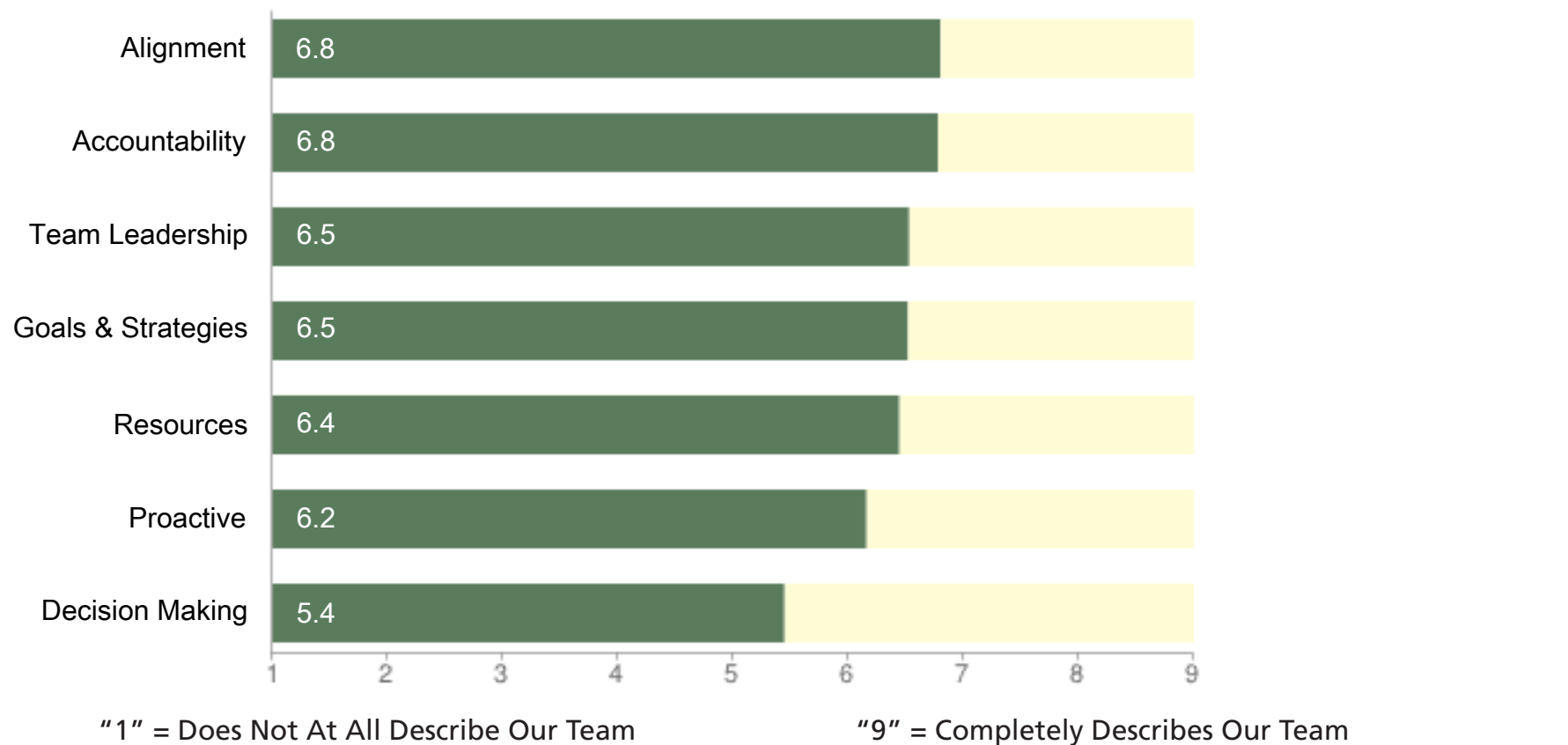
Measuring the System

Highest and Lowest Productivity Ratings

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

HIGHEST	Rating	LOWEST	Rating
On our team, people do not tend to say, "It's not my job," when problems arise.	7.6	We have adequate resources to succeed.	5.7
When the going gets tough, we tend to come together as a team.	7.1	We tailor our decision-making process to the situation.	5.7
Protecting one's job and work territory is not prevalent on the team.	7.1	Symptoms of burnout are not present on our team.	5.6
We do not make excuses when the job doesn't get done.	7.0	We have an efficient decision-making process.	4.6
There is a spirit of cooperation on our team.	7.0	We revisit bad decisions to explore alternatives.	4.6

Positivity Strengths Rating

	Rating
Camaraderie	7.0
Respect	6.4
Optimism	6.3
Values Diversity	6.1
Communication	6.0
Constructive Interaction	5.8
Trust	5.7

"1" = Does Not At All Describe Our Team   "9" = Completely Describes Our Team
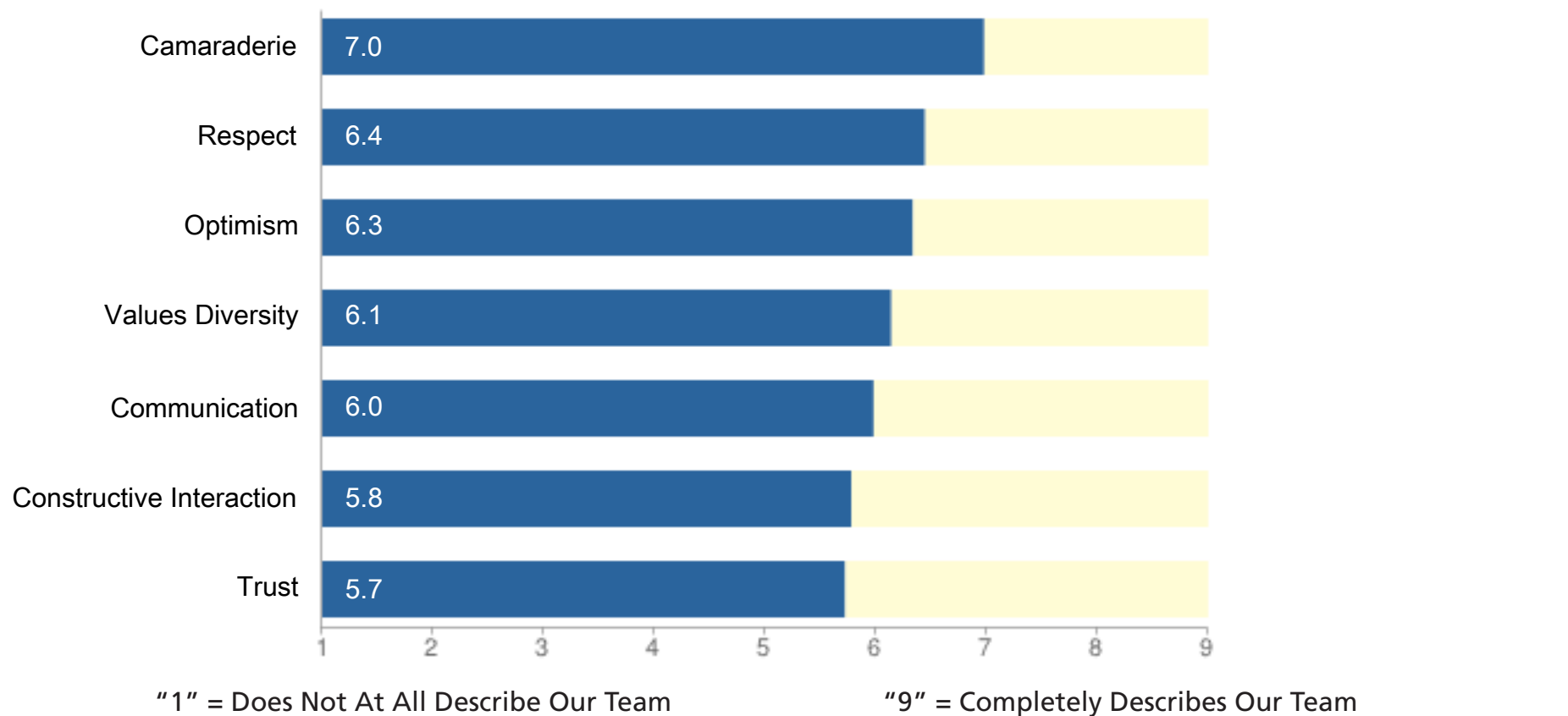
Measuring the System

Highest and Lowest Positivity Ratings

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

HIGHEST	Rating	LOWEST	Rating
Playfulness and humor are present in our relationships.	7.9	We regularly provide each other with constructive feedback.	5.0
I enjoy working with the members of this team.	7.6	We promptly and directly address conflicts.	4.8
New or controversial ideas are encouraged.	7.2	We communicate clearly and efficiently.	4.7
We are not frequently frustrated with each other.	7.1	We draw out all opinions on our team, even the unpopular opinions.	4.7
We do not criticize and blame each other.	7.1	We have team agreements regarding how we interact when conflict arises.	3.7

|

Least Agreement
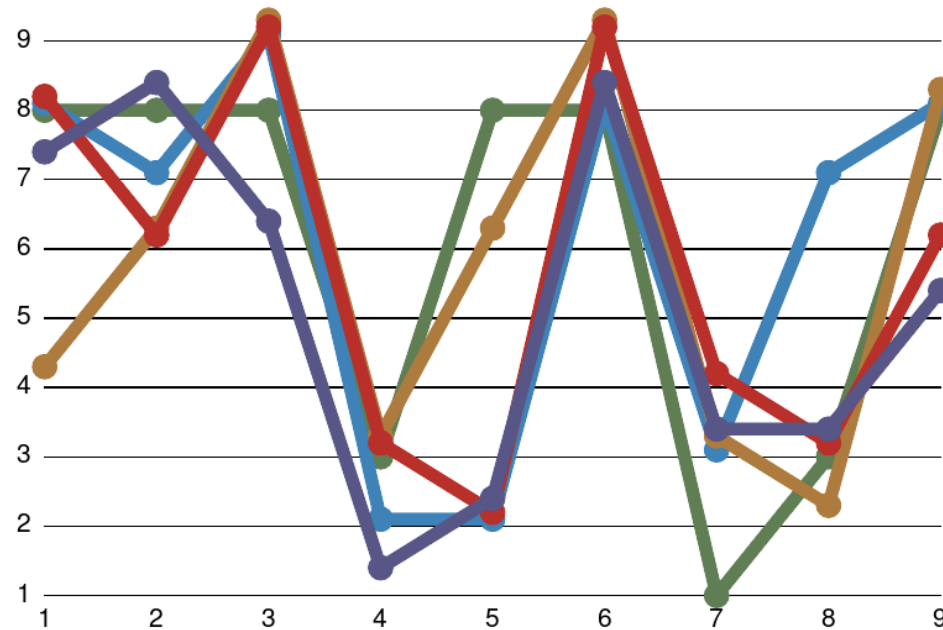
1. Exhaustion is not an issue on our team.

2. We do not tend to dwell on our team's past difficulties.

3. Team members do not criticize others behind their backs.

4. Symptoms of burnout are not present on our team.

5. We promptly and directly address conflicts.
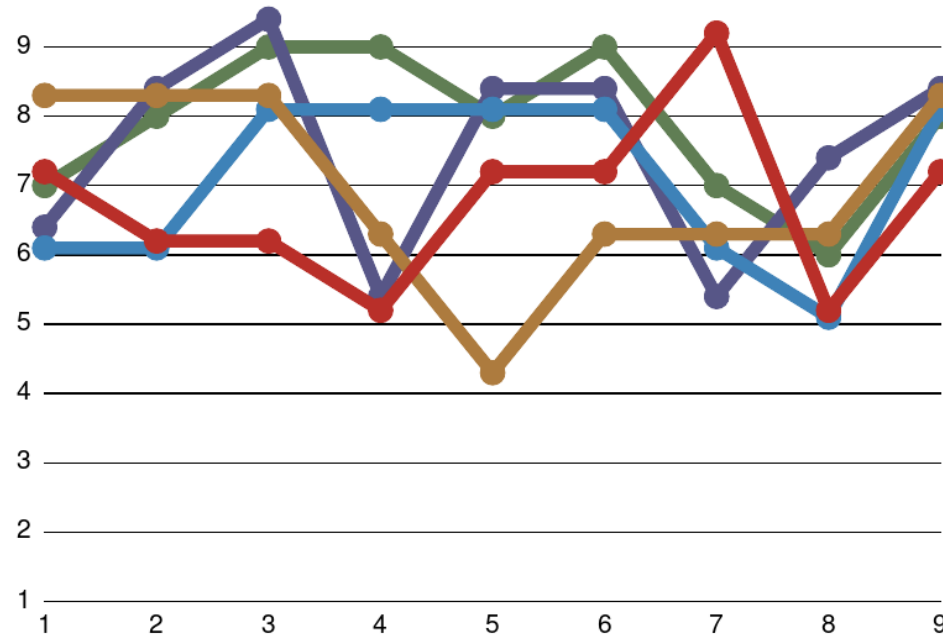
① Playfulness and humor are present in our relationships.

② We have had adequate training to be as effective as we need to be.

③ Our team leader exercises a broad range of appropriate leadership styles depending on the situation.

④ There is tremendous enthusiasm and optimism on our team.

⑤ We are not frequently frustrated with each other.

Open-Ended Questions

Responses to the Team Diagnostic™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

For us to be really successful, what do we need to get better at? Do more of?

Create structures and accountability; clearer work plans

---

1. Cohesive strategy for generating internal sales leads doesn't exist - makes use solely dependent on referrals from clients and/or industry contacts

2. Not as pro-active with some clients – can lead to client dissatisfaction and being viewed as only useful in a sticky situation

3. Implement more efficient processes/systems

---

communicate more often

Learn more how to build from conflict
Improve communication streamline
Have a better reward system

---

taking more risks, don't be afraid to fail, stay vulnerable and ask for help

---

-working with change

Communication

Have more respect and treat each other fairly and equally

Open-Ended Questions

For us to be really successful, what do we need to get better at? Do more of?

-value of diversity and various strengths

Open-Ended Questions

Responses to the Team Diagnostic™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

What are the top three strengths of this team?

Camaraderie
Trust
Resiliance

-quality of employees
family atmosphere
education

-trust, positivity and shared common goals

-skill
humor
commitment

-Creativity

Enthusiasm

Work Ethic

Open-Ended Questions

Responses to the Team Diagnostic™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

What are the top three strengths of this team?

1. Our knowledge base – we are recognized as subject matter experts and trusted advisors who provide answers and solutions to clients questions and problems

2. Our commitment to service; clients can pass an issue along to us and know it is taken care of – key driver for client retention and referrals

3. Our assessment tools – provides increase revenue; allows us to operate at the epicenter of value creation; are a key differentiator
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1. Enthusiasm
2. Commitment to support the client
3. Capabilities of team membrs

Responses to the Team Diagnostic™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

What are the top three challenges facing this team?

---
complexity of program
distance
politics

-.
---
1. Lack of clear work plans
2. Unclear assumptions

Communication

Processes

Accepting Change
---
resources
ability to advance
motivation
---
creating new challenges, not plateauing, staying motivated

Some negativity

Open-Ended Questions

Responses to the Team Diagnostic™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

What are the top three challenges facing this team?

Scarcy mentality
How to deal with less efficient people
----
1. Improve the effectiveness of current processes and systems for data retrieval and knowledge management.

2. Develop a cohesive strategy for generating internal sales leads.

3. Increase internal capacity to facilitate organizational development activities with clients.

Open-Ended Questions

Responses to the Team Diagnostic™ open-ended questions appear below. Please note: Due to the number and length of responses, answers may display on multiple pages.

What business result is this team responsible for improving?

Turn around death penalty and make profit.

Achieve targets for client retention, loyalty and profitability.

Better service to the University and to our communities.

Supporting the client

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pipeline of future leaders

---

sales

---

difjpoadn

---

marketing, new product launches and customer retention and acquisition

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Ongoing Coaching

The most successful teams are characterized by an effective balance of Productivity and Positivity:

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

The result is a team that is high performing **and** sustainable.

The essential strengths of Positivity, combined with the important strengths of Productivity create teams that get results; just as important, these are teams that are creative, adaptable and resilient over time.

Ongoing Team Development

Next Steps

The Team Diagnostic™ 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 baseline, 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?"

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.

Team Action Plan

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Notes

Notes