

## Leadership Team Effectiveness

*Coming together is a beginning; keeping together is progress; working together is success.*

**As a team we will engage in a 4- Step Process as follows:**

### STEP 1

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Relative to your aspirational future (the goals you are trying to achieve), using a survey process involving all team members, we will determine the strengths and weaknesses of the leadership team. In addition, we will evaluate the extent to which the team and all team members are perceived to be living your values.

Outcome: by then end of this phase we will have a clear picture of your aspirational future, your current reality, and the nature of the gap. We will also work to understand at a root cause the reasons for the gap.

We use several assessment tools and process to assess the team's effectiveness:

- Team Diagnostic Survey
- Belbin Team Assessment
- Interviews

### 1. TEAM DIAGNOSTIC SURVEY

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Dynamic teams capitalize on the diverse talents of all team members. They have a motivating vision, meet challenges together, and continuously improve work performance. Working as a member of an effective team is energizing, fulfilling and rewarding.

Using our Team Diagnostic Survey, we assess the strengths and weaknesses of the team, and with those results in hand, team members can take focused action to build on their strengths and overcome areas of weaknesses.

#### **Qualities of an Effective Team:**

- **Goal Clarity:** Effective Teams have clearly defined Goals (team and individual), and the focus, intention and commitment of each individual is on delivering the team's results.
- **Role Clarity:** Effective Teams have clearly defined Roles that they are committed to. Team members know their own and each other's roles, deliverables and accountabilities. They hold one another accountable for delivering results, as well as their behaviours and attitudes.
- **Process Effectiveness:** Effective Teams have effective processes in place for functions such as conflict resolution, decision making and communication. The team embraces conflict (versus artificial harmony). The team has the skills, tools and processes needed to make decisions.
- **Effective Relationships:** Effective Teams have effective working relationships which includes the following critical, non-negotiable ingredients: Complete trust in one another, openness, directness/forthright; skills to disclose and concede; skills to give and receive feedback; self awareness; the ability to adapt to the styles of others; the willingness to deal with issues/ concerns / directly – all with absolutely no fear of reprisal.

## 2. BELBIN TEAM ASSESSMENT

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*A Management Team can combine all the qualities needed for success which one individual alone cannot possess.*

Belbin Team Roles is an internationally recognized team-assessment tool. Applying hard science to the soft skills of teamwork, communication and interaction, it allows you to create effective, productive teams for predictive and sustained success.

Have you ever wondered why some teams just seem to work and others hit the rocks? When things don't work, it is obvious to all and can profoundly affect all the people involved, as well as the project or objective to be achieved.

Dr. Meredith Belbin and his research team at Henley Management College set about observing teams, with a view to finding out where and how these differences come about. They wanted to control the dynamics of teams to discover if and how problems could be pre-empted and avoided. As the research progressed, the research revealed that the difference between success and failure for a team was not dependent on factors such as intellect, but more on behaviour. The research team began to identify separate clusters of behaviour, each of which formed distinct team contributions or team roles.

A Team Role came to be defined as: A tendency to behave, contribute and interrelate with others in a particular way. It was found that different individuals displayed different Team Roles to varying degrees.

### STEP 2

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Based on the Team Effectiveness Assessment and through discussion, together as a team we will:

1. Design a plan to close the gap and set SMART+Q developmental goals and accountabilities for the team/ and each individual.
2. Agree upon how performance changes will be measured.
3. Analyze and determining how to manage any restraining forces that might influence the change process.
4. Agree upon the next steps (activities and timing).
5. Agree on all other interventions that may be needed in other parts of the organization to improve the team's and each individual's performance (See Strategic Alignment Model).

### STEP 3

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Put in place any new (team and individual) skills, leadership mindset, culture, competencies, work processes, procedures, structures and systems that are required for the leadership team to work as a high(er) performing team and thereby create a higher performing culture.

### STEP 4

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Ensure the leadership team does not slip back into the old ways of doing things. In this phase, the focus is on monitoring how the team is coping with new methods and behaviours, providing coaching and team-building support, and recognizing their individual and collective achievements.