

# Welcome to the Team Leader View™



REPORT FOR:

## Demo Team Leader View Report

Years ago, management guru Peter Drucker said, “Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.”

This report is a stepping stone in the development of leadership through impact on team performance. The report is based on the Team Diagnostic™ model and diagnostic report, used by thousands of teams worldwide. The report provides you, the leader, with a way to measure your view of the strengths of the team based on 14 factors in the model; these are common sense, research-verified qualities necessary for effective leadership and effective team results.

Teams of course, come in a variety of forms and structures; they are dynamic systems of individuals, interacting to achieve a common mission. The more aware you are of the strengths and challenges of your team the more effective you can be in your role as leader.

It’s been said many times, “What gets measured gets done.” This Team Leader View™ provides a baseline and map for team development and in the process, your leadership development. It gives you a point in time reference, insight, and direction for improving team results and your practice of leadership.



# Team Leader View™ — Introduction

# Introduction



**“What sets apart high-performance teams, however, is the degree of commitment, particularly how deeply committed the members are to one another.”**

— *Jon R. Katzenbach and Douglas K. Smith*  
The Wisdom of Teams: Creating the  
High-Performance Organization

The results you are holding reveal a portrait of how you view your team as it is today. This is not a report created from outside analysis. This report reveals your assessment of the team in multiple layers from the high-altitude meta view of your team as a whole to specific areas of focus. Each layer adds to your picture of the team and the total picture creates rich territory for exploration and action steps.

As you review your Team Leader View™ 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? For you as leader?

# The Goal



## Strong teams through strong team leadership

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 a focus on output alone tells only half of the story for high performing. The most successful and most effective teams in producing results are 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?"



# What is a Team?



Every team creates its own unique culture; that culture exerts tremendous influence on the team's ability to perform. On great teams, the culture and spirit of excellence motivate team members to contribute their best. The opposite is also true; when teams are adrift, team members drift. It is our belief that team members want to be on great teams and want to contribute their best. The goal then is to create the conditions where that can happen.



## *Characteristics of effective teams:*

- ***Identity:*** A team is more than a collection of individuals. It is a dynamic, living entity with a past, a present, and an anticipated future. A team has an identity, a personality, a reputation.
- ***Mission / Purpose:*** There is a reason for this team's existence and team members are clear about that reason; they also know how they contribute to the achievement of that team mission.
- ***Goals:*** There are goals and milestones that provide a measurable way for the team to know it is fulfilling its mission.
- ***Roles:*** The team and each member of the team make an essential contribution in support of the team's mission; team members are interdependent. Roles and responsibilities are clear.
- ***Agreements:*** The team has clear, behavioral agreements and a process for updating or negotiating agreements.

When the conditions are right a sixth, and invaluable characteristic emerges and that is ***Commitment.***

# The Model Dimensions



The model describes the essential qualities for an effective team, in two dimensions.

## 1. *Productivity Dimension*

Conditions necessary for a team to be productive.

## 2. *Positivity Dimension*

The conditions necessary for engaged, collaborative team performance. The word “Positivity” is borrowed from Daniel Goleman’s work with Emotional Intelligence. It means the ground conditions support team interaction; it does not mean everyone is happy.

We put Productivity on a horizontal axis and Positivity on the vertical axis.

Teams on the right have the qualities that deliver high productivity. Teams to the left do not. Teams above the midline have attributes that support collaboration and engagement. Teams below the midline are low positivity.

This gives us:

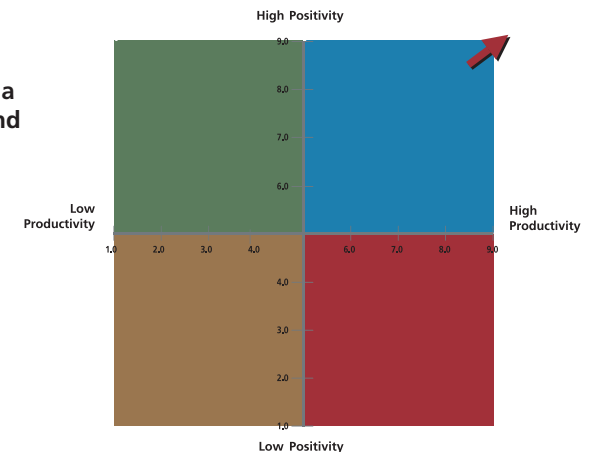
- *Low Productivity and Low Positivity (brown)*
- *Low Productivity and High Positivity (green)*
- *High Productivity and Low Positivity (red)*
- *High Productivity and High Positivity (blue)*

The goal is to create the conditions that enable **High** Productivity and **High** Positivity.

**“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

The Team Diagnostic™ model creates a four quadrant matrix. Data from the assessment results are displayed as a range of Productivity and Positivity scores.



# The Four Quadrants — Team Diagnostic™ Model



Team Leader View™

## 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. The team values cooperation, cohesion and interdependence. The team collectively owns its 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 clearly requests, obtains and manages adequate resources and training 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. The Positivity Strengths create the culture, the ground conditions for the work of the team.

- **Trust:** It is safe on this team to speak your mind, openly. Team members can count on each other; as a team, 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, or hopelessness.

# 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.

# Report Page Overview



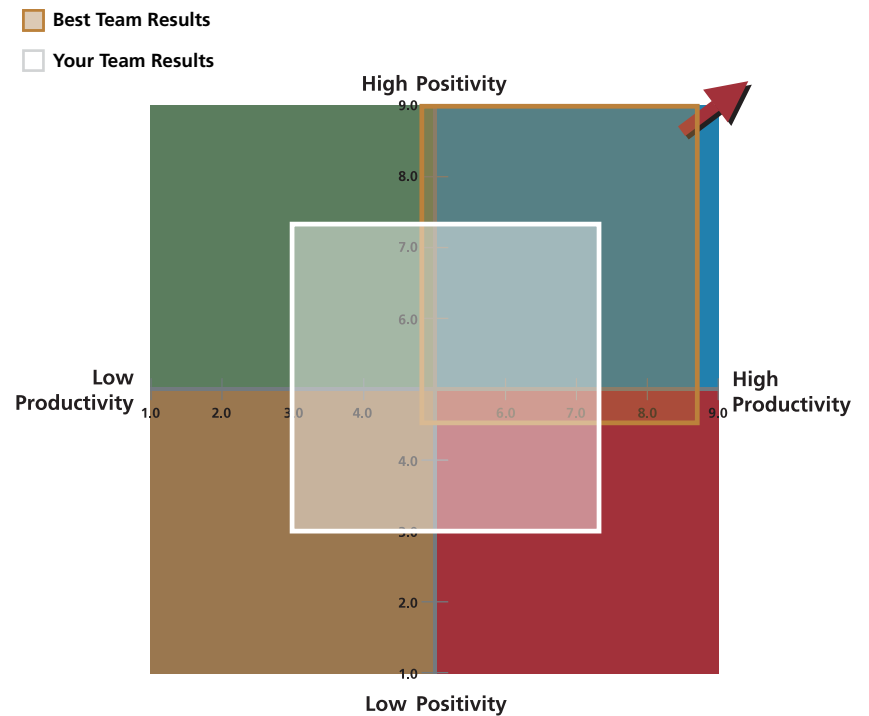
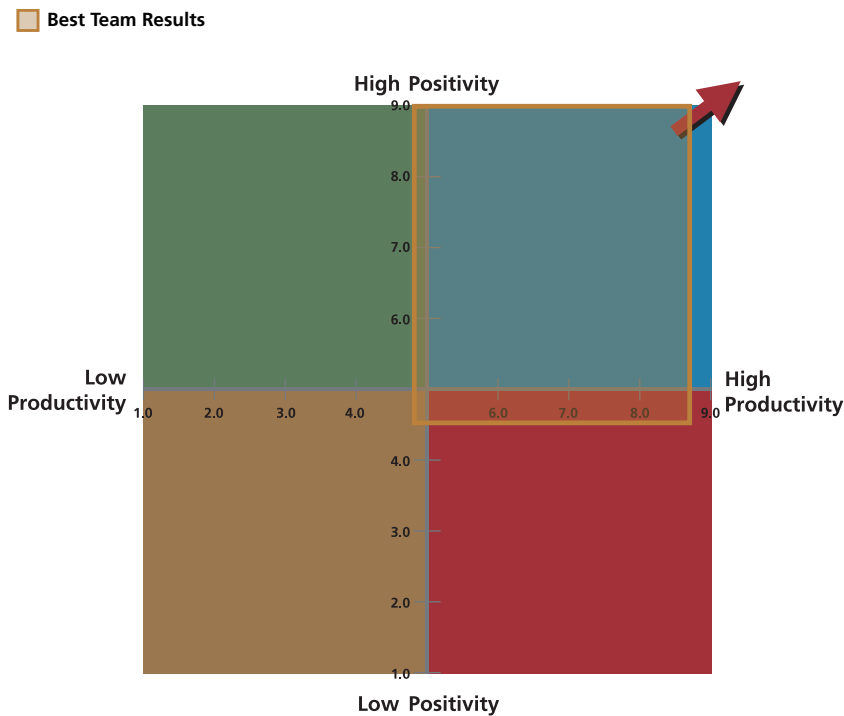
## Quad Diagram Showing Best Team Results

Based on many years of data from more than a thousand teams, here is the range of scores for the high-performing teams in our database.

Worth noting: before engaging in team development, *less than 10%* of teams score themselves as High Productivity/High Positivity.

In this report where your results are displayed you will see a Quad diagram that shows your view of the team superimposed on the Best Teams graphic.

This graphic is a sample of that comparison; your results can be later in the report.

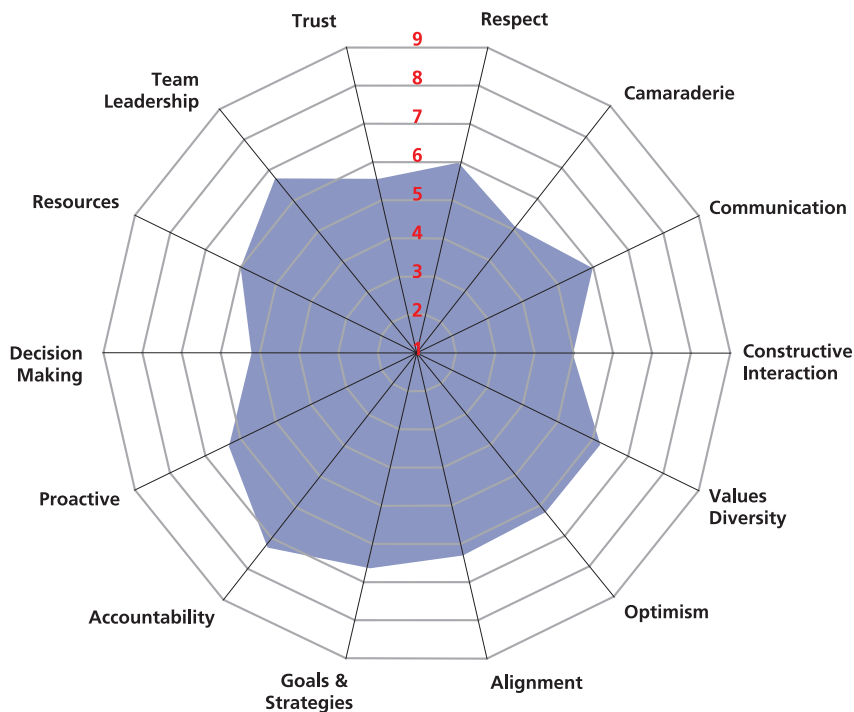




# Report Page Overview



Example



## Polar Diagram

The Polar Diagram provides the first view of the team using scores from seven Productivity Strengths and seven Positivity Strengths.

The Polar Diagram is oriented so that the Productivity Strengths are on the left side of the graph, counterclockwise from “Team Leadership” down to “Alignment.”

The Positivity Strengths are on the right side, clockwise from “Trust” around to “Optimism.”

The ideal team would score at “9” all around the outer circumference.

Start with your first impression. How is this weighted? Toward Productivity? Toward Positivity?

Note the tendency to look first at the valleys, the low scores. This is normal. However, start by looking at what is working. Where is this team already strong? Where does that show up on this team in every day action?

Then look at the areas that are not so strong. How can the team use its strengths to address the areas the team wants to work on?

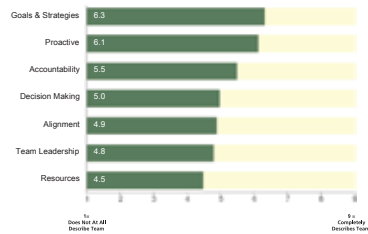
For example, if “Goals & Strategies” scores high and “Communication” is an area for focus, how can this team create clear goals for improving communication?

# Report Page Overview

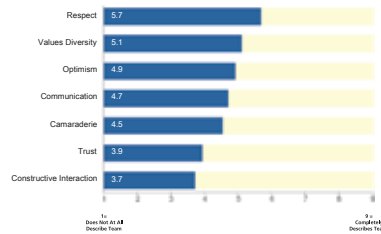


## Examples

Productivity Strengths Rating



Positivity Strengths Rating



## Bar Charts

The bar charts break out the seven Productivity Strengths and seven Positivity Strengths in rank order from highest average team score to lowest.

The bar charts provide an easy way for teams to separate Productivity from Positivity and start a conversation about the relative strengths within each dimension.

The visuals also provide a clear picture of “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 results show the five responses that received the highest team scores and the five responses with the lowest team scores in both the Productivity and Positivity categories.

On the “high side,” you will encounter the reputation of the team and the inspiration that keeps them together. “We’re proud of these.”

The “low side” consistently reveals prime areas for ongoing team development.

## Open-Ended Questions

Provides an ability to go deeper and more specific in communicating responses.

HIGHEST	Rating	LOWEST	Rating	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	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
In spite of limited resources, we find ways to accomplish our objectives.	4.7	Our team seeks sufficient input in decision making.	2.5	We do not operate in a fear-based environment.	5.0	We have an inspiring shared organizational vision.	2.1
There is not significant incompetence operating on our team.	4.5	We have set challenging goals/objectives for our team.	2.5	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
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 avoid conflict.	4.8	We trust each other enough to reveal our vulnerabilities at the group level.	2.0
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	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

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



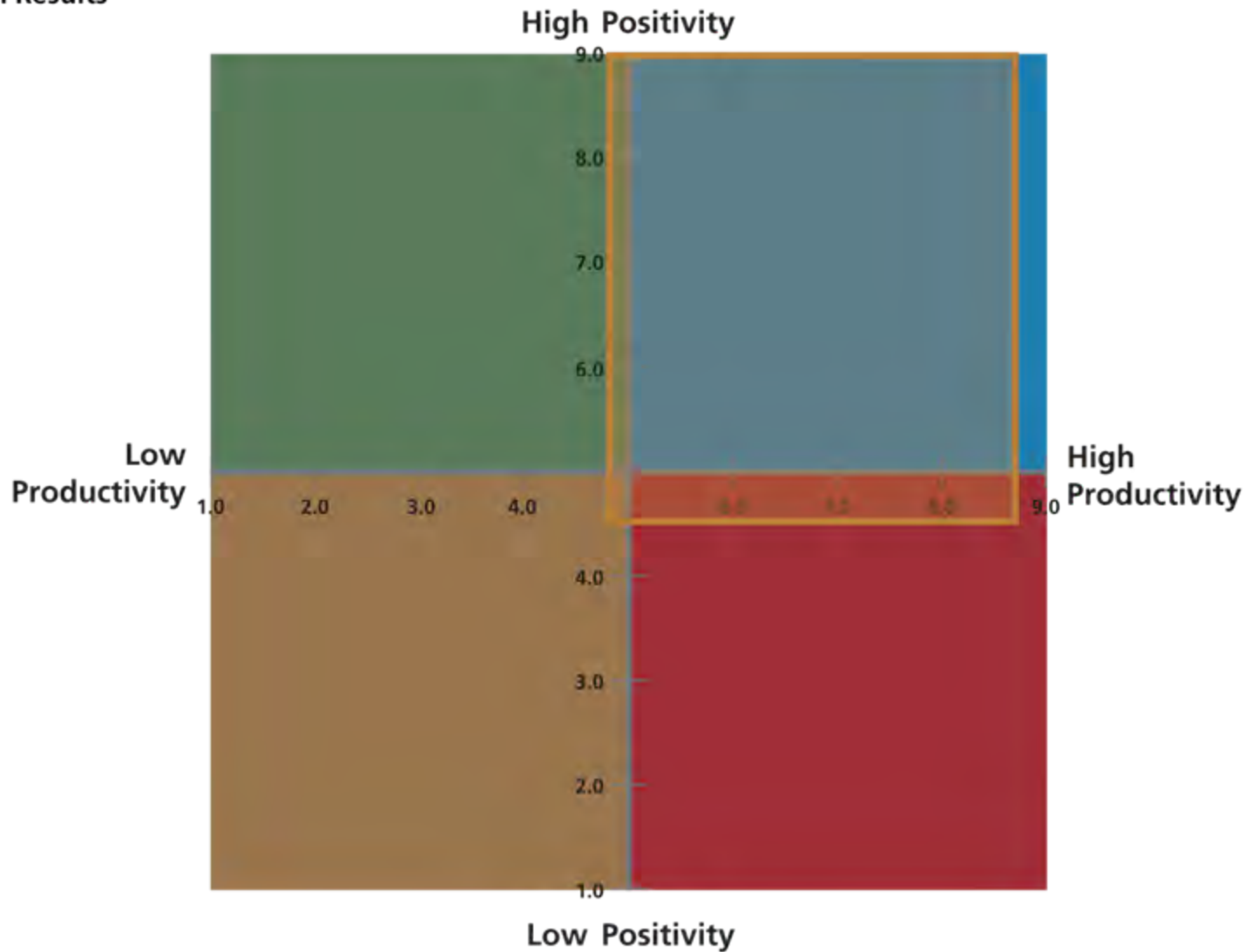
# Team Leader View™ — Your Results

**Demo Team Leader View  
Report**

# Best Teams Grid





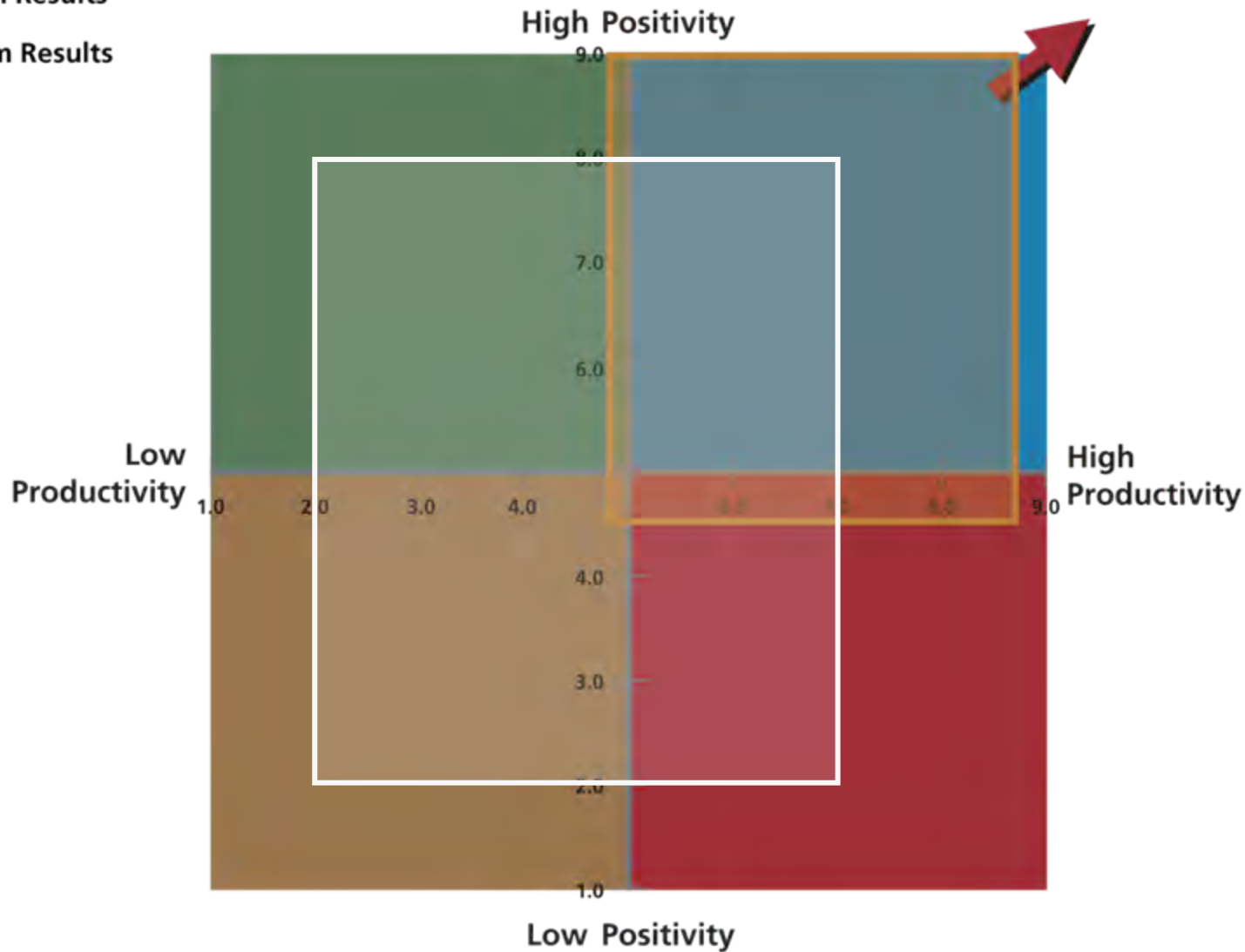
Best Team Results



# Your Team Grid

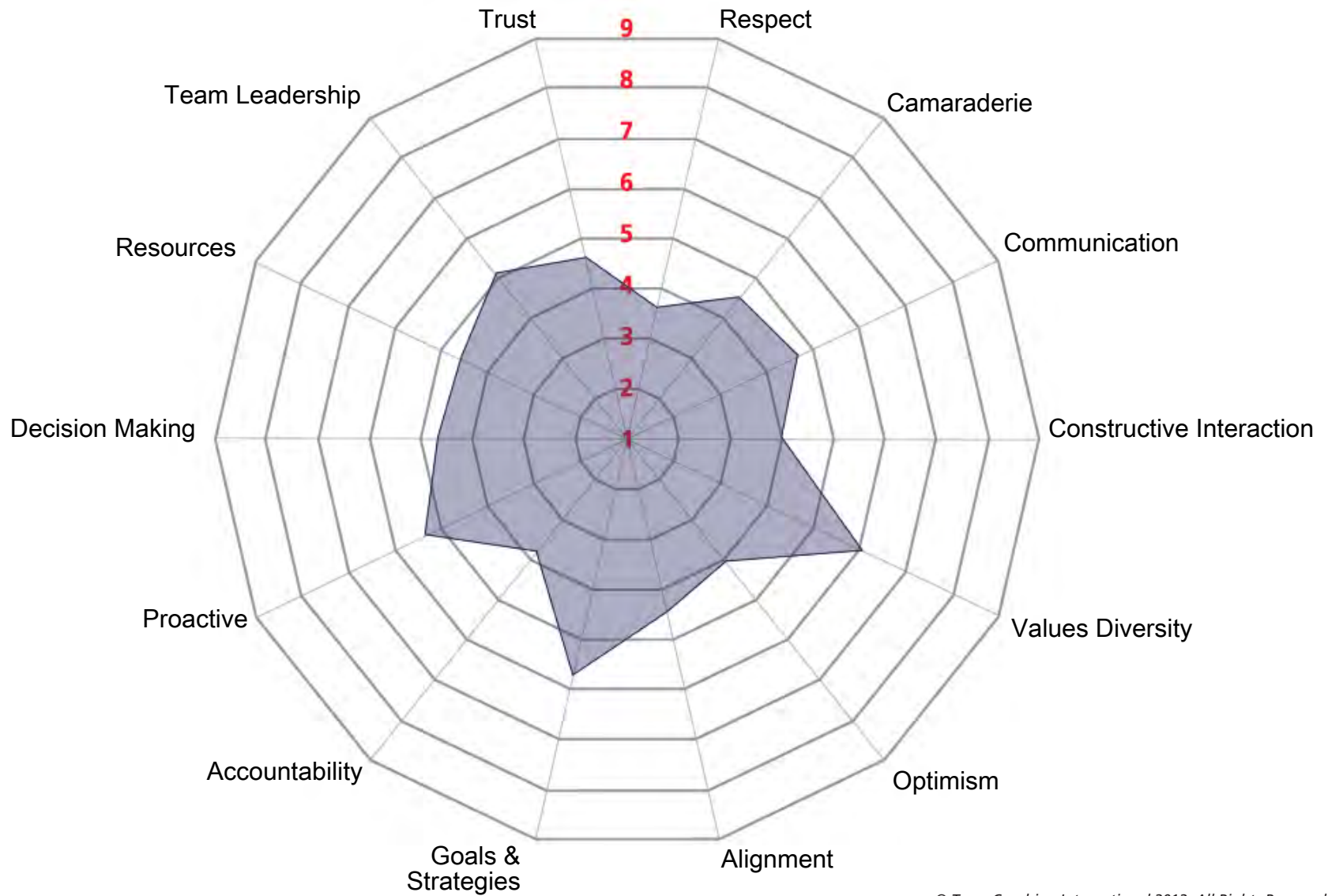


-  Best Team Results
-  Your Team Results





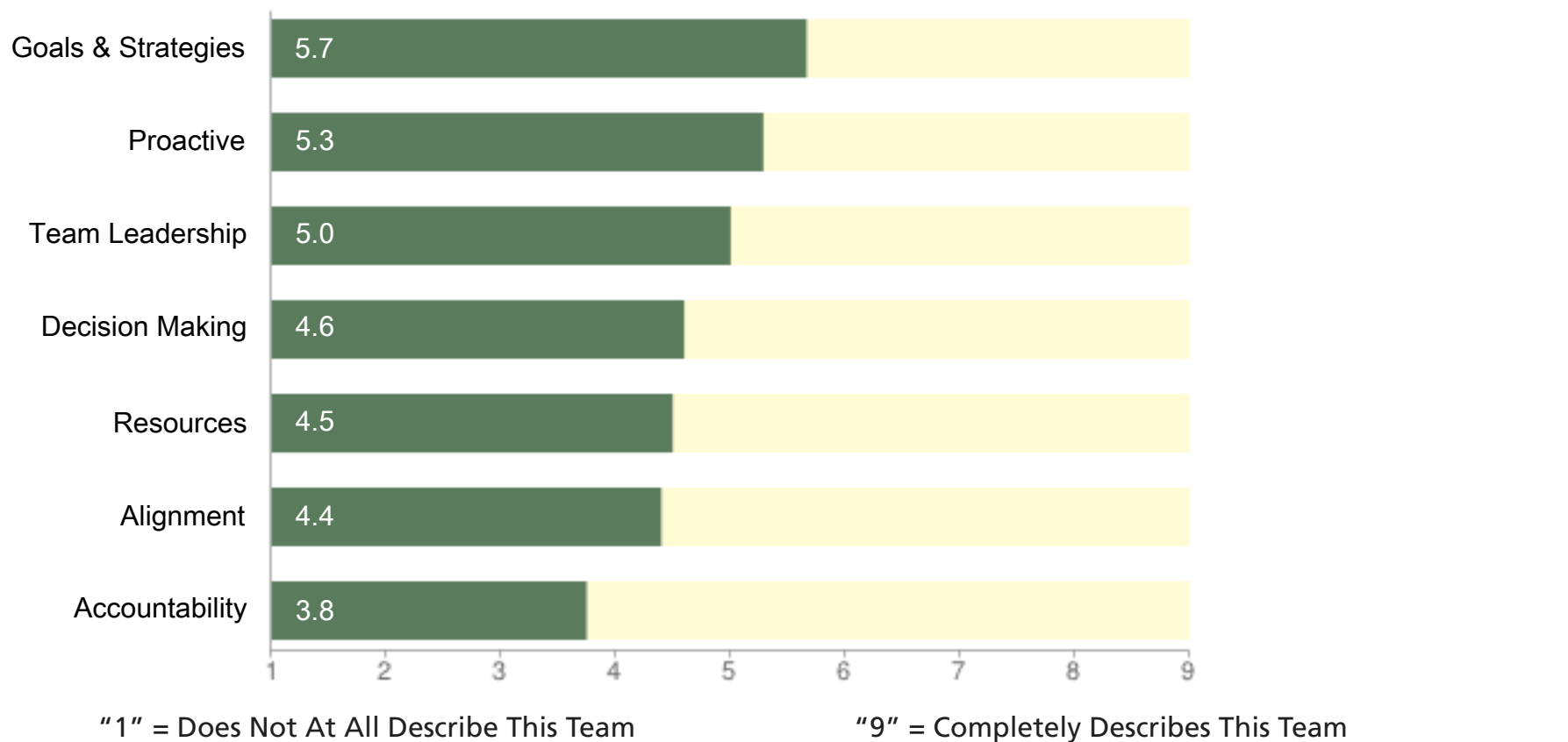
# Your Polar Diagram



# Your Productivity Bar Chart



## Productivity Strengths Rating



# Measuring the System



## Highest and Lowest Productivity Ratings

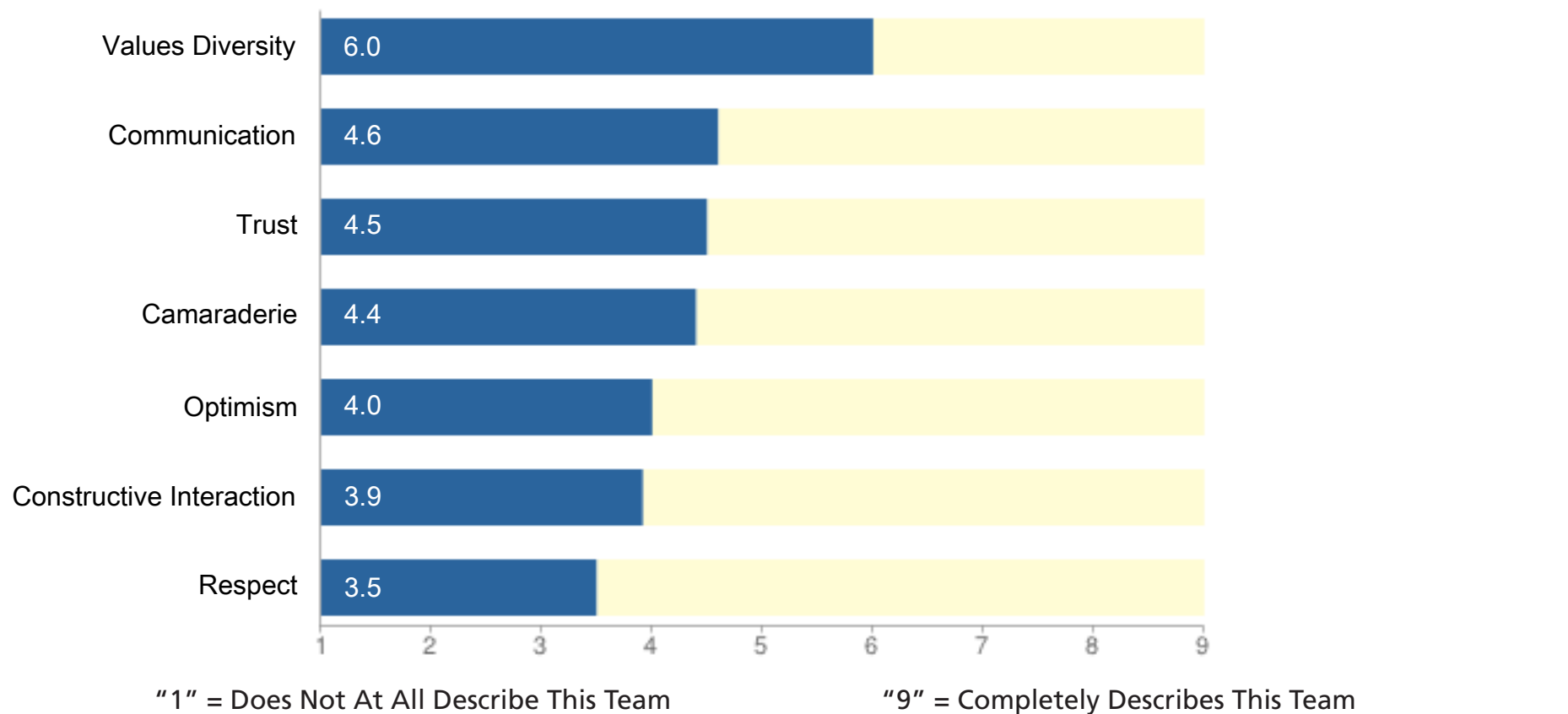
Ideal team goal is a score of "9" = Completely Describes This Team

HIGHEST	Rating	LOWEST	Rating
There does not appear to be a "win/lose" mentality on this team where one person's gains become another person's losses.	7.0	This team does not have ongoing confusion over roles and responsibilities.	3.0
Protecting one's job and work territory is not prevalent on the team.	7.0	Symptoms of burnout are not present on this team.	2.0
Team members are highly diverse in their individual skills and work styles.	7.0	This team has adequate resources to succeed.	2.0
The team has established challenging goals and objectives.	7.0	The team has had adequate training to be as effective as it needs to be.	2.0
In spite of limited resources, this team finds ways to accomplish their objectives.	7.0	Exhaustion is not an issue on this team.	2.0

# Your Positivity Bar Chart



## Positivity Strengths Rating



# Measuring the System



## Highest and Lowest Positivity Ratings

Ideal team goal is a score of "9" = Completely Describes This Team

HIGHEST	Rating	LOWEST	Rating
"Playing politics" is not a tactic used by team members to get their way.	8.0	This team communicates clearly and efficiently.	3.0
The team truly values diversity in thought, personality and lifestyle.	7.0	Even though conflict can be highly annoying, this team recognizes that it helps the team evolve and grow.	3.0
Team members do not criticize and blame each other.	7.0	This team regularly provides each other with constructive feedback.	3.0
New and/or controversial ideas are encouraged on this team.	7.0	This team has a shared commitment to open and honest communication.	3.0
The team regularly acknowledges and celebrates their successes.	7.0	On this team, team members do not criticize others behind their backs.	2.0



# Open-Ended Questions



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

**Team Leader View™**

**Outstanding team leaders have outstanding teams. What are three attributes that set these team leaders apart from others?**

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clear communication  
collectively establish and measure objectives  
frequent recognition

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# Open-Ended Questions



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

**Team Leader View™**

**What are the three attributes that distinguish high-performing teams from average or low-performing teams?**

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common goals and objectives  
collaboration  
job satisfaction

---

# Open-Ended Questions



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

**Team Leader View™**

## What are the challenges this Team faces?

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leadership consistency  
available resources  
support from other departments

---

# Open-Ended Questions



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

**Team Leader View™**

**What is one thing, if the team learned to do it well, that would have enormous impact?**

-----  
communicate and share  
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# Open-Ended Questions



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

**Team Leader View™**

## How do you measure team success? Or team improvement over time?

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customer satisfaction  
time to problem resolution

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# Team Leader View™ — Your Actions

# Growing as a Team Leader



As a Team Leader, you want to be aware that the most successful teams are characterized by an effective balance of Productivity and Positivity:

## *Productivity*

- Team Leadership
- Alignment
- Decision Making
- Goals & Strategies
- Accountability
- Resources
- Proactive

## *Positivity*

- Trust
- Respect
- Constructive Interaction
- Camaraderie
- Communication
- Optimism
- 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 Leader View™ provides a way for you to look at your team through 14 different factors. You now have your personal view of the team. The next step will be to have the whole team take the Team Diagnostic™. This will give you a way to compare your perspective to that of the team, to find alignment where that exists, and opportunities to build stronger performance.

The Team Diagnostic™ process provides metrics to paint a portrait of the team as a system and gives you detailed ways to measure and describe that system. But until action is taken it will only be data. It is what you and your team development professional do with it together that will make all the difference.

With results from your Team Leader View™ and the Team Diagnostic™, you will 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 Action Plan



*Your commitment to excel as a Team Leader begins here. Based on what you now know:*

<i>What is one area you want to focus on?</i>	
<i>What is your goal for that area?</i>	
<i>What is one initial action step you want to take?</i>	
<i>Who will take it?</i>	
<i>By when?</i>	
<i>How will you know it happened?</i>	
<i>How will you measure the impact?</i>	
<i>How will you sustain the momentum?</i>	

# Notes

