

Real Time Team Coaching

Assessment Report

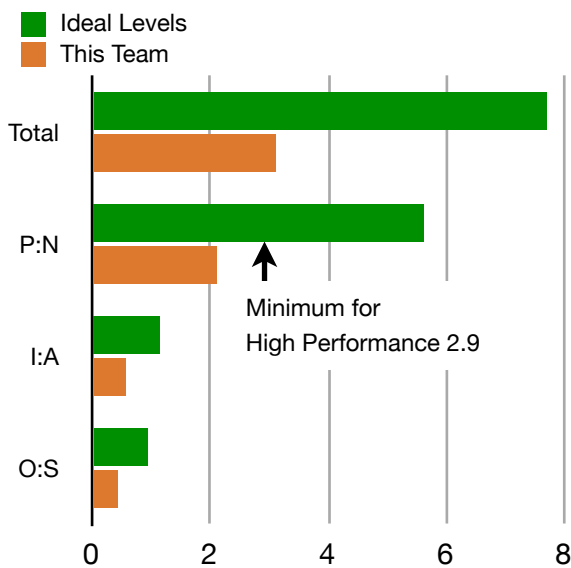
This document is an example summary report from a Real-Time Team Coaching Assessment for a management team of nine. The details below are a combination of behavioural metrics that are benchmarked against research data; along with observations of the consultant.

Benchmark Data

Behavioural ratios

Research shows that certain behavioural ratios predict team performance¹. These ratios are

- Positivity:Negativity (P:N) The ratio between positive and negative comments.
- Inquiry:Advocacy (I:A) The ratio between people advocating their position versus inquiring about another person's position.
- Self:Other (S:O) The ratio between focus outside the team or company versus internal focus.



In particular, high performance is dependent on reaching at least a ratio of 2.9:1 for the P:N ratio.

This team's opportunity for increased performance is *significant*.

Performance	P:N	I:A	O:S
High	5.614	1.143	0.935
Medium	1.855	0.667	0.622
Low	0.363	0.052	0.034
This Team	2.112	0.561	0.432

Engagement Survey

A 12 point engagement survey was conducted through interviews after the meeting, with the average scores being:

Ques	Avg	Ques	Avg	Ques	Avg
1	3.44	5	3.33	9	3.89
2	3.11	6	3.44	10	3.44
3	3.56	7	4.67	11	2.44
4	2.89	8	4.00	12	3.78

*The survey responses are scored as
1 = Strongly Disagree, 5 = Strongly Agree*

The three lowest scoring questions were:

2. I have the materials and equipment to do my job right;
4. In the last seven days, I have received recognition or praise for doing good work;
11. In the last six months, someone has talked to me about my progress.

All survey questions are linked to at least one of four business outcomes: Productivity, Profitability, Retention and Customer Satisfaction



Observations & Interview Insights

Clarity

Team members were asked about both the purpose of the meeting and the purpose of the team so this could be compared with the vision of the leader. In terms of meeting Purpose, 5 out of 8 agreed with that of their manager. In terms of Team Purpose and vision of success, 6 out of 8 agreed with that of their manager.

Decisions/Actions

Several decisions that could have been progressed at this meeting were delayed. This was mostly due to an inability or unwillingness to engage in assertive debate or productive conflict.

Previously agreed actions were reviewed. Of these, 2 actions had been outstanding over 4 meeting cycles.

Process

An agenda was circulated before this meeting. It was sent out three days beforehand. Whilst everyone had at least skimmed the agenda, 5 of the 9 team members had only looked at it the day before. The meeting started 8 minutes late with 4 of 9 in the room at the designated start time.

General Observations

This is a team that is not without strengths and abilities but could rapidly be performing at higher levels. Opportunities for improvement include: clarity & alignment; speed and effectiveness of decision-making; dealing with conflict; collaboration across functions; and meeting effectiveness.

Outline Recommendations

A detailed program would be proposed after further discussion. These are the initial recommendations:

Team Coaching

This team would benefit from team coaching where direct feedback and the learning of value-building behaviours would improve team dynamics, engagement and the quality and speed of decision making.

Leadership Coaching

1:1 Behavioural Coaching for the team leader is highly recommended in this instance. Clear and consistent alignment of this team and effective decision making will only be achieved with a change in approach by their leader.

1:1 Coaching

Is not immediately recommended for the wider team. As team coaching proceeds and more feedback data is available a further assessment can be made.

Team Development

This group would benefit from a number of team development sessions to support team coaching. These would further develop their self-awareness and flexibility. There is some awareness of MBTI in the team and this can be built upon, along with other tools.

Conclusion

The measures and observations show a clear opportunity for improving the output and effectiveness of this team. The key interventions recommended are Team Coaching and 1:1 Coaching for the leader of the team.

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