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Your Leadership Quartet Team Review

Responses to date: 8 team member and 5 stakeholder responses

Introduction

Every team is unique and needs a unique set of professional skills to be successful in their field of activity - whether team members are scientific researchers or fashion retailers.

But the underlying **processes for successful teamwork** - setting goals, resolving disagreements and so on - are common to every team.

The Leadership Quartet framework is designed to help you understand these core processes. It is easy-to-remember, evidence-based and comprehensive. We have structured it around four characters - The Leadership Quartet - who collectively produce effective teamwork and leadership. Your personal style, or the style of your team, is a combination of these characteristics.

Every team needs to be able to showcase these four sets of characteristics through the collective behaviour of all team members. Your Leadership Quartet Team Review will reveal how your team has been rated in these four key areas.

Each character in The Leadership Quartet is defined by two principal qualities:



The Visionary aspect of teamwork combines:

- (a) agreeing the team's vision, values and goals and
- (b) inspiring others with your commitment and the way you all lead by example.



The Guardian aspect is about setting a solid foundation for success:

- (a) externally by influencing and negotiating with the team's stakeholders, and
- (b) internally by agreeing roles and responsibilities of team members.



The Psychologist aspect covers all the people issues:

- (a) creating great team dynamics and
- (b) empowering individual team members.



The Director aspect is all about results:

- (a) managing day-to-day performance as a team and
- (b) making change happen quickly and well when it is needed.

This report will help you understand where you are at the moment and set your priorities for the future.

Good luck!

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Executive summary

Your team received a very good review.

Your overall team score, combining the views of team members and stakeholders (if you included them in the review) was **68%**. This puts you in the top quartile of our database.

You can always improve, though - and push yourself to get above the top 10% benchmark.

The area your team would most like to focus on is:

Improving the effectiveness and clarifying the purpose of team meetings

Using your review for team development

Your report gives plenty of information to help you to focus your team development activities:

- ▶ Three tables of numerical ratings - from an overall headline figure through to a detailed Leadership Quartet profile based on 26 factors. Each table shows how your team rates itself, how your stakeholders* rate you and how you compare with the benchmarks in our research database.
- ▶ Lists of Signature Strengths, Challenges and Suggestions for Development from team members and stakeholders*. The trick is to focus your development on building strengths that will be key to success, not just overcoming random weaknesses. Weaknesses only really matter if they are critical to your success as a team.
- ▶ Comments received from team members and stakeholders* on what the team does well and where it could improve.

Discuss your results as a team and agree your priorities for development. Remember to keep an open and constructive tone to your discussions. You may need an external facilitator to help you - especially if you have some team members who always speak too much!

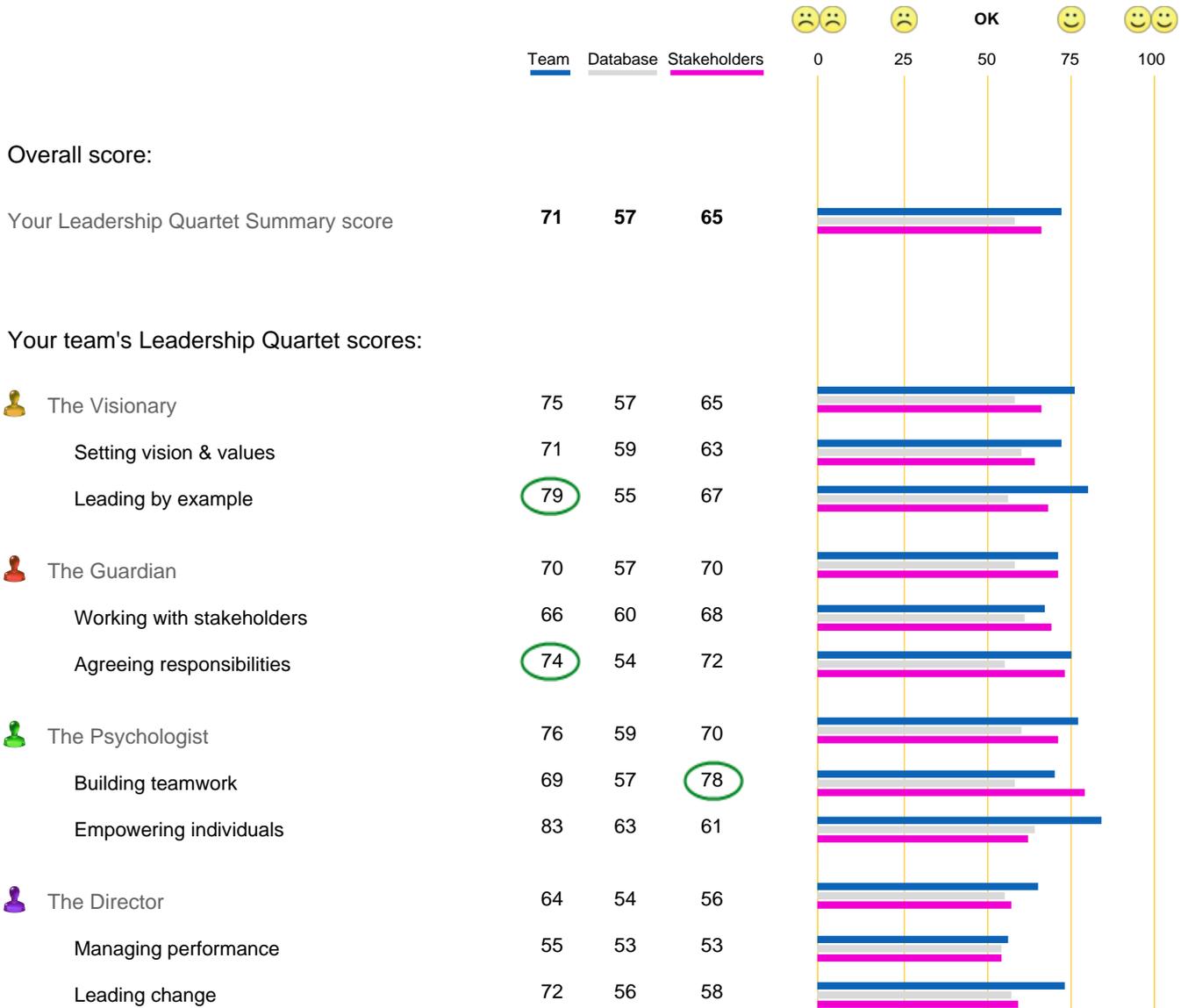
The **www.teamsandleadership.net** website has free team training exercises and suggestions linked specifically to this team review.

*stakeholder data is only available if you chose to involve stakeholders in your review

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Your Leadership Quartet Team Review

Headlines



Legend for tables on this and following pages:

- This score is in the top 10% of team scores for this item in the database
- This score is in the bottom 10% of team scores for this item in the database

No. of team respondents: 8

No. of stakeholder respondents: 5

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Your Detailed Team Profile - how do you perform?



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Your Leadership Quartet Team Review

Your Signature Strengths

Your team's view - top 4 scores (see Page 4) as rated by team members:

- 91 % The team is clear about everyone's role and responsibilities
- 88 % The team generates optimism and confidence internally and externally
- 88 % The team leads by example "we do what we say we will do"
- 84 % The team has a very can-do culture

Your stakeholders' view - top 4 scores (see Page 4) as rated by your stakeholders:

- 95 % Communication between team members seems excellent
- 88 % The team delivers great results for us
- 85 % The team puts great emphasis on delivering what customers want
- 85 % The team seems to have an all-for-one and one-for-all attitude

Your Challenges

Your team's view - lowest 4 scores (see Page 4) as rated by team members:

- 56 % Team meetings are effective and their purpose is clear
- 53 % The team is good at negotiating to get what it needs
- 47 % The team has accurate and comprehensive performance data and reports
- 38 % Team members hold each other to account for delivering on agreements

Your stakeholders' view - lowest 4 scores (see Page 4) as rated by your stakeholders:

- 45 % People in the team seem to support each other very well
- 40 % The team has an ambitious vision
- 35 % They are very good at analyzing where exactly where things need improving
- 30 % Team members always seem to have the right information at their fingertips

No. of team respondents: 8

No. of stakeholder respondents: 5

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The questionnaire asked each respondent to pick up to three areas for the team to prioritize for development.

Suggestions for Development

Team member suggestions for development:

The list below show areas that were picked by more than one team member.

- 4 votes Improving the effectiveness and clarifying the purpose of team meetings
- 4 votes Making decisions better as a team
- 3 votes Holding each other to account for delivering on agreements
- 2 votes Communicating the vision and priorities in an inspiring way
- 2 votes Delivering change and improvements

Stakeholder suggestions for development:

The list below show areas that were picked by more than one stakeholder.

- 2 votes Generating optimism and confidence
- 2 votes Being clearer about what the team is trying to achieve
- 2 votes Having accurate and comprehensive performance data and reports
- 2 votes Negotiating

No. of team respondents: 8

No. of stakeholder respondents: 5

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Team Comments: What team members say you do well

"People get on very well. We're a people business, so we're good at helping each other."

"Susan does a great job leading the company and has a very good reputation in the industry."

"We're lucky - our success means it is easy just now to be optimistic and people feel good. It's a great place to work."

"We know exactly what we're trying to do and are getting tremendous results."

"We all pull together when there's a problem - it's a good team to be a part of. We have built up a very good reputation, and have very good relationships with our customers - we get great feedback from them and deal with complaints very quickly. Most of us are very target-minded individually, and have clear deadlines, but this doesn't happen on a team basis. Maybe it doesn't need to? "

"The whole business is very good at its job, and people like to work here. We give our customers a superb service."

"Susan is brilliant - very well respected. We are all very clear about what we are trying to achieve and are successful, so we must be doing something right!"

No. of team respondents: 8

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Your Leadership Quartet Team Review

Team Comments: What team members say you could improve

"We're very good at getting results for this year, but don't spend enough time thinking about where we want to be five years down the road."

"The can-do attitude is stronger in some departments than others - we should communicate better across the whole company. Also, some people don't contribute enough at team meetings. Some people feel overlooked in the team - we should do something about that too."

"I think we could make a better job of managing upwards. People above us are not always as supportive as they might be. We could do with more measures on issues that affect everybody - eg staff satisfaction, finance, business plan timetable."

"We could do with better information from finance - they seem to think we can't cope with the figures, which is not a helpful attitude."

"Susan makes the key decisions by talking to one or two key people - we don't make decisions together as a team. Often this is for the best, but sometimes problems could be avoided if we made more decisions together. Some people feel a bit like second class citizens in the team. It's not intentional, but it might help to discuss it round the table. "

"We should be more of a team and less a collection of individuals. Susan would rather deal with us one-to-one but I think we could get much more value from the team if we discussed more together. We also have different customers with different needs and sometimes one customer will get preferential treatment. It would help if we talked this through as a group."

"Susan is not always good at communicating until the last minute. She has great ideas but could take the rest of us with her a bit more sometimes. Team meetings are often a catch-up rather than a proper management meeting. I am clear about the direction we're moving in , but not sure we spread the message enough throughout the organisation."

No. of team respondents: 8

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Stakeholder Comments: What stakeholders say you do well

"The team always gives us a good service and is highly motivated. We get good creative solutions from them."

"They keep their show on the road despite being very busy - very impressive from our point of view."

"They always keep us well informed about what is happening as our designs are developing. They are a confident and capable team in a very successful organization. Excellent."

"They have a very clear idea of what they do well. They give us options and suggestions and are very flexible. They don't get defensive if we don't like the first ideas they put to us."

"Their work for us is first-rate and the company has an excellent reputation for reliability and innovative ideas. Their senior management team must have a lot to do with that, but I don't know all of them - so have left some questions blank."

No. of stakeholder respondents: 5

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Stakeholder Comments: What stakeholders say you could improve

"I think some of the recent changes in their company are taking time to settle in. They seem to have some internal tensions to work through, although we have very good experience of the team overall."

"As a client, I'm not very clear about their long term aspirations, or innovations they are thinking of, but they have made a very successful business to build on. It would be good to know a bit more about where they feel they might be in a few years time."

"I sometimes feel their creative side is stronger than their business-mindedness."

"Sometimes it seems like there's an "inner core" to the team. When we're working with them everything gets done, and any problems get sorted, quickly. The more junior members of the team can be pulled onto other work sometimes, which can be irritating when we have deadlines."

"They could tell us more about what is going on in their world - eg how social media and digital are affecting design. They are not actually great at their own PR to customers - which is interesting given that's part of what they help us with. Their overall profile in the design world is very good, though."

No. of stakeholder respondents: 5