

RI WEBINAR SERIES:



Great Leaders Build Great Leadership Teams

How To Diagnose Your Leadership Team's Effectiveness



Presented by Jack McGuinness
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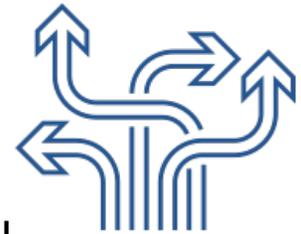
Why diagnose your leadership team...

- Effective Leadership Teams are critical to the health of organizations...
 - Engagement starts at the top. Without engaged senior leadership, companies are not able to engage the hearts and minds of their employees.
 - Engagement is derived from the way a senior leader connects with other senior leaders in the organization and *how effective and accountable they are as a unit.*



Team Effectiveness Challenges...

- *Research suggests that less than 12% of teams rate themselves as high performing.
- Organizations assume that employees know how to work in teams and that inserting a good team leader will result in a good team.
- Teams are often formed to address a particular problem but little time is devoted to establish the necessary conditions for success.



** Team Coaching International Research Database*

Nurturing is important...

“Great leadership teams never succeed by accident. Without nurturing, leadership teams can actually become organizational impediments...”



When to diagnose your leadership team...

- ☑ When a new leader (president, CEO, GM) is appointed.
- ☑ 3-6 months after new team members have been added.
- ☑ When the team's purpose changes or evolves.
- ☑ When the team seems to be out of alignment or begins to experience heightened dysfunction.



Factors That Enable Team Effectiveness...

Structural Factors

Factors that help teams focus on and achieve specific business outcomes.



- What is the team's specific purpose?
- Are the right people on the team?
- Does the team operate by a set of agreed principles?
- Do incentives support teamwork?

Relational Factors

Factors that help teams develop productive and healthy work environments.



- Do team members trust each other?
- Does the team encourage diverging viewpoints?
- Does the team engage in productive debate?
- Do team members hold each other accountable?



Factors That Enable Team Effectiveness...

- Both sets of enabling factors are extremely important but depending on a team's stage of development and the complexity it faces at any given point in time the weight of the factors might change.

Structural Factors



- There is no doubt that insufficient structure can exacerbate relationships among leadership team members.
 - E.G., incentive structures that inadvertently create competition will naturally put pressure on relationships.

Relational Factors



- There is also no doubt that bad relationships among team members can expose poor structural design.
 - E.G., it is very difficult to gain agreement on a team's purpose without a sound relational foundation where team members can challenge and debate productively.

TCI's Team Diagnostic Benefits...

- ✓ Provides a baseline for improvement.
- ✓ Focuses on both the structural and relational aspects of team performance.
- ✓ Enables performance to be assessed from the perspectives of the team leader, team members and other stakeholders (i.e., internal customers, external partners, customers).
- ✓ Uses of a common and 'everyday' language that teams already use.
- ✓ The tools are have passed statistical, psychometric standards for both validity and reliability.



TCI's Team Diagnostic...

- TCI's Team Diagnostic focuses on the Team as a System that has characteristics that transcend those of any of the individual members.
- The Team Diagnostic assesses team performance from two perspectives...

What results is the team achieving?



Competencies that support the team's ability to be productive

How is the team achieving these results?



Competencies that create an environment that supports effective collaboration

TCI's Team Diagnostic...

Productivity Strengths

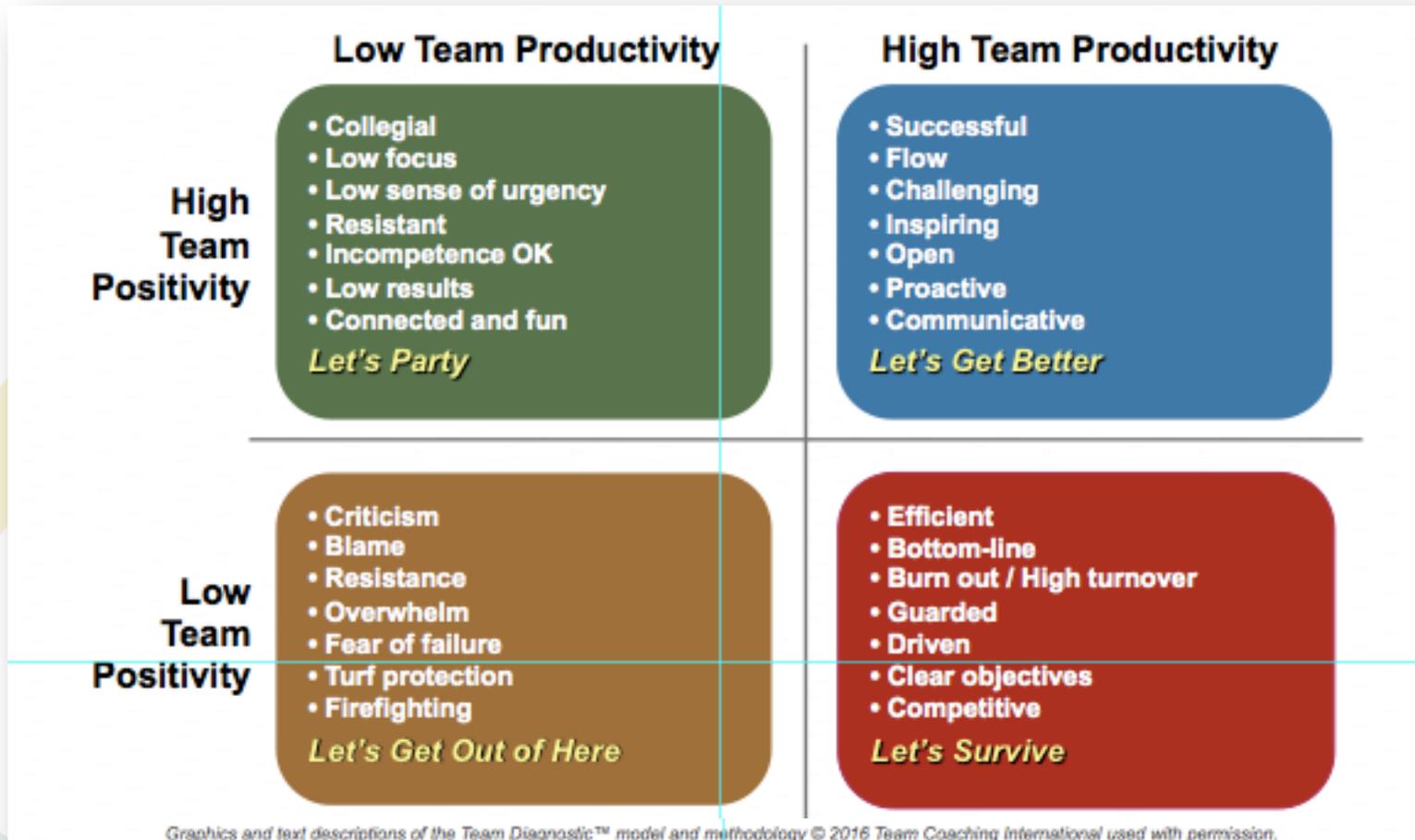
1. Resources
2. Decision Making
3. Alignment
4. Accountability
5. Leadership
6. Goals and Strategies
7. Proactivity

Positivity Strengths

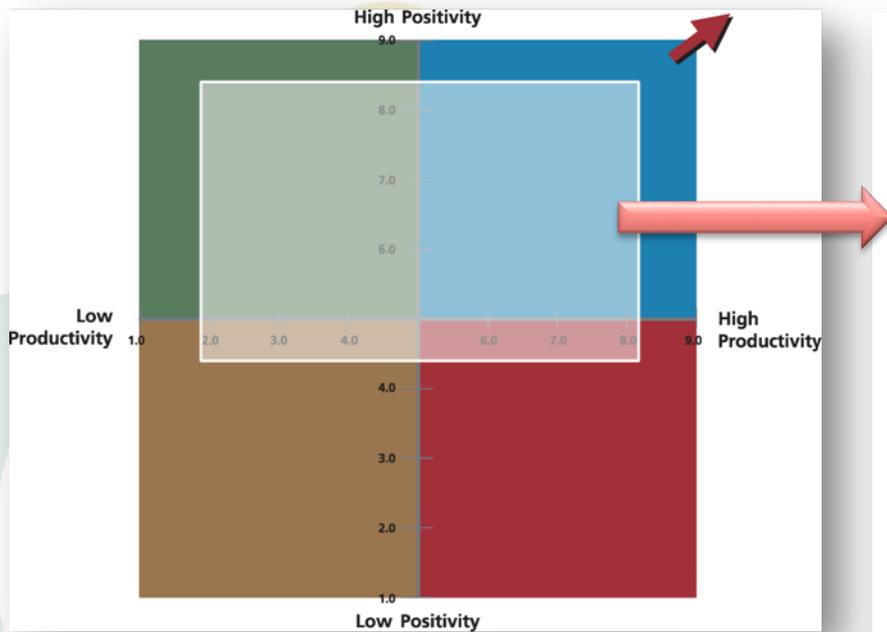
1. Respect
2. Values Diversity
3. Camaraderie
4. Communication
5. Constructive Interaction
6. Optimism
7. Trust

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TCI's Team Diagnostic...



TCI's Team Diagnostic...



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Complimentary Offer...

Complimentary Leadership Team Assessment



(Limited to CEOs, Presidents, and GMs)

DIAGNOSE YOUR LEADERSHIP TEAM'S PERFORMANCE AND IDENTIFY WHAT DIALS NEED TO BE ADJUSTED TO BUILD A TRULY GREAT TEAM.

Take advantage of this valuable offer to use a proven instrument to gain a better understanding of what's working, what's not and how to fix it. The online Team Leader Diagnostic from Team Coaching International, which takes about 20 minutes to complete, will enable you to diagnose your team's performance from two perspectives – 'What results is the team achieving? and How is the team achieving these results?' An experienced RI consultant will then sit down with you to help you evaluate the diagnosis and create a preliminary plan to attack the gaps.

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