

Team Performance Indicators

The Science of Team Performance

Prepared for:

Goergia Minton, CEO and President

Sample Company

Senior Executive Team





The Team Performance Indicator Assessment

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Georgia Minton, CEO and President
Sample Company

Senior Executive Team

Prepared by Bluteau DeVenney and Company
September 1, 2009



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Purpose and Overview

Execution is the number one challenge for leaders and organizations. Despite inspirational visions and cascading strategic plans, getting things done remains a critical block to organizational performance causing even the best businesses to miss more than one third of their potential performance.

People are the business differentiator. The single greatest factor responsible for success or failure in execution is people. It is crucial that teams work effectively together.

A recent study by the Center for Creative Leadership revealed that 60% of all senior teams did not think or act strategically.

The Team Performance Indicator is an accurate and tangible assessment tool that explains team effectiveness for success. Measuring the key dimensions of leadership alignment, productivity and synergy, and strategic focus to benchmark your team's present performance and put a simple and clear foundation for making the best decisions for improvement.

The ability to translate potential to performance in today's challenging and competitive business environment is critical. The Team Performance Indicator evaluates the three fundamental elements of team performance:

1. The leadership alignment – are people working from the same page and providing the direction needed for the organization to succeed and in keeping with the leadership competencies needed now and in the future?
2. The productive synergy – how effective does the team work individually and together to generate results?
3. The strategic focus – do team members agree with the leader's mandate and operate from the same priorities?

Team performance can be benchmarked based on the current level of alignment, synergy and focus with clarity to determine an actionable agenda for developing to maximize future results.

The Team Performance Indicator provides the answers to why the team is not performing to potential, where priorities should be placed, and what to do about it.

Measuring and evaluating team performance impact is the key to increasing profitability and productivity. The average team performance is 63% - where will your team stand and how do you build competitive advantage through your people?

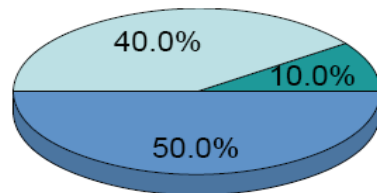
The Team Performance Indicator is designed to answer this question and help your team improve performance to execute better. It is a benchmark for leadership success.



Team Member Profile

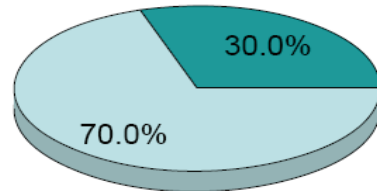
The Team Performance Indicator was completed on the Senior Executive Team (SET) of Sample Company with Georgia Minton as CEO. This feedback report is based on the analysis of 10 responses (the CEO and the nine SET members). Below are the demographics of the team who responded to the surveys.

Age



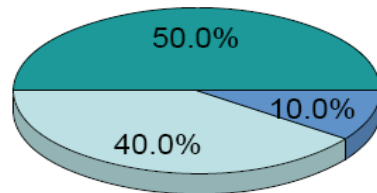
■ Below 45 ■ 45 - 54 ■ 55 and Above

Gender



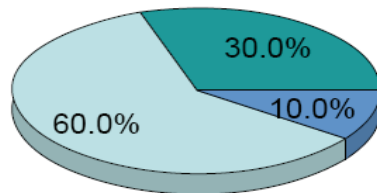
■ Female ■ Male

Years of Service



■ Up to 5 years ■ 6 - 10 years ■ 11 years or more

Level



■ Executive ■ Upper Middle ■ Middle



Summary of Business Strategy

The business mandate for Sample Company is to ...

- Through active and accurate research build innovative value-added products to expand the current market by 100% in the next ten years through aggressive external marketing.

The five core strategic drivers of the business mandate are as follows:

- Research to drive incremental innovation of current products to provide value-added extensions to the present market share
- Research and develop creative direct marketing campaigns to aggressively build the external markets
- Focus on providing customer service excellence with attentive account management processes to build referral and networking opportunities
- Aggressively manage the profitability to protect the present profit margins through market expansions
- Build a state-of-the-art customer relationship database as an analytical tool for superior marketing and customer service



Part One – Leadership Alignment

In today's competitive business environment, achieving and retaining the leadership edge is critical. Leaders are the impact lever of an organization's ability to succeed – they translate potential to performance.

The quality of your leadership is your competitive advantage. Understanding the impact you have on those around you is crucial to success. Your actions and behaviors to a great extent determine who you are as a leader and your ability to deliver results.

Being a leader is about change and growth. To have the most positive impact as a leader we need to understand our impact and develop our self-awareness of our actions and behaviors.

Understanding our leadership strengths, how we are perceived by those around us and what is needed to lead going forward allows us to continue growing and meeting the changing and complex needs of our people and positions.

The world has changed, people have changed – organizations need to change and develop leaders who can translate potential to performance today and tomorrow.

Leadership skills can be developed. It is critical that organizations make leadership development a critical core business strategy.

Effective leadership development aligns leader competencies with business strategies and beginning with the end in mind can make a dramatic difference in the return on investment – the end result being leaders prepared for today and tomorrow and not yesterday.

The Team Performance Indicator provides a tool for assessing team member views about the leadership competencies needed and where their skills are now. Team members assess the relative importance of core leadership competencies for success now and in the future and rate their ability to perform in these areas. Gaps are identified and clarity for attention is determined.

The leadership alignment component of the Team Performance Indicator answers the following questions:

- What leadership competencies are critical for the strategic success of your organization?
- How strong are team members in these crucial competencies?
- How aligned are your team's strengths with what is considered important?
- How aligned are your team's perspectives with your own?
- Where should you focus for developing leadership for the greatest impact?
- Are there factors that could lead to the derailment of any of your team members?



Assessing Leadership and Competencies

All competencies assessed in this analysis are based on the Center for Creative Leadership’s (CCL) typology of leader competencies. These competencies have been identified through multiple and continuous research aimed at understanding effective leadership. They are characteristics that are observable through behavior and related to effective leadership performance.

The competencies are organized for assessment in three dimensions using the typology of leader attributes – leading the organization, leading others, and leading yourself.

Selected Leadership Competencies

Leading the Organization	Leading Others	Leading Yourself
<ul style="list-style-type: none"> •Being a quick learner •Change management •Decisiveness •Strategic perspective •Strategic planning 	<ul style="list-style-type: none"> •Building collaborative relationships •Compassion & sensitivity •Confronting problem employees •Employee development •Inspiring commitment •Leading employees •Participative management •Putting people at ease •Respect for differences 	<ul style="list-style-type: none"> •Balancing personal life & work •Career management •Composure •Culturally adaptable •Self-awareness •Taking initiative

The definitions of each of the leadership competencies are outlined in the table on the following page.



Leadership Competency Definitions

Balancing personal life & work	Balances work priorities with personal life.
Being a quick learner	Quickly masters new technical and business knowledge.
Building collaborative relationships	Builds productive working relationships with co-workers and external parties.
Career management	Uses effective career management tactics, including mentoring, professional relationships, and feedback channels.
Change management	Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.
Compassion & sensitivity	Shows genuine interest in others and sensitivity to employees' needs.
Composure	Demonstrates self-control in difficult situations.
Confronting problem employees	Acts decisively and with fairness when dealing with problem employees.
Culturally adaptable	Adjusts to ethnic/regional expectations regarding Human Resource practices and effective team process.
Decisiveness	Prefers doing or acting over thinking about the situation.
Employee development	Coaches and encourages employees to develop in their careers.
Inspiring commitment	Motivates others to perform at their best.
Leading employees	Attracts, motivates, and develops employees.
Participative management	Involves others, listens, and builds commitment.
Putting people at ease	Displays warmth and a good sense of humor.
Respect for differences	Effectively works with and treats people of varying backgrounds (culture, gender, age, educational background) and perspectives fairly.
Self-awareness	Has an accurate picture of strengths and weaknesses and is willing to improve.
Strategic perspective	Understands the viewpoint of higher management and effectively analyzes complex problems.
Strategic planning	Develops long-term objectives and strategies; translates vision into realistic business strategies.
Taking initiative	Takes charge and capitalizes on opportunities.

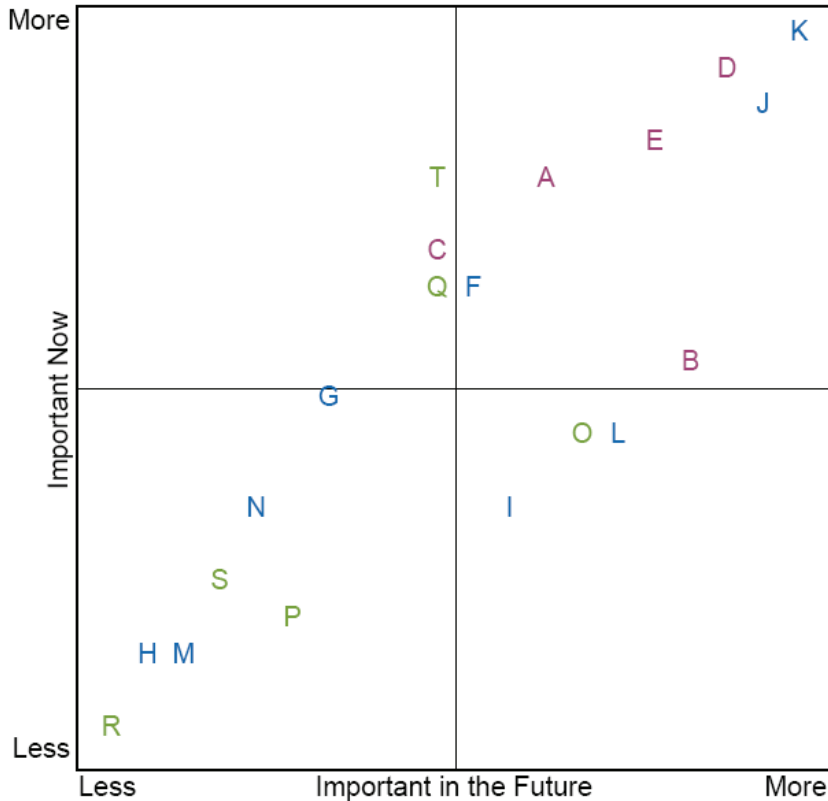


Leadership Profile

How are the leadership competencies ranked as critical for success for your business mandate as evaluated by the CEO?

As CEO, you ranked the twenty (20) leadership competencies essential for your organization’s success over the next five years which resulted in the comprehensive picture below in terms of importance.

In the graph below, leadership competencies that fall in the upper right hand quadrant are those that you identified as most important now and in the future.



Leading the Organization	
A	Being a quick learner
B	Change management
C	Decisiveness
D	Strategic perspective
E	Strategic planning
Leading Others	
F	Building collaborative relationships
G	Compassion & sensitivity
H	Confronting problem employees
I	Employee development
J	Inspiring commitment
K	Leading employees
L	Participative management
M	Putting people at ease
N	Respect for differences
Leading Yourself	
O	Balancing personal life & work
P	Career management
Q	Composure
R	Culturally adaptable
S	Self-awareness
T	Taking initiative

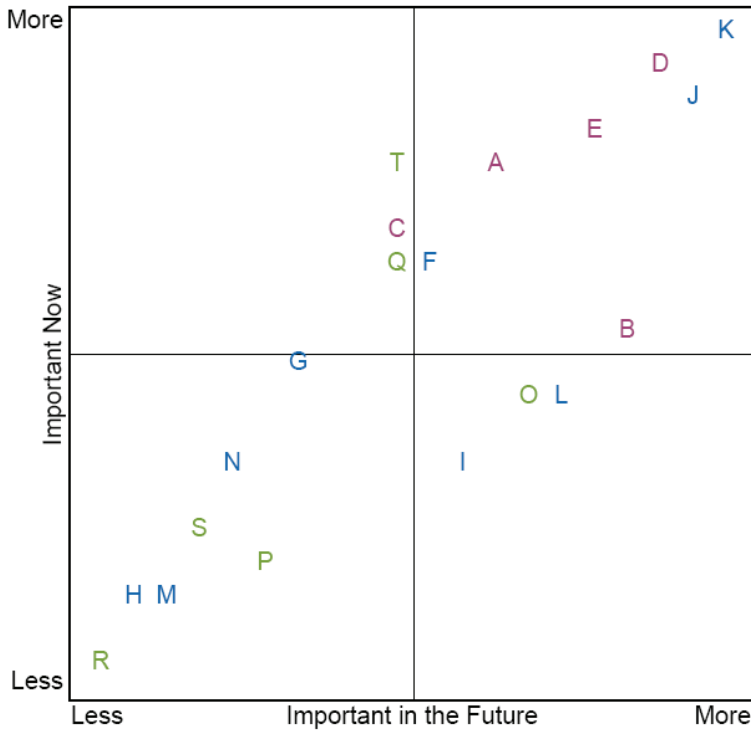
You selected the following seven leadership competencies as most important:

- Building collaborative relationships
- Being a quick learner
- Strategic planning
- Change management
- Strategic perspective
- Inspiring commitment
- Leading employees



What is the leadership competencies ranked as critical for success for your business mandate as evaluated by the team members?

Your nine team members ranked the twenty (20) leadership competencies essential for your organization’s success over the next five years which resulted in the comprehensive picture below in terms of importance.



Leading the Organization	
A	Being a quick learner
B	Change management
C	Decisiveness
D	Strategic perspective
E	Strategic planning
Leading Others	
F	Building collaborative relationships
G	Compassion & sensitivity
H	Confronting problem employees
I	Employee development
J	Inspiring commitment
K	Leading employees
L	Participative management
M	Putting people at ease
N	Respect for differences
Leading Yourself	
O	Balancing personal life & work
P	Career management
Q	Composure
R	Culturally adaptable
S	Self-awareness
T	Taking initiative

The team members selected the following seven leadership competencies as most important:

- Decisiveness
- Building collaborative relationships
- Confronting problem employees
- Change management
- Strategic perspective
- Taking initiative
- Leading employees

Leadership alignment between leader and team equals 57%.

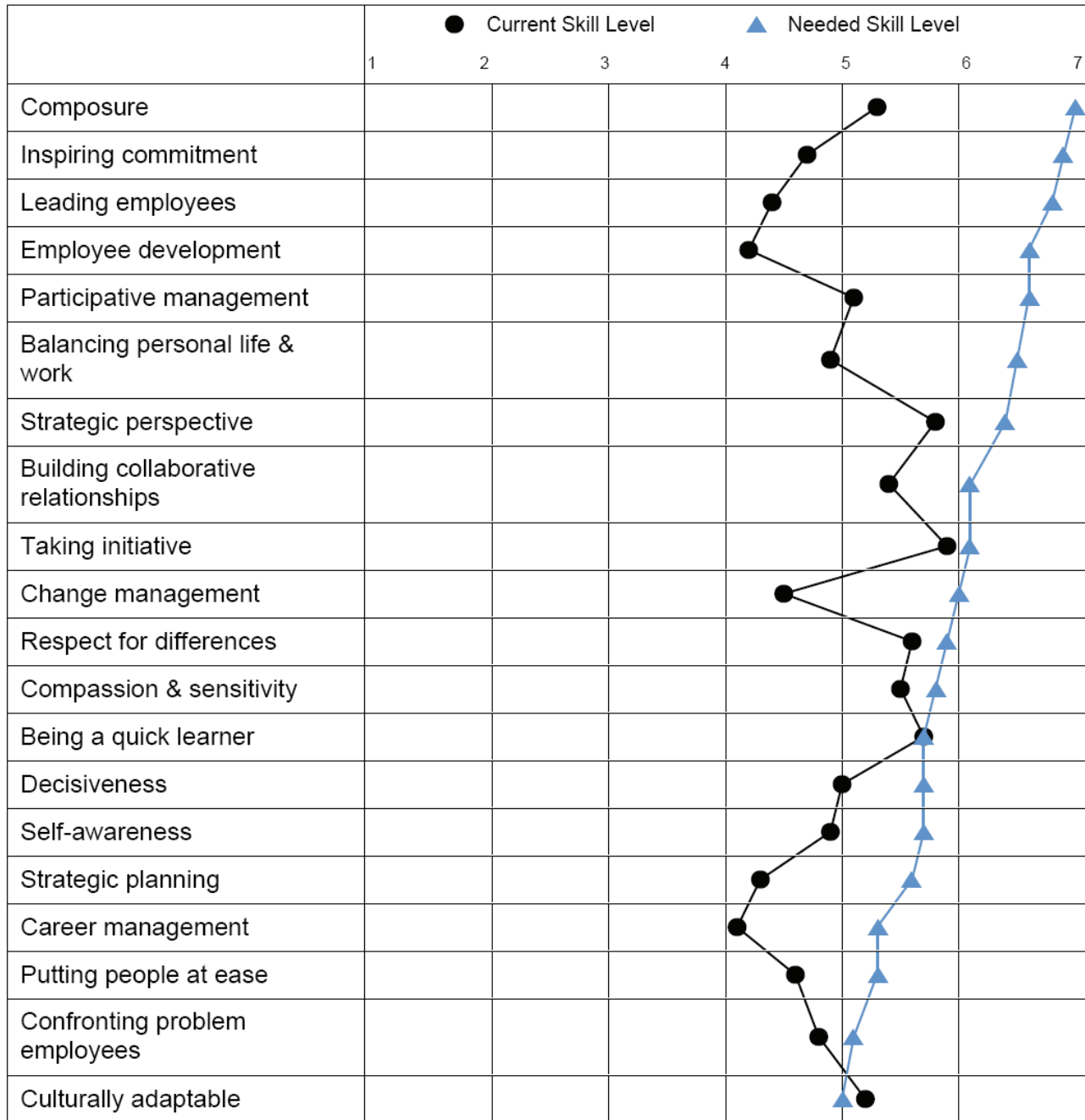
In the terms of the degree of agreement among the team members as to the importance of leadership competencies for business success, **the team leadership agreement rating is 78%.**



How strong is the team at the leadership competencies ranked as critical for success for your business mandate?

The nine team members ranked the twenty (20) leadership competencies in terms of their level of current skill and what they need to demonstrate to be maximally effective on each of the leadership competencies.

The graph below shows the pattern of ratings for each competency. The competencies are listed in descending order of their needed skill level. The range of possible ratings is from 1 (extremely small amount) to 7 (extremely large amount).





Of the seven essential leadership competencies you identified for your organization’s success, the needed skill rating is 6.47 while the current skill level is 5.11.

Leadership skill level on competencies for business success is 79%.

What factors may lead to the derailment of team members in your organization?

A derailed leader is one who has lost effectiveness over time and creates a negative impact on the organization. There are five major problems that contribute to derailment as defined below.

Derailment Characteristics

Problem Areas	Definition
Difficulty building and leading a team	Difficulties in selecting, developing, and motivating a team.
Difficulty changing or adapting	Resistant to change, learning from mistakes, and developing.
Failure to meet business objectives	Difficulties in following up on promises and completing a job.
Problems with interpersonal relationships	Difficulties in developing good working relationships with others.
Too narrow functional orientation	Lacks depth to manage outside of one's current function.



Potential challenge areas for the team are outlined in the following graph. The bar graph points out the perceived potential for derailment within a range of ratings of 1 (extremely small amount) to 7 (extremely large amount).

	Lower Derailment Potential			Higher Derailment Potential			
	1	2	3	4	5	6	7
Difficulty building and leading a team					5.40		
Difficulty changing or adapting					5.20		
Failure to meet business objectives		2.50					
Problems with interpersonal relationships			2.90				
Too narrow functional orientation				3.60			

The potential for derailment for team members is ranked at 56%.



Overview

The overall leadership alignment score for the team is 68%.

The areas for leadership development to support the critical competencies needed for the success of the business are as follows:

- Strategic perspective
- Change management
- Building collaborative relationships



Part Two – Productive Synergy

Most teams and organizations achieve 67% of their potential financial performance. Despite great vision and smart strategies, the number one challenge for leaders is execution – getting things done.

The number one factor for achieving business results is team success and that rests on synergy.

The Team Performance Indicator provides a clear, accurate, and tangible answer to a critical question – how successful will your team be working the way they do right now?

Synergy is the key issue in effective teamwork and the ability for a leader to leverage his or her people for results. What gets in the way?

- People do not always work from the same page and create silos that limit teamwork hurting both the company and the customer.
- Communication styles differ and lack of connection and conflicts can result.
- Stresses arise in team dynamics and individual work approaches that create inefficiencies.
- Lack of understanding of expectations and requirements take the focus off first things first.
- Engagement suffers from lack of understanding what teams and individuals need from leaders creating wasted energy and time.

The assessment tools used in our analysis are 82% accurate in predicting performance and engagement taking the guesswork out of people decisions.

Putting the right people in the right places together improves communication, initiates solutions and increases profitability. **The Kolbe system has been shown to boost the productivity of teams by as much as 225%.**



Kolbe© Performance Analytics

The Kolbe© assessment tools provide real insight and help leaders truly understand and know their team. People initiate solutions, respond to situations and prevent problems in four Action Modes© (identified by the Kolbe© assessments). This component of the Team Performance Indicator helps you understand each person's instinctive approach and how the right mix means greater productivity in your organization. The analysis we provide for you is tangible and accurate in predicting team performance and success.

You will gain a clear understanding of how your team will work at their best from all sides:

1. The Kolbe A© Index measures each person's natural way of working, their instinctive mode of operation for problem solving and completing tasks.
2. The Kolbe C© Index measures your own requirements from the team for actions at work.

You will understand the full picture – how each person naturally works at their best and what you actually need from them. Imagine the motivation and energy that will come from having clear expectations and matching natural talents with required actions.

We use Kolbe's one-of-a-kind system based on an idea so simple, it's revolutionary. Kolbe discovered that natural, unchangeable creative instincts determine how people approach problems and work. When these instincts are allowed to thrive naturally in the workplace, and when teams are built with the right chemistry around these instincts, individuals will work together in remarkably positive ways.

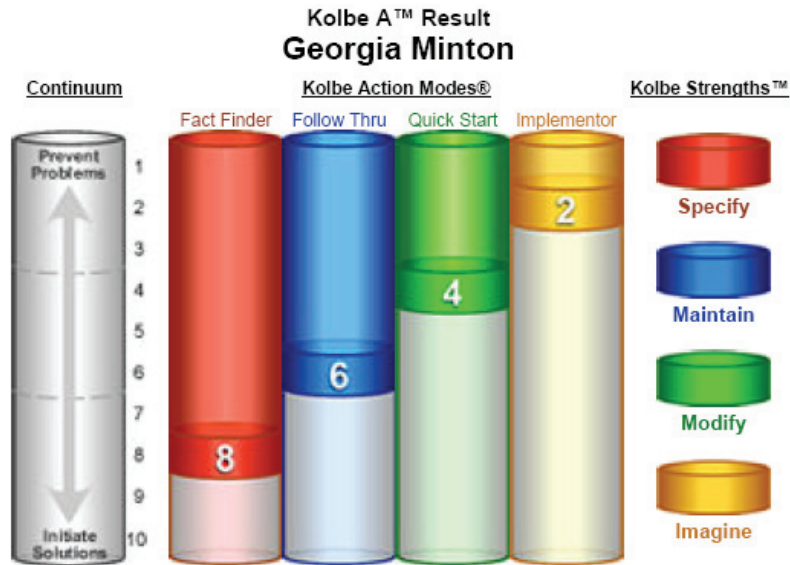
By using this information about creative instincts systematically, Kolbe has created a totally new team management algorithm. We use this unique system (based on a solid foundation of scientific research) to consistently help organizations to increase their productivity by as much as 225%.



Synergy Profile

The instinctive strengths you as leader possess are outlined in the following graphic (full details provided in separate report).

Your Kolbe A Index result shows that you have a terrific set of instinctive strengths that will help you lead this team.



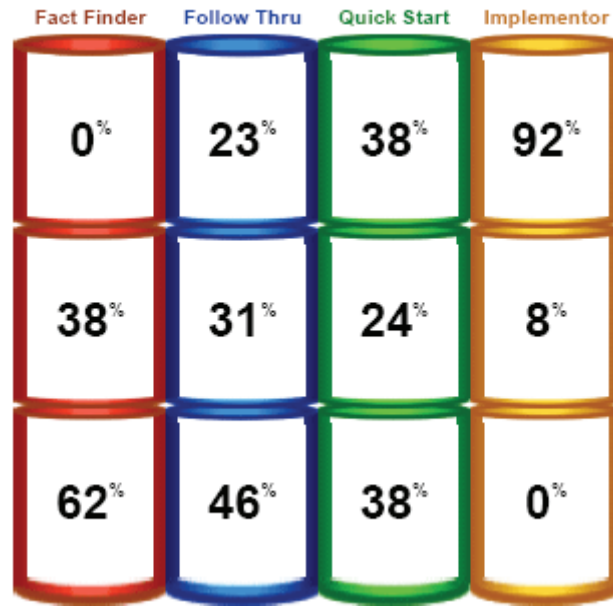
Conation is the innate or essential pattern of each person’s method of decision-making and problem-solving. It is one of the three dimensions of the human mind, along with cognitive (your thinking) and affective (your feelings). Your instinctive approach to getting things done is as follows:

- Validate by researching and getting the needed information
- Outlining an agenda for action by recycling proven templates or plans
- Modify to improve direction by building on success and looking for incremental innovation and change
- Keep the big picture in conceptual view

The instinctive approach to performance you need from your team to support maximum productivity and synergy for your strategy is outlined on the following page.



Kolbe C Distribution



The requirements you have for your team are as follows:

- Validate strategic direction and take action first by getting the background information and setting priorities
- Organize the action plan with a supporting system to follow through on the plan
- Modify to improve direction by building on success and looking for incremental innovation and change
- Keep the big picture in conceptual view

The instinctive requirements you have for your team are 93% similar to your own instinctive strengths profile.

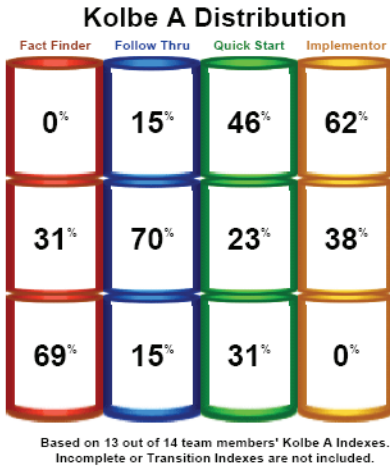


The instinctive strengths of your team members are outlined in the following table.

Member	Kolbe A™ Result
Anthony Parsons Managing Director Europe	 4 5 7 4
Carlos Aguilera Managing Director Latin America	 5 5 5 5
Delbert Pride Chief Technology Officer	 8 6 4 2
Geoff Hyland Managing Director Asia	 7 5 2 6
George Vincent Director Manufacturing Operations	 8 6 2 4
Georgia Minton CEO	 8 6 4 2
Jimmy Gregory VP Sales	 4 4 8 3
John Alvarez COO	 7 5 3 4
June Stewart VP HR	 9 7 2 2
Marie Munson Director Special Projects	 8 5 3 3
Maxine Hewlett CFO	 8 8 3 1
Nanette Simpson VP Client Relations	 7 6 5 2
Roger Caruso Sr. VP Global Services	 5 2 8 4
Stuart Jefferies Sr. VP Marketing and Government Programs	 4 3 9 3



Team Culture - Real and Required



Real Culture From Kolbe A Index results

This is a picture of the team's conative culture.

Your team's actual distribution of conative strengths is an important place for you to return to often. It will become one of your most important leadership tools for making personnel decisions.

You can print it out, laminate it and put copies anywhere you might need it. Be sure to keep it current.

The actual profile of your team's instinctive strengths is 7552.

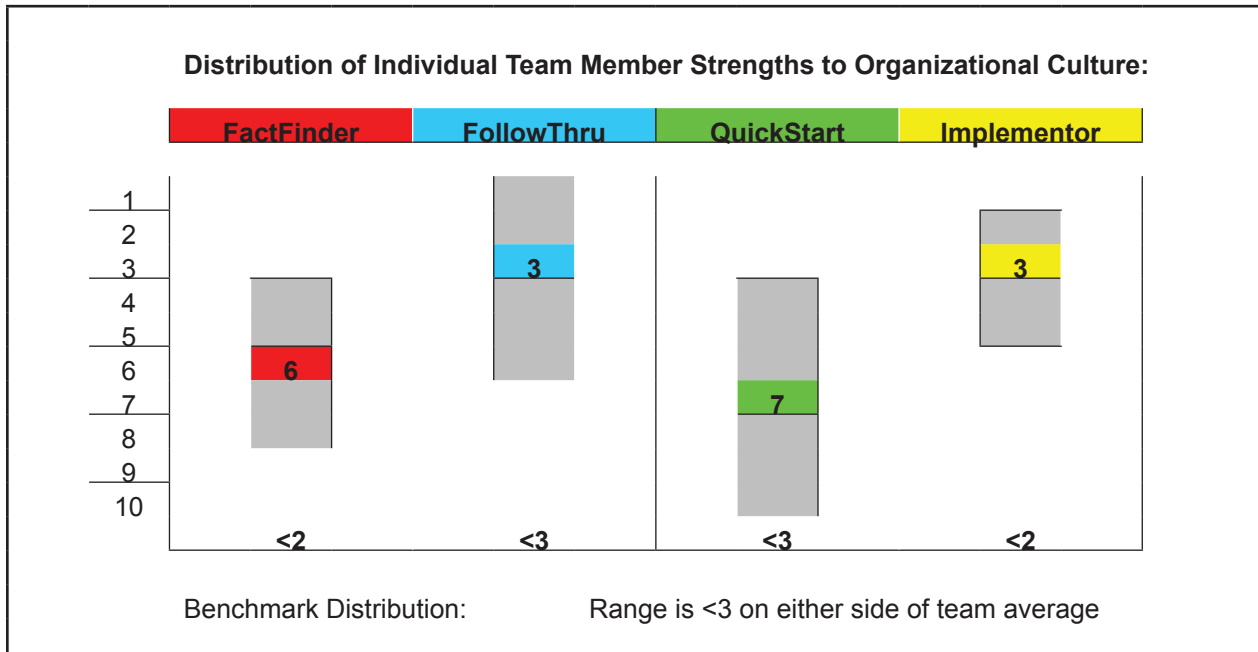
The alignment of the team's instinctive strengths to your requirements is 74%.

The greatest degree of misalignment is in two areas:

- The need to maintain the status quo, focus on current actions, and not move forward with change other than through testing or pilots projects
- The need to generate working models and demonstrations as opposed to conceptual presentations



The distribution of the team members' approaches to the leader is outlined as follows:

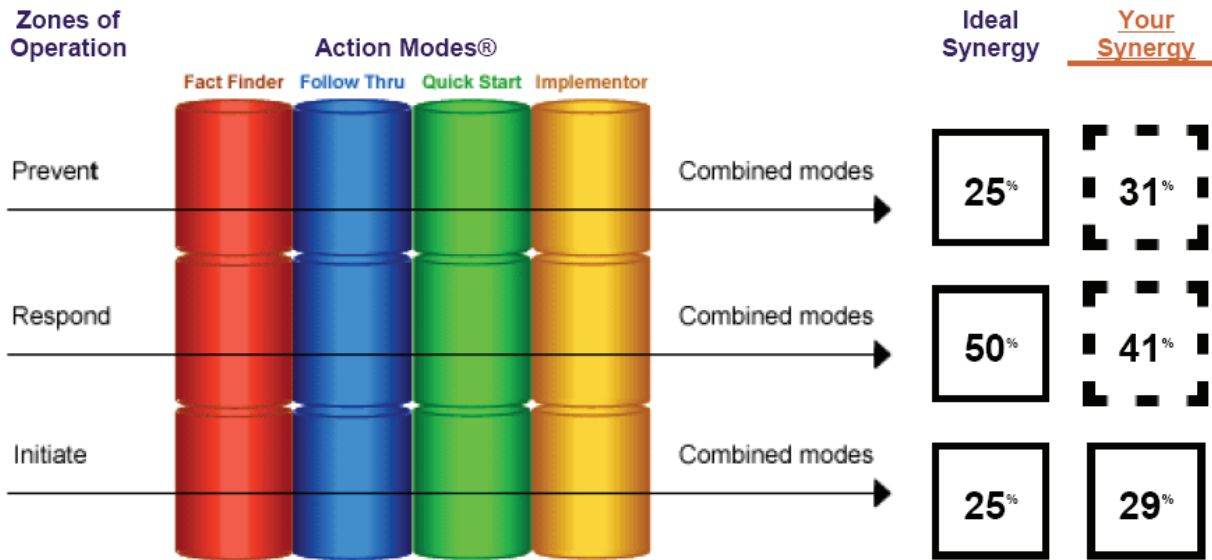


There would be potential areas for challenge and conflict in direction for problem-solving and building solutions between the following:

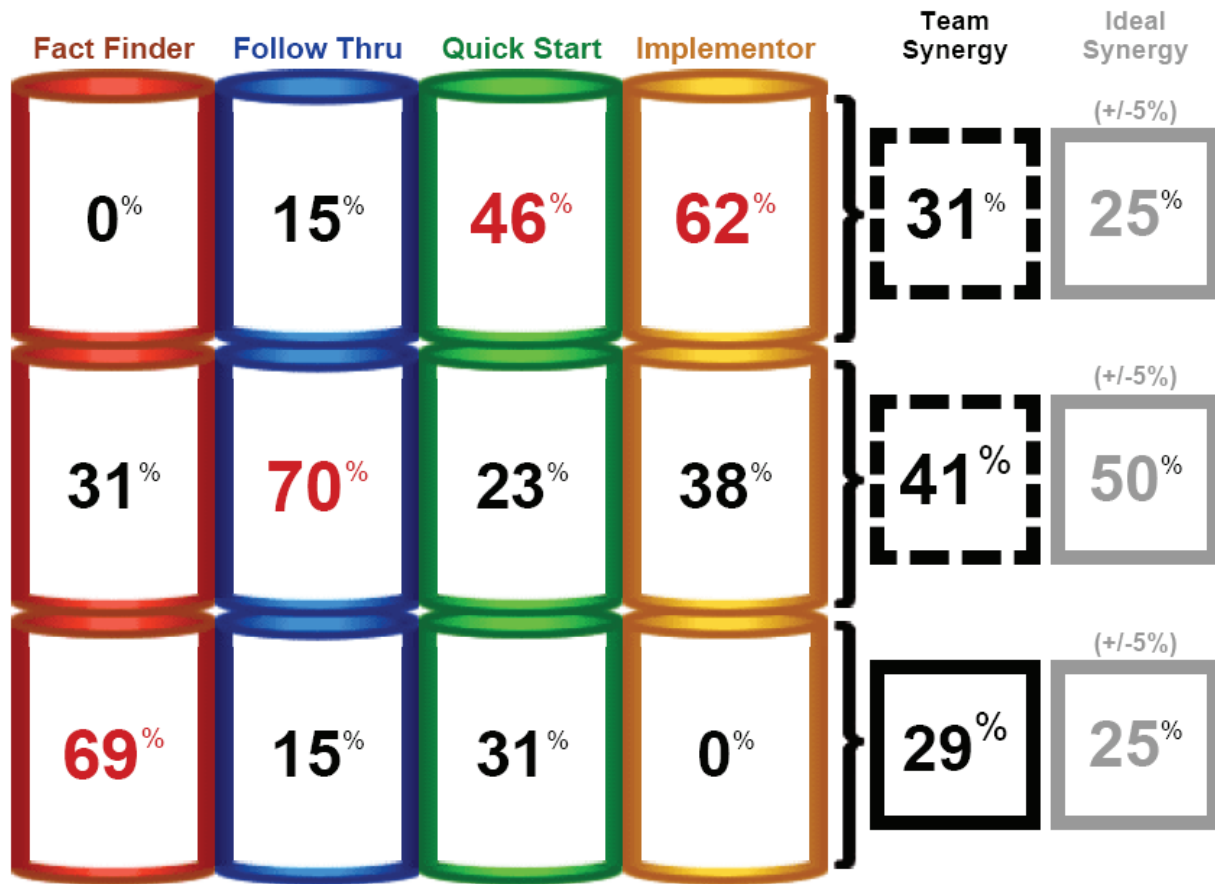
- A and B with C
- C with D
- You with A and R



The overall productivity of your team is measured against the following scale.



The team productivity is provided below.

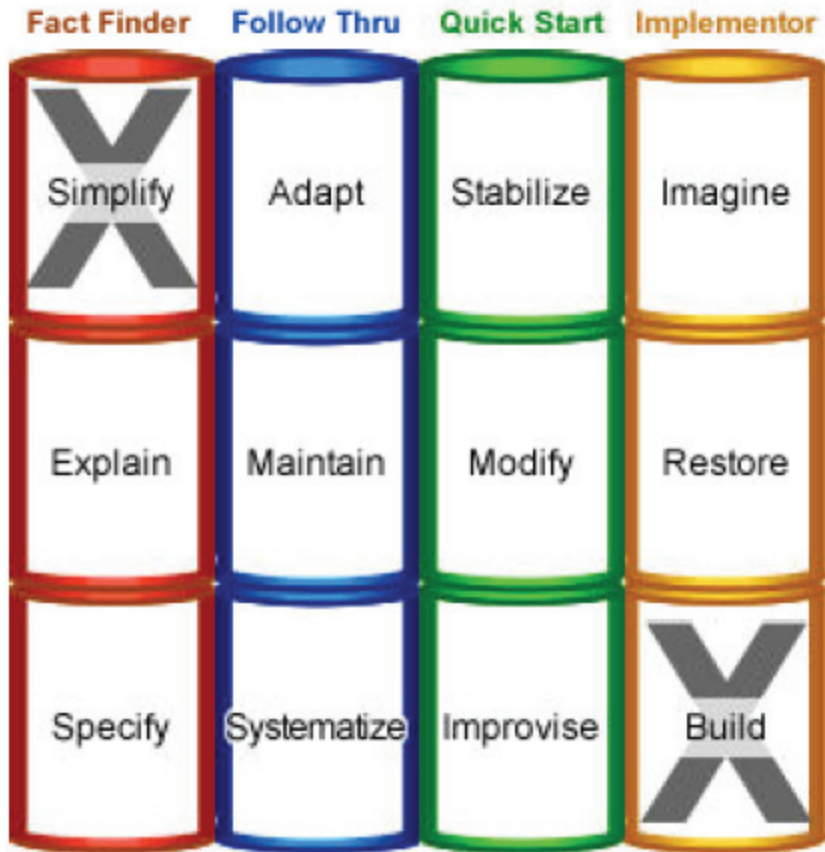


The rating for team productivity is 83%.

In terms of the instinctive strengths missing from the team, the following table provides the outline.



12 Methods of Problem Solving



83% of the instinctive approaches to problem-solving are held in the team.



Overview

The overall productive synergy score for the team is 80%.

The areas for development to support the greatest degree of synergy and teamwork needed for the success of the business are as follows:

- The need for presenting in conceptual basis
- The need for change and growth in trying new ideas without so much research
- The need to use planning templates as opposed to re-creating the wheel with new systems



Part Three – Strategic Focus

Strategic leadership teams balance the short-term and the long-term building the sustainable competitive advantage of the organization. They look where the puck is going not just where it has been. Being strategic is a way of thinking, acting, influencing and learning. All four of these aspects are needed in a team to work strategically.

A strategic leadership team that works effectively together not only builds and protects the ongoing success of an organization, it develops cross-functional relationships to prevent silos, creates a healthy working environment to retain top talent and it maximizes performance and productivity. Winning teams need to be strategic and not just tactical.

From our research, strategic planning does not translate to great performance for most organizations:

- Only 8% of strategies actually generate results as planned with 37% failing totally.
- Only 11% of executives feel their strategic planning process is worth their investment of time.
- Executives and managers were given an overall score of 69% on the ability to connect strategy to results for their organizations – a C+!

The end result is organizations that are reactive rather than proactive. People are not clear on what is important and spend time doing second things first.

Strategic planning done right builds prepared minds, provides a framework for executive decision-making, and acts as a catalyst for employee engagement – the real competitive advantage.

Our business world today is subject to a tightening vise.

- Customers have much higher expectations – the internet has changed everything in that our customers now are more informed and demand more value in turn.
- Competition is much greater and organizations constantly need to increase the value they provide to customers to avoid commoditization and irrelevance.
- The pace of innovation is much faster to keep ahead of the curve – we have to think not only of how customers use our products and services now but how will they need to use them in the future
- With the increasing global interconnection, the complexity of the variables facing business is much greater – analysis can no longer be linear, it needs to be branched.

Leaders and organizations need to think, plan, and act strategically to be competitive.

The following assessment identifies the ability for your team to execute against the strategic drivers for your organization's success.



Strategic Focus Factor

Leader	Team	Benchmark
--------	------	-----------

Direction – our business strategies are coordinated against a plan and assessed regularly.

72%	85%	69%
-----	-----	-----

Decisions – we make our strategic decisions efficiently based on a process against our goals and vision.

75%	88%	68%
-----	-----	-----

Feedback – we measure the impact of decisions on a timely basis.

82%	76%	64%
-----	-----	-----

Goals – we have a clear sense of shared direction.

91%	80%	71%
-----	-----	-----

Growth – we have clear expectations for results and measures to assess progress.

89%	77%	72%
-----	-----	-----

Continuity – we have regular time for assessing progress of plans.

88%	68%	63%
-----	-----	-----

Measurements – we have specific measures to know we are on track individually and as a group and see visible progress.

75%	75%	66%
-----	-----	-----

Accountability – We are very clear on our role, what is expected of us and report effectively.

92%	79%	70%
-----	-----	-----

Follow-Through – we finish what we start.

72%	68%	71%
-----	-----	-----

Time – we are effective at scheduling and blocking our time to get things done.

69%	55%	65%
-----	-----	-----

Proactive – we are proactive in planning our activities and minimizing fires.

70%	76%	68%
-----	-----	-----

Pace – we work on a relaxed, positive and confident pace.

82%	78%	64%
-----	-----	-----

Forward – we work to the future and learn from the past.

88%	71%	75%
-----	-----	-----

We establish an achievable number of goals for each period rather than too many goals.

89%	72%	68%
-----	-----	-----

We define expectations for each goal in specific value terms rather than unmeasurable or vague terms.

94%	75%	66%
-----	-----	-----

We set realistic completion target dates for each goal rather than unrealistic or no completion target dates.

91%	72%	70%
-----	-----	-----

We assign accountability for project management and results for each goal.

91%	84%	72%
-----	-----	-----

We gain clear understanding of expectations and results for each goal with the team members responsible for managing the goal.

89%	71%	69%
-----	-----	-----

We prioritize projects and actions rather than over-committing or not meeting milestones.

89%	69%	68%
-----	-----	-----

We gain buy-in from the team for the goal and result rather than telling and commanding.

78%	82%	72%
-----	-----	-----

We have team initiative and motivation for growth rather than having to offer inducements for people to do what they should be doing anyway.

86%	86%	71%
-----	-----	-----

We have written work plans that state how people will achieve their goals.

74%	71%	61%
-----	-----	-----

We review progress regularly rather than only if there is a problem or just before the completion date.

89%	67%	68%
-----	-----	-----



We understand and appreciate there are consequences of achieving or not achieving the goal.

88%	91%	76%
-----	-----	-----

We involve the team in planning the steps of achieving a goal rather than always trying to have the answer first.

85%	76%	73%
-----	-----	-----

Energy and resources are being spent in the most profitable and productive areas?

85%	79%	65%
-----	-----	-----

84%	76%	69%
-----	-----	-----

The degree of strategic focus to the leader priorities is 87.34%.

The degree of agreement for strategic focus in comparison to the benchmark is 110% indicating an **expectation for performance of 69.5% of goals.**

Overview

The overall strategic focus score for the team is 78%.

The areas for development are identified as follows:

- The ability to schedule and block time to work on priorities
- The ability to follow through and finish what is started
- The coordination of business strategies to the plan with regular assessment
- The need to review progress regularly rather than waiting until completion or when problems occur
- The need to be proactive in planning actions as opposed to be reactive



The Team Success Quotient

The ability for a team to achieve maximum performance is a function of three factors:

- The leadership capacity and alignment of leaders to the competencies that are most needed for the organization's success
- The productive synergy and degree of teamwork the team is able to provide to achieve performance and results
- The strategic focus of the team to recognize and agree on priorities and work from the same page

The Team Success Quotient for your team is 75.33%.

Based on how the team works now, the expectation is that you will achieve 75% of the goals and strategies you set for the organization's success.

The agenda for development that would support the team to move to a higher level of performance and achievement of greater results is as follows:

- Leadership Alignment
 - Strategic perspective
 - Change management
 - Building collaborative relationships
- Productive Synergy
 - The need for presenting in conceptual basis
 - The need for change and growth in trying new ideas without so much research
 - The need to use planning templates as opposed to re-creating the wheel with new systems
- Strategic Focus
 - The ability to schedule and block time to work on priorities
 - The ability to follow through and finish what is started
 - The coordination of business strategies to the plan with regular assessment
 - The need to review progress regularly rather than waiting until completion or when problems occur
 - The need to be proactive in planning actions as opposed to be reactive



Bluteau DeVenney & Company
5670 Spring Garden Road
Suite 901A
Halifa, Nova Scotia B3J 1H6

(902) 425-0467

(877) 210 - 9880

www.BluteauDevenney.com