

Team Competencies Evaluation Tool

Instructions

1. **Review the entire scale.** There are five *Team Competencies* attached. These are descriptions of team critical success factors – spread along a 7-point gradient. Read the entire 7-point scale so you are familiar with the whole range of possibilities before responding.
2. **Score each competency for self & team.** For each of the five competencies complete these steps:
 - a. Render an opinion about where you believe the Management Team is currently functioning. *Circle the number in the 'TEAM' column to the right of the scale*
 - b. Make a second rating for yourself. Where would you evaluate yourself along the 7-point scale? *Circle the number in the 'SELF' column to the right of the scale.*
 - c. Transfer your ratings to the attached scoresheet on the last page of this packet.
3. **Return.** Return your completed Team Competency Evaluation to Dr. Dawson.

DAWSON CONSULTING GROUP

Strategy – Leadership - Culture

I – CONFLICT RESOLUTION EFFECTIVENESS

Behavioral Description	Team	Self
Conflict avoidance: <ul style="list-style-type: none"> ▪ Team does not disagree about anything substantial or difficult. ▪ Conflict is not evident in any group setting 	0	0
Safe disagreement: <ul style="list-style-type: none"> ▪ There is evidence for 'safe' disagreement. ▪ When it happens the content is either trivial, not controversial, or there is minimal investment by stakeholders in their positions 	1	1
Polite disagreement: <ul style="list-style-type: none"> ▪ 'Beating with rose petals'. Team members will express differing points of view about material issues in which they have real investment. However, positions are 'cautiously stated'. ▪ If the disagreement 'heats up', there is backpedaling by one of the stakeholders or the group 'changes the conversation' to ensure that a difficult conversation does not ensue. 	2-3	2-3
Unconstructive 'win/lose' disagreement: <ul style="list-style-type: none"> ▪ There is open conflict about material issues but the 'primary combatants' are not really interested in listening to each other – for a variety of possible reasons. ▪ They have hidden or displaced agendas that are playing out in the manifest team conflict. ▪ They are mired in a 'win/lose' or 'zero-sum' paradigm. ▪ One or both are distorting the interpersonal environment based on 'old baggage' about the person, the issue or the circumstance. ▪ Solutions are marked by 'strong arm' closure – the team leader must 'cut the baby' or the solution is in some other way 'forced' instead of 'consensual'. <p>A '4' indicates a more unconstructive style – the tone is unprofessional, personalized, or disruptive in some other way. A '5' still indicates that there is a 'forced' solution, but the tone of the conflict does not lead to disruption.</p>	4 - 5	4 – 5
Constructive parochial disagreement: <p>Material differences of opinion come up regularly in the team. The team environment is a 'safe' one in which members feel assured there will not be negative consequence for expression of dissent.</p> <ul style="list-style-type: none"> ▪ Issues are raised, differences articulated, and solutions are arrived at in professional, constructive tones. ▪ The solutions are still not 'truly consensual' in the sense that everyone buys in and supports them, following a complete airing of the issues. ▪ The team is reluctant to challenge the team leader – or other members of the team with more 'perceived power'. 	6	6
True dialogue: <ul style="list-style-type: none"> ▪ Disagreements are not parochial, even though they may surface initially as departmental and disciplinary conflicts. Conflicts surface without anxiety and are quickly framed as 'team problems' ▪ Primary stakeholders in the conflict are motivated to resolve the conflict, and view it as an opportunity for deeper understanding of a problem through dialogue. ▪ Dissenting parties contribute to the conversation with the goal of furthering a <u>mutual</u> understanding, not 'winning the argument'. ▪ Members are comfortable disagreeing with and challenging the team leader. Although responsible for 'making a final call', the leader is a 'member of the team' as regards material differences of opinion. 	7	7

DAWSON CONSULTING GROUP

Strategy – Leadership - Culture

II – CUSTOMER MENTALITY

Behavioral Description	Team	Self
Expresses Negative Expectations of Customers. <ul style="list-style-type: none"> Makes global negative comments about customers, blames customers for negative outcome. <i>Disparaging</i> 	-2	-2
Expresses Lack of Clarity. <ul style="list-style-type: none"> Unclear about customer's need and details of own involvement. ("Wasn't quite sure what this meeting was for," "never was sure exactly what the customer wanted") without taking steps to clarify the situation. 	-1	-1
Focuses on Own Abilities. <ul style="list-style-type: none"> Desires to show the customer facts, or focuses on own or company's abilities rather than on customer's needs 	0	0
Gives Minimal Required Service. <ul style="list-style-type: none"> Gives an immediate "off the cuff" response to customer's questions without probing for underlying needs or problems or getting the context of the customer's inquiry. 	1	1
Follows Up. <ul style="list-style-type: none"> Follows through on customer inquiries, requests, complaints. Keeps customer up-to-date about progress of projects (but does not probe customer's underlying issues or problems.). 	2	2
Maintains Clear Communication with Customer Regarding Mutual Expectations. <ul style="list-style-type: none"> Monitors customers satisfaction. Distributes helpful information to customers. Gives friendly, cheerful service. 	3	3
Takes Personal Responsibility. <ul style="list-style-type: none"> Corrects customer service problems promptly and undefensively. 	4	4
Acts to Make Things Better. <ul style="list-style-type: none"> Makes concrete attempts to add value to the customer, to make things better for the customer in some way. Expresses positive expectations about customer. 	5	5
Addresses Underlying Needs. <ul style="list-style-type: none"> Seeks information about the real, underlying needs of the customer, beyond those expressed initially, and matches these to available (or customized) products or services. 	6	6
Uses a Long-Term Perspective. <ul style="list-style-type: none"> Works with a long-term perspective in addressing customer's problems. May trade off immediate costs for the sake of the long-term relationship. Looks for long-term benefits to the customer. May initiate actions that create visible success for a customer and then credit the customer with that success. 	7	7
Acts as a Trusted Advisor. <ul style="list-style-type: none"> Builds an independent opinion on customer needs, problems/opportunities, and possibilities for implementation. Acts on this opinion (e.g., recommends appropriate approaches that are new and different from those requested by the customer). Becomes intimately involved in customer's decision-making process. [Effective functioning at this level depends on successful relationship building over a period of time.] May push customers to confront difficult issues. 	7+	7+

DAWSON CONSULTING GROUP

Strategy – Leadership - Culture

III – SHAREHOLDER PERSPECTIVE		
Behavioral Description	Team	Self
Tribal loyalty: <ul style="list-style-type: none"> ▪ <i>Team members’ objectives and activity entirely reflect a departmental or disciplinary viewpoint.</i> ▪ <i>Team members have little or no interest or awareness of each others’ disciplinary metaphors and tools.</i> 	0	0
Talk, no walk <ul style="list-style-type: none"> ▪ <i>Team members show evidence of internal customer-supplier awareness. They say the right things, but either don’t understand, or are not motivated to extend themselves in their actions.</i> ▪ <i>Talk, no walk. Primary identification is still with the ‘tribe’, despite accommodation at team level</i> ▪ <i>With their own ‘tribe’ - the departmental/disciplinary team- they still lapse into an ‘us and them’.</i> 	1 - 2	1 – 2
Customer-supplier action. <ul style="list-style-type: none"> ▪ <i>Team members work to understand how they can improve internal departmental/disciplinary relationships: team members poll each others’ needs in the ‘internal value chain. They are responsive and take rapid action on concerns or complaints.</i> ▪ <i>There is sincere effort to understand other disciplinary viewpoints and metaphors – although not much in the way of actual skills transfer.</i> ▪ <i>Sends reinforcing messages to subordinates about the importance of serving internal customers.</i> 	3 - 4	3 – 4
Company focus <ul style="list-style-type: none"> ▪ <i>Understands key processes which cut across the entire company. Makes decisions based on his/her understanding of the entire company.</i> ▪ <i>Takes the ‘company view’ first, and the departmental/disciplinary view second.</i> ▪ <i>There is material sharing of skills and disciplinary metaphors among team members.</i> 	5 - 6	5 – 6
Shareholder focus <ul style="list-style-type: none"> ▪ <i>Consistently takes the shareholder and customer viewpoint in making any decision.</i> ▪ <i>Moves easily between the disciplinary/departmental perspective and the company</i> ▪ <i>Team members have an understanding of each others’ issues, tools, and point of view that enable them to credibly fill in for each other</i> 	7	7

DAWSON CONSULTING GROUP

Strategy – Leadership - Culture

IV – FOCUSED DISCIPLINE ON RESULTS

Behavioral Description	Team	Self
No accountability <ul style="list-style-type: none"> ▪ <i>Work is not completed on time. The team routinely misses deadlines that it has set or simply does not set deadlines to begin with.</i> ▪ <i>Team culture is one in which accountability is absent. Expectations that things will happen on time or at all are very low.</i> 	0	0
'Get by' mentality <ul style="list-style-type: none"> ▪ <i>Team sets deadlines most of the time and meets them about 50% of the time.</i> ▪ <i>There is 'grumbling' about things not happening but no real consequence for non delivery.</i> 	1 - 2	1 – 2
Average accountability <ul style="list-style-type: none"> ▪ <i>Deadlines are always set. Deliverables are usually well defined. Tangible results are there most of the time.</i> ▪ <i>Team is conscious and deliberate about expectations for 'on time' delivery, although there is little consequence for non-delivery.</i> ▪ <i>Deliverables to the team are not always of the highest quality.</i> 	3 - 4	3 – 4
Results oriented team culture <ul style="list-style-type: none"> ▪ <i>Team has well established structures for defining, tracking and measuring results.</i> ▪ <i>Individual team member deliverables and team results are almost always on time, and of high quality. When a result is going to be late or incomplete – there are good reasons for this and timely pre-notification.</i> ▪ <i>There is a culture of accountability – although this is largely driven by the team leader. Peer-to-peer accountability, though present as an expectation, is not well developed. The team leader drives results and members are motivated to avoid team leader disapproval.</i> ▪ <i>Consequences for non-delivery – either quality or timing of output – are largely administered by the team leader.</i> 	5 - 6	5 – 6
High performance team <ul style="list-style-type: none"> ▪ <i>All the features of the 'Results team' are present, <u>plus</u>:</i> ▪ <i>Peer level accountabilities and dependencies are less 'leader-dependent', occurring as needed without the need for leader prodding.</i> ▪ <i>Incentives and consequences for delivering results are primarily a genuine motive to contribute to team goals; to avoid 'letting the team down', not fear of being blamed.</i> ▪ <i>Team members are clear and motivated to produce results that they have participated in defining. There is no externalization of responsibility or blame-shifting.</i> ▪ <i>External measures of team performance validate success – the business is successful in the eyes of key stakeholders.</i> 	7	7

DAWSON CONSULTING GROUP

Strategy – Leadership - Culture

V – STRATEGIC INITIATIVE		
Behavioral Description	Team	Self
Follower mentality <ul style="list-style-type: none"> ▪ <i>Team members mostly follow an external lead. There is little initiative or risk-taking. Team goals and tactics are mostly incremental recycling of current strategies.</i> 	0	0
Addresses current realities <ul style="list-style-type: none"> ▪ <i>There is recognition and action on current opportunities or problems - but reactively.</i> 	1 – 2	1 – 2
Proactive short term initiative <ul style="list-style-type: none"> ▪ <i>There is decisive initiative both in response to current crises or obstacles, as well as awareness of a 'look forward'.</i> 	3 – 4	3 – 4
Operational anticipation <ul style="list-style-type: none"> ▪ <i>There is good anticipation of problems and decisive action for tactical and operational issues.</i> ▪ <i>The time frame of this anticipation is more short-term, tactical and predictable (for example, concern about a lapse of lease, or contractual partnership)</i> 	5	5
Strategic anticipation <ul style="list-style-type: none"> ▪ <i>'Strategic' issues – those with broad or long-term impact on the business are routinely anticipated in some kind of disciplined planning cycle. The team spends regular and meaningful time considering 'high impact' future possibilities and takes concrete present action based on decisive conclusions about those future trends.</i> ▪ <i>There is decisive action based on this strategic anticipation – though this may be cautious and limited in scope. Examples of strategic anticipation include selection of the right partners, commitment to a new distribution channel, or material re-organization.</i> ▪ <i>Team may still over-react to external crises, losing faith in its vision and strategy – for example in response to new competitive threat or some other new development which seems to shake the 'original plan'</i> 	6	6
Strategic leadership <ul style="list-style-type: none"> ▪ <i>Everything in 'strategic anticipation' is present – but there are bold (though sensible and well considered) strategic initiatives in the present based on a future vision of reality</i> ▪ <i>The team has articulated Mission-Vision-Values in a way that employees find engaging and energizing</i> ▪ <i>All senior team members, and most of the employees, can succinctly articulate the company strategy. Everyone believes in the strategy.</i> ▪ <i>Because there is a solid, well defined organizational strategy that team members are passionate about, it is only significant external events that will cause the team to shift course.</i> 	7	7

TEAM COMPETENCIES SCORESHEET

Place Sums for Team and Self for Each of 5 Competencies

I – Conflict Resolution Effectiveness

*TEAM*____ *SELF*____

II – Customer Mentality

*TEAM*____ *SELF*____

III – Shareholder Perspective

*TEAM*____ *SELF*____

IV – Focused Discipline on Results

*TEAM*____ *SELF*____

V – Strategic Initiative

*TEAM*____ *SELF*____