

Team Esteem Audit

How to determine if your Team is about to Expire or is ready to Excel

For each of the following statements, rate your team according to the following scale:

1 = Poor

2 = OK

3 = Good

4 = Tops!

		Poor 1	OK 2	Good 3	Tops! 4
1.	The level to which our Senior and Middle Management Teams foster exceptional teamwork				
2.	We are aware of the rate of and effectively manage staff turnover				
3.	When disagreements occur, team members are proactive and assertive in resolving these				
4.	We have a variety of events and activities that keep people engaged and motivated in their jobs				
5.	All past conflicts have been thoroughly worked through and resolved				
6.	Team members know each other well as human beings – not just what they do on the job				
7.	Staff across the organisation have highly honed communication skills				
8.	Team members take responsibility for their personal motivation and creating an enjoyable workplace environment				
9.	The frequency with which senior staff model desired behaviour and attitudes in the workplace				
10.	We are aware of the rate of and effectively manage staff absenteeism				

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		Poor 1	OK 2	Good 3	Tops! 4
11.	Our organisation views staff learning and development as an ongoing process and places a high priority on it				
12.	Team members are clear on each other's rolls and responsibilities				
13.	The different personalities in the team compliments our efforts, rather than causes conflict				
14.	I meet with individual team members at least once per month to hear their perspective on how we are tracking				
15.	Ensuring communication works well is regarded as an important part of our organisation's culture				
16.	Respect and trust is high amongst the team				
17.	I am 100% confident I know my staff's grievances and concerns				
18.	Our Management Team's willingness to listen to and act on ideas from their teams				
19.	Staff fully understand our organisations' values and code of ethics and conduct				
20.	Our organisation's culture actively promotes the value of individual's contributions				
21.	Team members are skilled in drawing on each other's strengths				
22.	Team members frequently share new and valuable ideas they have about how to keep morale high				
23.	Flow of communication <i>within our team</i> is accurate and timely				
24.	Team members regularly share information about their work and teach other team members aspects of their job				

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		Poor 1	OK 2	Good 3	Tops! 4
25.	Rather than talk behind people's backs, team members confidently discuss their concerns/grievances directly with the person (or people) concerned				
26.	The frequency and effectiveness of team meetings run by management				
27.	We are aware of the level of and effectively manage staff punctuality				
28.	It's common practice that we discuss all changes (to processes and/or the organisation of the team) with staff <i>before the change is implemented</i> to get their ideas on how to best manage the change				
29.	If team morale and motivation decline, we have a high priority on taking action to address this and have a ready variety of options we can utilise to get the team really working well again quickly				
30.	When absences occur, the team can easily collaborate to cover the gaps				
31.	Flow of communication <i>between our team and other areas of the business</i> is accurate and timely				
32.	The discussion of Strategic Team Management issues on the Leadership Team's Agenda				
33.	Personality differences within the team are well managed by team members				
34.	We regularly hold team meetings to brainstorm what's working, what isn't – and what we should be focussing on for the next 30 to 90 days				
35.	Staff are happy, motivated and feel valued				

Score your results on the next page

Scoring your Team Esteem Audit

The maximum score possible is **140**. The following is a guide to interpreting your results.

110 to 140 Congratulations – your team is functioning well. It is highly likely there is great synergy, normally high levels of motivation and a great deal of proactive behaviour.

Your main risk is complacency. In the event of unexpectedly high workloads, changes in management and/or team composition, it will be important to keep your awareness high. Closely monitor 'grapevine' activity and be prepared to spend more time keeping communication flowing.

And ensure you keep activities and processes in place that will keep morale high and the team moving forward in your desired direction.

80 to 109 Most of the time, your team functions well.

But at times, it feels something like a roller-coaster ride. The 'highs' are great, but the lows really hit hard – and they can seem to come on unexpectedly. It also seems quite hard to get things moving in a positive vein after these low points.

Most importantly, you feel as though you can never take your eyes off the ball. You need to keep reminding people, repeating things and continuously reinforce messages. The team overall lacks self sufficiency and relies on whoever they view as "management" to give direction, fix problems and create an enjoyable work environment.

Time and energy (and patience!) will be required to turn this around. Team members need to develop the skills and attitudes that enable them to take more responsibility. They need to move from an 'Us' and 'Them' mentality to one that embraces collaboration and cooperative efforts. And they will need reassurance that it is safe for them to share their ideas, concerns and questions while they equip themselves for this new way of working.

50 to 79 Unfortunately, it is common that many teams score in this category. And it's probably no surprise to you that yours has, too.

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50 to 79

continued

Teams operating at this level really struggle just to get by. Overall, the minimum amount of effort is expended to achieve the minimum level of expected results. Nothing impels them to stretch themselves, encourage each other and really experience what they (as individuals and as a team) are truly capable of.

The job is just a way of earning a living, and team members cannot see any reason or way to make the hours they work more enjoyable and fulfilling.

But it's not just about poor morale and motivation. Absenteeism is high, standards are not adhered to and conflict abounds. The team leader struggles to keep mending personality conflicts and putting out 'bushfires' in order that any level of productivity is achieved. Team members seem to get upset about the smallest of things, and harbour resentments and anger for long periods of time.

Teams in this category need help – and they need it now. Developing their skills in assertive communication and conflict resolution is a great first step. Empowering them to truly take responsibility for their work environment and eliminate the 'Blame Game' is critical to the survival of the team.

Below 50

Teams in this category may well be on the verge of imploding (or exploding!).

Clearly there is little that is working well within the team and trust and respect is exceptionally low.

This team needs to go back to the drawing board and create a vision for themselves. They need to let go of past issues and get on with creating their desired future.

It won't be easy or quick – but it *can* be done.

"Where do we start? How do we get the team functioning better?"

This is most clients ask me after they have completed the Audit – especially those with scores under 90!

Rest assured – help *is* available and I'd love to provide it to you.

Right now, the most important thing for you to do is to mull over what you have learned here – even talk with your team mates and manager to hear their thoughts on these issues.

And in 2 days' time, I'll be sending you an extension to the Audit which will make your starting point very clear for you. Till then – my best wishes are with you,

A handwritten signature in black ink that reads 'Sandi Givens'.