

Oceans Collective

People at their best

Team Effectiveness Report

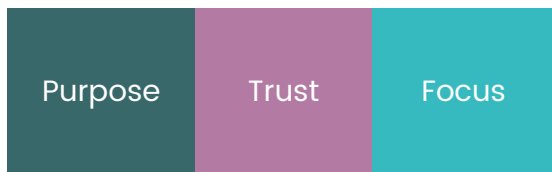
January 2020



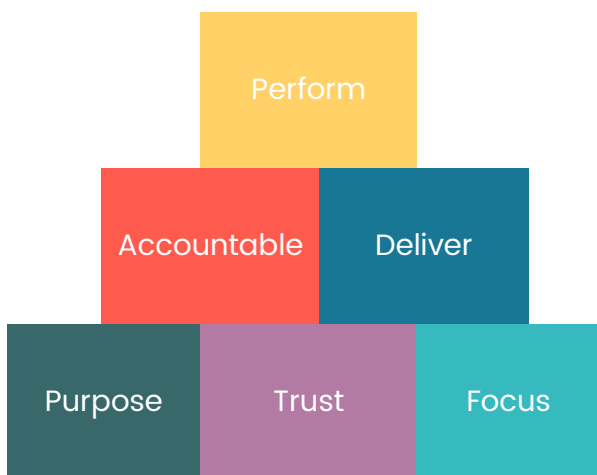
The Oceans model of team development can provide:

- An assessment of what's working well for the team and what needs attention
- A means of surfacing issues and prompting important conversations
- A roadmap to guide teams and organisations through change of transformation
- A checklist for new leaders
- A follow-up measure to demonstrate the progress the team has made

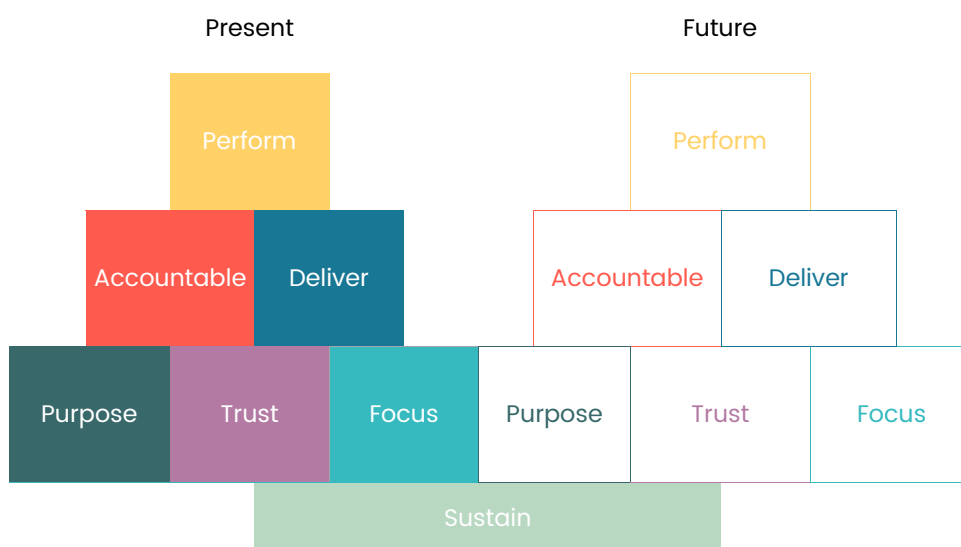
As teams develop, there are seven stages for them to address. The stages can also be seen as building blocks, with the first three stages – **Purpose, Trust and Focus** – forming a foundation to build on.



Accountable and **Deliver** are the next layer that lead to the team being able to **Perform** at its best.

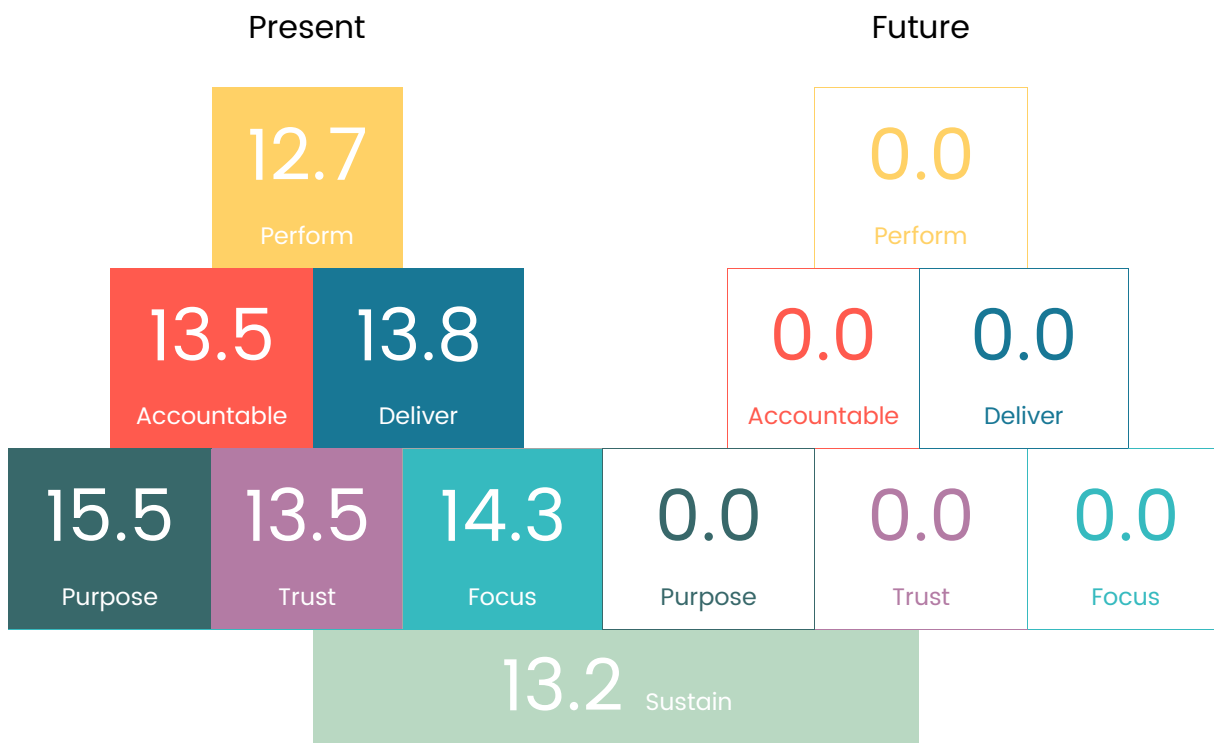


After that, being able to **Sustain** that level provides a bridge to the future and a foundation for the next stage of the journey.

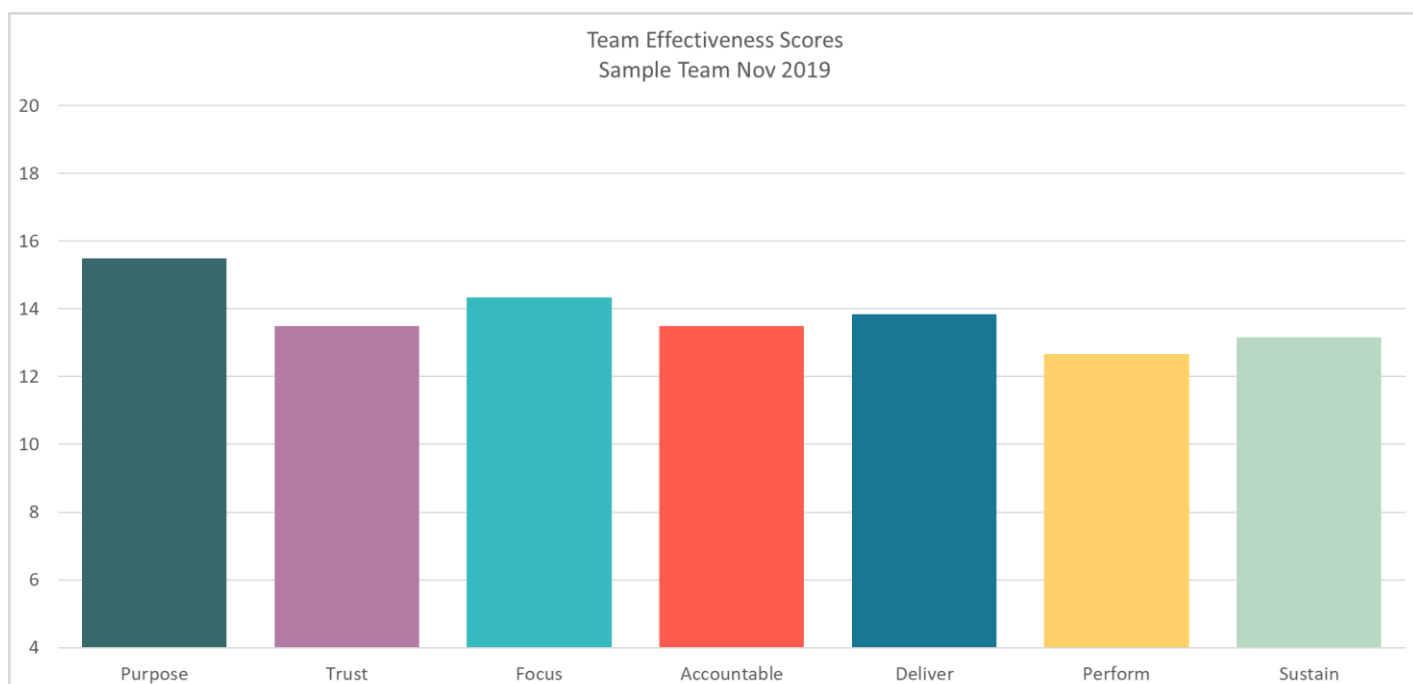


Scores for Sample Team, Nov 2019

The survey which team members completed contained 4 items for each stage and the 1-5 scores for each question have been added together to produce a team score for each stage between 4 and 20. The scores for each stage are explained and analysed in more detail on subsequent pages.



Adding up the scores for each stage and applying our formula gives your team a Total Team Effectiveness Index of 68.9 out of a possible 100.



Purpose

Everyone needs meaning in their work. When the team's purpose is clear then belonging to the team becomes meaningful for its members. Individuals can feel a powerful bond of loyalty to the team if their own identity and values match those of the team. Sadly, in the rush to get on with other tasks, many teams spend too little time agreeing on what they stand for and the values they represent. Without this the commitment of team members is reduced.

When teams feel a sense of togetherness and when success and failure feel like a collective story, their identity becomes stronger still. Belonging to the team can become a source of prestige, which helps with retention of existing team members and the recruitment of new ones. However, a strong team identity can separate those in the team from those outside, which may mean you'll have to work harder to create and maintain effective interfaces with other teams. Linking the purpose of your team to the purpose of the whole organisation or to the outside world can help to orientate and align your team with others.

Team's Average Rating	Purpose		Yes or Strongly Yes	Yes & No	No or Strongly No
4.2	Q1	I understand the purpose of the team and the contribution it makes	5	1	0
4.0	Q2	The team's purpose is meaningful to me and provides me with motivation	4	2	0
4.2	Q3	We have a shared set of values and sense of team identity	5	1	0
3.2	Q4	The team feels like 'all of us together' - we take collective responsibility for successes & failures	2	2	2
15.5			16	6	2

Trust

All groups have implicit or explicit norms or rules, which help to signpost what is expected and accepted, what is ok and what is not. Making these norms more explicit provides members of the group with more certainty, which creates psychological safety. In short, you know where you stand. Without this, there is hesitation and secrecy. Communication is less open so there are more assumptions, leading to more misunderstandings. Feeling less safe, members of the group are less likely to want to belong.

We have highlighted four principles that build a sense of safety for team members.

- It's ok to be me
- It's ok to say what I think or feel
- It's ok to make mistakes
- It's ok for everyone to know what's going on

When these are present, people communicate more authentically, which helps to build trust further. When they are not, trust gets eroded. Trust is the one part of team effectiveness that seems to have a tipping point – being either side of it means teams tend to carry on in that direction unless something significant changes.

For new teams – or teams with new leaders or new team members – establishing trust early on is vital because once it has been eroded, restoring it can take a lot of time and effort.

Team's Average Rating	Trust		Yes or Strongly Yes	Yes & No	No or Strongly No
2.7	Q5	I feel respected and valued for my strengths, contributions and preferred ways of working	1	2	3
3.7	Q6	I feel I can be open and honest in sharing thoughts, ideas and opinions with the team – it's ok to challenge	4	2	0
3.0	Q7	I feel it's ok to admit to mistakes, weaknesses or vulnerability	2	2	2
4.2	Q8	Information is made as freely available as possible to the team	5	1	0
13.5			12	7	5

Focus

It hardly needs stating that teams that don't know where they're trying to get to are unlikely to get anywhere. The hard part about clarifying team goals is that if people are clear in their own understanding then they tend to assume that everyone else sees things the same way. Teams are often surprised when they stop to compare the different understanding which each person has.

The process of planning helps to define a particular path for the team to follow so that signs of going off course can be detected early on. Thinking about the path makes it easier to anticipate problems and put in place contingency plans so that progress is smoother.

Teams with a clear path for each goal are more able to track progress, which can be an important source of motivation. Identifying team rewards for reaching milestones can help to sustain the team's momentum when the journey becomes arduous. Similarly, clear goals allow teams to know more definitely when they've reached their target so they can enjoy their success.

Often the biggest barriers to achieving particular outcomes are all the distractions that come along. Team meetings can be a useful arena here if teams use them to notice the distractions and re-focus on what's most important.

Team's Average Rating	FOCUS		Yes or Strongly Yes	Yes & No	No or Strongly No
4.2	Q9	I have a clear understanding of our specific goals and how they fit together	5	1	0
3.0	Q10	We stay focused on our goals and avoid distractions	1	4	1
3.2	Q11	We regularly track our progress towards achieving our shared outcomes and adapt accordingly	3	1	2
4.0	Q12	We look ahead and anticipate problems so we can stay on course	5	1	0
14.3			14	7	3

Accountable

Having decided what needs to be done the logical next questions are “Who’s doing what?” and “What resources do we need?” Many teams experience a dip in motivation when they are ironing out this stage. The tasks are not glamorous, but time invested now, in the nitty-gritty, pays off in future. As with goals, don’t assume shared clarity as people very often see things differently.

Workflow patterns can play a big part in defining the nature of the team. If roles are designed so that individuals are responsible for particular flows of work with few handovers or overlaps with others then the team can come to resemble more of a group than a team, with individuals working in parallel. Designing roles that require people to work together creates a reliance on teamwork, which has benefits and drawbacks. Some people prefer working in teams whilst others enjoy a sense of owning their work more privately. Open dialogue and a flexible team mindset are fundamental to resolving difficulties here and finding the right balance.

When clarifying roles and handovers between team members, the focus can become too insular, with the result that problems then just occur in the interfaces with other teams. It can be useful to expand the sense of team, from time to time, to include those upstream and downstream. Revisiting the personal and practical needs of all the team’s stakeholders every few months can be a very valuable exercise.

The last piece of the jigsaw is where concepts meet reality. It’s one thing to know who should be doing what – the key thing is that they then do it. Of course, one of the roles of the leader is to hold team members to account but the most effective teams have a culture in which team members are first of all accountable to themselves and each other.

Team's Average Rating	Accountable		Yes or Strongly Yes	Yes & No	No or Strongly No
3.5	Q13	Individual roles and responsibilities are clear	4	0	2
3.3	Q14	Team members have the resources they need (time, skill, information, equipment etc) to deliver what they need to	3	2	1
3.0	Q15	Interfaces and relationships with other teams work well	2	3	1
3.7	Q16	We hold ourselves and others – inside and outside the team – to account	4	2	0
13.5			13	7	4

Deliver

When goals have been clarified and roles and resources allocated, teams need to decide how they're going to do the work.

Processes are needed for all aspects of the team's work. Whether these processes are formal or informal, effective teams spend time learning from what went well and what didn't to develop the processes. When teams talk openly about their processes, they become mentally internalised and automatic - a key element in reaching high performance.

Whilst teams usually feel they are 'on the up' at this stage, not everything is likely to go smoothly. Communication is key here, between team members and between the team and its customers and suppliers, so that feedback can be shared and acted on quickly. There is often a flurry of problem-solving at this stage which, if handled successfully, can propel the team to a high level of performance and provide a growing sense of collective competence.

Team's Average Rating	Deliver		Yes or Strongly Yes	Yes & No	No or Strongly No
3.8	Q17	Work processes and systems are well understood by everyone	4	2	0
3.2	Q18	We have clear & agreed processes for making decisions, communication, assigning work & tackling problems.	2	2	2
3.3	Q19	Feedback is sought, shared, discussed and acted upon	3	2	1
3.5	Q20	We take time to learn from whatever we do and keep improving our performance	3	3	0
13.8			12	9	3

Perform

When the previous five stages have been addressed teams often reach a golden period when they can fulfil their collective potential. When thinking about teams or individuals being at their best, we often use Tim Galwey's formula $P=p-i$

$$\text{Performance} - \text{potential} - \text{interference}$$

Interference takes the form of, for example, confusion, distraction, anxiety, hesitation, rigid behaviour, apathy and pressure. So, this stage is characterised by the opposite: clarity, focus, calmness, action, flexibility, commitment and the kind of self-imposed pressure that feels more like inspiration.

The questions for this stage sound less like requirements to be fulfilled and more like descriptions of just what happens, like a tree bearing fruit.

Effectiveness leads to a steady diet of success which feeds confidence and makes empowerment easier for leaders to provide. Communication tends to be fast, direct and clear – even unspoken – when a deep understanding has developed between team members. High performance enhances the level of trust in the team, allowing individuals to use more initiative, think more creatively and feel a greater sense of shared ownership of the team's work. Self-awareness grows and mutual respect feeds a willingness to adapt to meet others needs. Success and confidence remove fear and allows people to challenge themselves out of sheer curiosity.

Team's Average Rating	Perform		Yes or Strongly Yes	Yes & No	No or Strongly No
3.7	Q21	All team members are empowered to use their initiative	4	2	0
3.5	Q22	Creativity, ideas and insight flow freely around the team	4	1	1
2.7	Q23	Team members understand their impact on each other and modify their approach accordingly	1	2	3
2.8	Q24	We stretch ourselves and enjoy the challenge of discovering how well we can do	1	3	2
12.7			10	8	6

Sustain

We are always in transition to some degree and as a result, high performance can have a disappointingly short flowering season. Changes in strategy, team structure, processes or personnel can require the team to focus on any or all of the previous stages. Sometimes complacency is all it takes.

When changes occur, it can be natural to resist them, especially when things have been so good previously. However, prolonged or strong resistance will not help the team to transition back to being its best – or not so much back but forward to being a new version of best. Once the team is aware that something needs changing, they can talk about how to manage the change as smoothly as possible. The team may need to cycle through the stages again, beginning with process and trust, but previous work done at these stages is not wasted and creates a solid foundation from which the team can build again, hopefully reaching Performance in relatively short time.

Even without significant changes, high performing teams can lose their spark and energy levels can fall. For some people, celebrating achievements and recognising effort goes a long way to topping them up. Everyone has their own recipe of what they need to be at their best and stay there. The best leaders take time to understand each person's formula and check regularly that its being provided. Paying attention to the warning signs of boredom and burnout helps transition to new peaks to happen faster and with smaller dips. The keys are vigilance, flexibility and communication.

Team's Average Rating	Sustain		Yes or Strongly Yes	Yes & No	No or Strongly No
3.3	Q25	We take time as a group to celebrate and recognise individual and team achievements	2	3	1
3.5	Q26	Team members respond to change with an open mind	4	2	0
2.7	Q27	We regularly check we are getting what we need to be at our best individually and collectively	1	2	3
3.7	Q28	We pay attention to our interest level, energy and recovery so we avoid boredom and burnout	4	2	0
13.2			11	9	4

Comments

Team members added the following comments in the section at the end of the survey:

- *I feel like we are clear about what we're trying to achieve, but we haven't clicked yet as a team. Compared to other teams I've worked in there's less openness at the moment and I'm not sure we know each other very well.*
- *There's a lot to do currently and we seem to be doing well at running hard to deliver everything, but we could do with some time to stop and re-group occasionally.*
- *As I'm new to the team I don't yet understand everything but everyone is very supportive.*

Highest-scoring Questions

Focus	Q9	I have a clear understanding of our specific goals and how they fit together
Trust	Q8	Information is made as freely available to the team as possible
Purpose	Q3	We have a shared set of values and sense of team identity
Purpose	Q1	Everyone understands the purpose of the team and the contribution it makes
Focus	Q12	We look ahead and anticipate problems so we can stay on course

Lowest-scoring Questions

Trust	Q5	I feel respected and valued for my strengths, contributions and preferred ways of working
Perform	Q23	We understand our impact on each other and modify our approach accordingly
Sustain	Q27	We regularly check we are getting what we need to be at our best individually and collectively
Perform	Q24	We stretch ourselves and enjoy the challenge of discovering how well we can do
Trust	Q7	I feel it's ok to admit to mistakes, weaknesses or vulnerability

Next Steps for Your Team

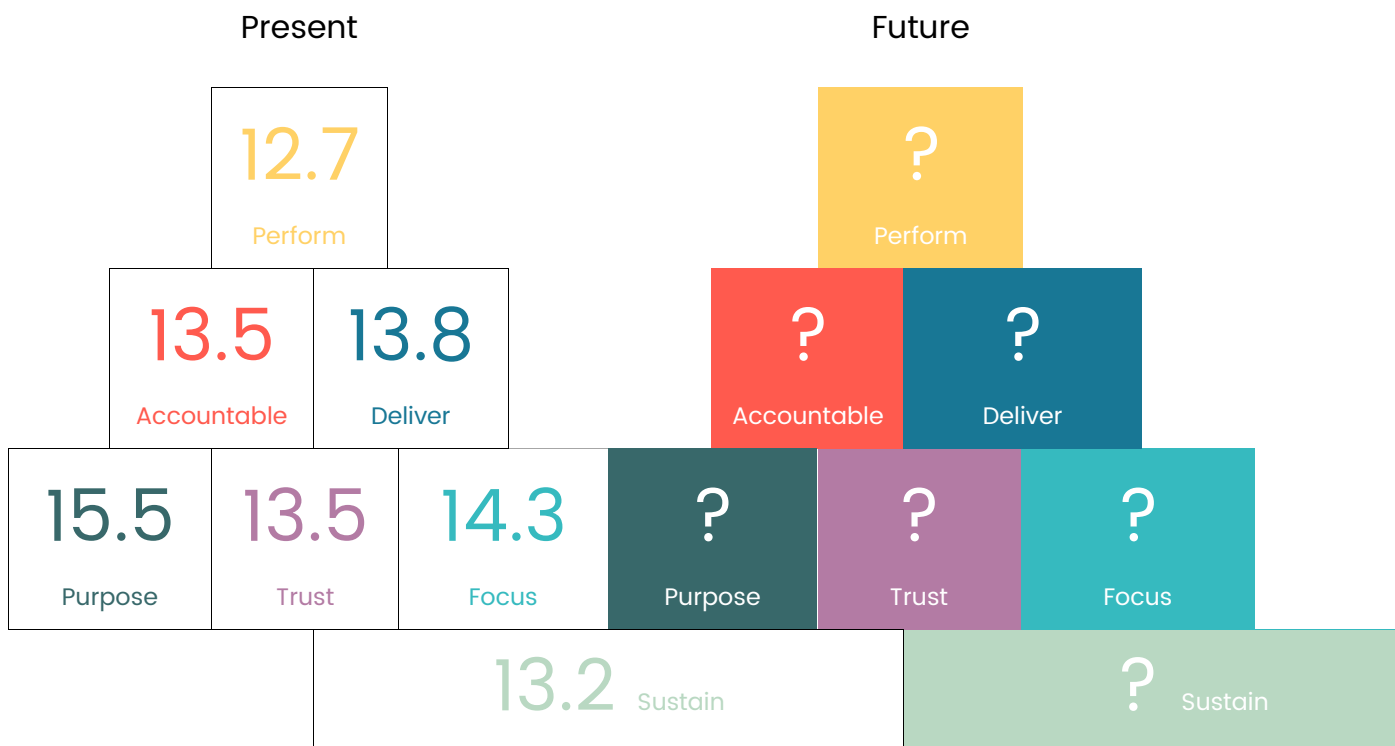
Based on your team's scores, we would suggest that a programme for development over the next 6 months might look like this:

Month 1	<p>Feedback session</p> <p>We feed the results back to you and the rest of the team so you can take part and listen carefully, rather than have to think about running the session yourself. This first session allows the team to add some context and colour to the survey results so you can all get behind the numbers and provide a personal response to the results</p>
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Month 2	<p>Insights personality profiles</p> <p>This session relates to Q5 and Q23. We can run this whole session for you and provide a profile for each person. The Insights profiles enable people to understand themselves fully and understand others better so they can appreciate their differences, adapt accordingly and work together more effectively. This session has proven to be consistently fun and interesting, providing an opportunity for teams to be more open with each other in a way that builds trust and appreciation</p>
Month 3	<p>You At Your Best workshop</p> <p>Targeting Q27, this 2 hour session helps participants to understand the internal and external factors that allow them to be at their best and deliver great performance that provides them with a high level of satisfaction. This understanding can then be taken forward into regular 1:1 conversations that explicitly focus on what they need – and what they need to do – in order to be happy and excel. In this session we also make use of the Insights profiles.</p>
Month 4	<p>Mistakes, weaknesses and vulnerability</p> <p>The session aims to re-position these words, removing the negative associations many people have and re-framing them as neutral and/or inevitable. The session draws upon the Insights profiles again and links mistakes and weaknesses to people's inherent strengths and preferences. The team will move on to contract with each other and their leader about the best way to provide an environment that provides psychological safety without removing accountability.</p>
Month 5	<p>Team-led session on Stretch and Challenge</p> <p>By now we find that teams feel increasingly comfortable in taking a more active part in leading their own collective development while our facilitation becomes more light-touch. This session allows them to consider a series of questions about stretch and challenge which will lead to agreeing some things to try out over the next few weeks.</p>
Month 6	<p>Review</p> <p>In preparation for the second Team Effectiveness Survey, the team looks back over the work they've done over these sessions and what has changed. There will be a chance to review progress on the topics in months 4 and 5 and fine-tune those plans accordingly.</p>
Month 7	<p>Follow-up Team Effectiveness Report</p> <p>The results will be provided in a report like this one and we'll arrange a time to discuss the findings and the next steps for you as a leader and for the team.</p>

In Six Months?

One of the key principles of the Oceans Team Effectiveness model is to stay focused on the outcomes you want to achieve. With that in mind, the most important image in this report is the next one. What would you want the figures in your next report to be?



Teams who manage their own progress between the first report and the follow-up typically show an increase in their overall team score of around 5%. By comparison, teams we support more closely for 6 months average an increase of 12.6%. Based on a typical team's salary costs, the notional return is significant, and we think our work delivers exceptional value for money.

We hope this report has provided real insight into how your team is doing and we'll be in touch to discuss what form of support is right for your team to help them take the next step.

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