Team Review: Digital support team - Feb 23

70%

Responses to date: 8 team member and 7 stakeholder responses

Executive summary

Your team received a very good review.

Your overall score was **70%**. This is the average of your team's self-assessment and your stakeholders' assessment. Your score puts you well into the top half of our database, but outside the top 10% of team scores.

You can always improve, though. On the following pages discuss the individual items you would like to score higher on, click on the recommended exercises and push yourselves to get into the top 10%.

What's in this report

* A detailed team analytic, benchmarking your team against 2000+ team reviews.
* Your signature strengths and challenges as a team.
* A list of development needs pinpointed by team members and stakeholders.
* Links to our recommended exercises based on your report.
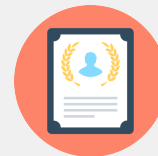* Comments from people who completed the questionnaire.

Resources to use alongside this report

Team Leader's Guide

A practical guide with all you need to feel confident about running a 'review & improve' session with your team.

Team Leader's Guide

Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

Expert Guidance

How to use this report

Step 1: Review the report before meeting with your team.
What themes have been brought out? What do the team indicate that they would like to work on? Think about where you'd like to get to by the end of the meeting.

Step 2: Click the links in the report to the recommended exercises,
or browse the Expert Guidance section to find out more about your suggested areas of development.

Step 3: Meet as a team, and talk together about your report.
Review and agree together what you would like to work on.

Step 4: Encourage dialogue.
Use the Team Leader's Guide for support to help you have a great discussion together. Your organisation may have access to trained facilitators too.

Step 5: Work on the recommended exercise
or see where the session takes you. Listen carefully to each other. Remember to keep an open and constructive tone to your discussions.

Step 6: Agree actions.
Finally, conclude by agreeing who will do what, by when, to improve your team processes. Agree a date to check you have followed through. The more effective your team, the more engaged and fulfilled you and your colleagues will feel.
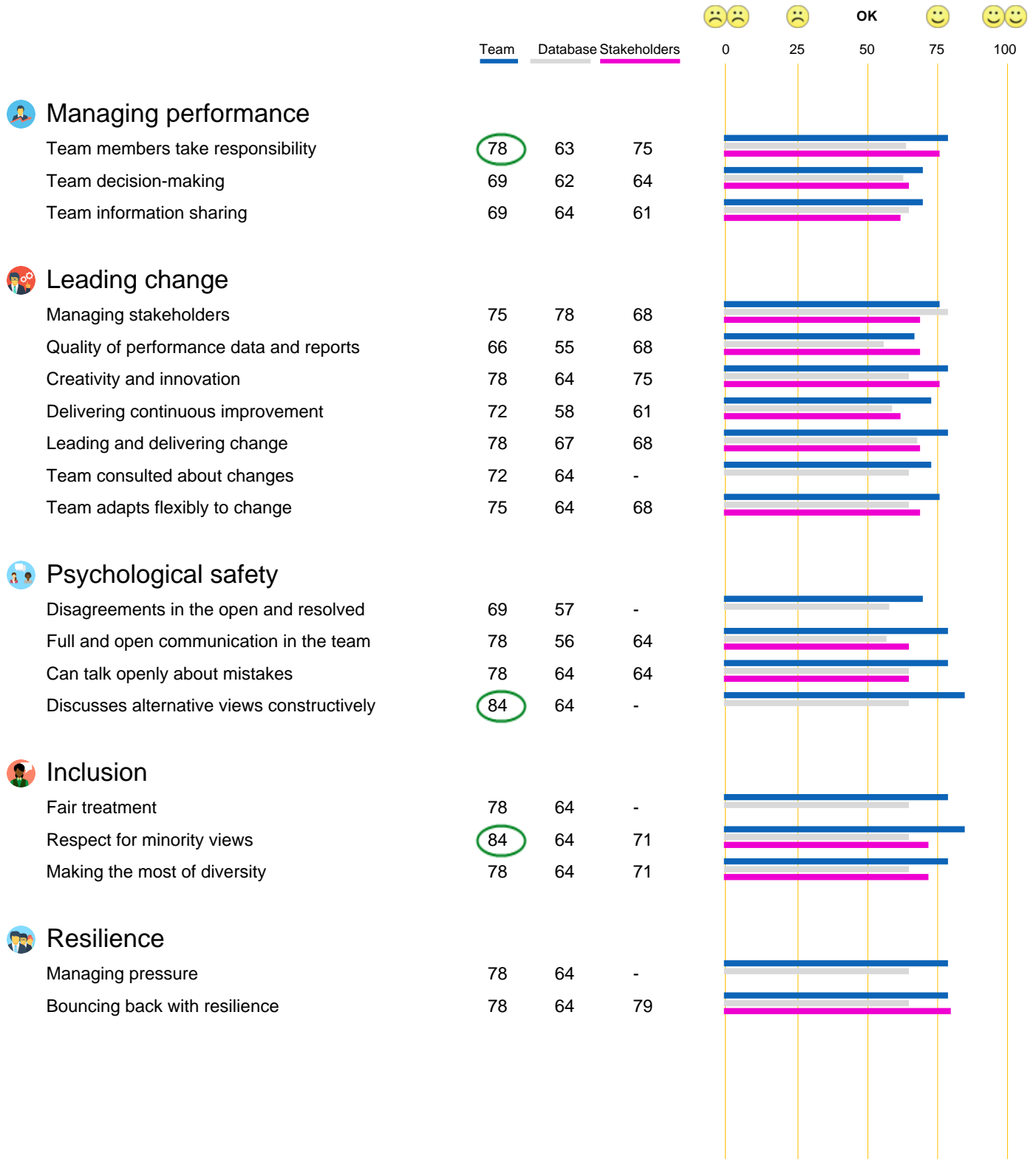
Your Detailed Team Profile

	Team	Database	Stakeholders	0	25	50	OK	75	100
Your overall rating	**72**	**64**	**68**						

Setting direction

	Team	Database	Stakeholders
Clarity of team objectives	69	68	64
Ambitious and measurable team targets	50	59	61
Resources allocated to right priorities	50	64	71
Focus on what customers want	69	74	68
Team's work valued by stakeholders	75	64	68

Leading by example

	Team	Database	Stakeholders
Inspiring communication	50	53	57
Generating optimism	50	66	68
Meeting targets	66	69	71

Organising the team

	Team	Database	Stakeholders
Effective team meetings	66	61	-
Clear roles and responsibilities	50	60	68
Effective delegation	66	63	-

Teamwork

	Team	Database	Stakeholders
Team members listen well	(81)	64	-
Moments of lightness & humour	(81)	64	-
Appreciation and support	81	75	71
Collective achievement put above individual priorities	(84)	63	61

Empowering people

	Team	Database	Stakeholders
Personal and professional fulfilment	78	71	75
Team member autonomy	(81)	64	64
Can-do culture	75	75	82

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	Team	Database	Stakeholders
Managing performance			
Team members take responsibility	(78)	63	75
Team decision-making	69	62	64
Team information sharing	69	64	61
Leading change			
Managing stakeholders	75	78	68
Quality of performance data and reports	66	55	68
Creativity and innovation	78	64	75
Delivering continuous improvement	72	58	61
Leading and delivering change	78	67	68
Team consulted about changes	72	64	-
Team adapts flexibly to change	75	64	68
Psychological safety			
Disagreements in the open and resolved	69	57	-
Full and open communication in the team	78	56	64
Can talk openly about mistakes	78	64	64
Discusses alternative views constructively	(84)	64	-
Inclusion			
Fair treatment	78	64	-
Respect for minority views	(84)	64	71
Making the most of diversity	78	64	71
Resilience			
Managing pressure	78	64	-
Bouncing back with resilience	78	64	79

Scale markers: 0, 25, 50, OK, 75, 100

○ This score is in top 10% of scores in the database   ○ score is in bottom 10% of scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

Your Signature Strengths

Your Team's view - highest 4 scores (see previous page) as rated by your team:

84%	We are able to be critical of ideas without being critical of each other
84%	The team respects minority views
84%	Team members put collective achievement above their individual priorities
81%	Team members have a significant degree of autonomy over their work

Your stakeholders' view - highest 4 scores (see previous page) as rated by your stakeholders:

82%	The team has a can-do culture
79%	The team bounces back quickly if things don't go to plan
75%	Team members seem to enjoy their work
75%	The team is strong in creativity and innovation

Your Challenges

Your team's view - lowest 4 scores (see previous page) as rated by your team:

50%	The team's resources are allocated to the right priorities
50%	Our team communicates its vision and priorities in an inspiring way
50%	The team generates optimism and confidence internally and externally
50%	The team is clear about everyone's role and responsibilities

Your stakeholders' view - lowest 4 scores (see previous page) as rated by your stakeholders:

57%	The team communicates its vision and priorities in an inspiring way
61%	The team has an ambitious vision
61%	The team seeks our view on how they can improve
61%	We get information from the team when we need it

Suggestions for Development

The questionnaire asked each respondent to pick up to three areas for the team to prioritise for development.

Team member suggestions for development:

The list below show areas that were picked by more than one team member:

5 votes **Being clear about everyone's role and responsibilities**
Recommended team exercise link: Clarifying roles and responsibilities

5 votes **Communicating the vision and priorities in an inspiring way**
Recommended team exercise link: Inspiring people

4 votes **Generating optimism and confidence**
Recommended team exercise link: Generating optimism

2 votes **Improving the effectiveness and clarifying the purpose of team meetings**
Recommended team exercise link: Running effective meetings

2 votes **Team's work valued by stakeholders**
Recommended team exercise link: Managing stakeholders

Stakeholder suggestions for development:

The list below show areas that were picked by more than one stakeholder:

4 votes **Being clearer about what the team is trying to achieve**
Recommended team exercise link: Clarifying objectives

2 votes **Being clear about everyone's role and responsibilities**
Recommended team exercise link: Clarifying roles and responsibilities

2 votes **Generating optimism and confidence**
Recommended team exercise link: Generating optimism

2 votes **Communicating the vision and priorities in an inspiring way**
Recommended team exercise link: Inspiring people

What does the team do really well?

Team members say:

"The team has a strong 'can do' culture and people support and get involved with each other whenever we need to. "

"We support each other; we're creative and good at our jobs.
We enjoy working together as a team."

"We gel very well as a team. We are dedicated to the work we do together."

"We're a friendly, professional group who produce high quality work together."

"Enjoy our work"

"We are a very open and honest team.
We're able to express views, concerns, challenges and achievements well.
We're innovative and good problem solvers."

What does the team do really well?

Your stakeholders say:

"Love the passion that each member has for the issues we need to tackle when you speak to them."

"The little contact I have had with members of the team has been very helpful. Team members seem friendly, informative and keen to resolve issues."

"I have always had very good service from people in the team. I think they make a great contribution."

"A bunch of dedicated people trying to do their best sometimes in challenging circumstances
Very friendly and approachable.
Consistent high quality work "

"Working hard/being dedicated, supporting one another, flat hierarchy working"

"The individuals I have worked with have a high level of enthusiasm, they are keen to deliver solutions."

What could the team usefully improve?

Team members say:

"Improve clarity about individual team members' roles and responsibilities.
Be more business-like about how we measure oure performance as a team, as against the goals that are set for us."

"Although we communicate and work well as a team, we don't always communicate well externally. Roles, responsibilities are also not very clear - so work can be chaotic leading to duplication of effort and misunderstandings with our external partners."

"We could be more organised about the way work is distributed amongst team members - some people seem to get more interesting work than others. We talk to each other about the work we are doing, but this could be handled more 'formally' so we all had a good insight into what the team as a whole is doing."

"Spell our vision out to the rest of the organisation. It sometimes feels as if we are secondary to some of the more important departments."

"I think we sometimes overestimate our value to the rest of the organisation. We need to work harder at focusing on the outside, not just on the technical side of our work. We can be a bit inward-looking."

"We could be more effective at making sure all our projects are going toplan, and shifting our work accordingly. Better planning, and a more strategic vision would help."

"Financial pressures mean we need to spend more time monitoring what we are doing - especially what we are delivering for others - so we can show we are providing good value."

"We work well together informally and creatively. We could probably spend more time in our meetings stepping back and taking a more objective view about our delivery as a team."

What could the team usefully improve?

Your stakeholders say:

"A clear and defined role for each team member would be useful to me and helpful for the project.
A clearly defined project plan / initiation document that details roles and responsibilities will help to keep the project on track as it moves forward
"

"I think the team would benefit from more clarity on roles and responsibilities. It would help us, too - it's not always clear who leads on what.
"

"My communication with the team has always been on short-term quick fixes - which they have responded very well to. I'm not sure how well they communicate about the bigger projects they are involved with. It would be helpful to know more about that.
"

"I am mostly clear what individual members do, but the whole seems quite fragmented - individuals working in silos rather than collectively. I might be wrong, but maybe more joint working?
"

"Team could be clearer on their overall priorities and what they're trying to achieve. More updates from the team would be good, including their achievements."

"I think they could show a clearer vision of overall direction as a team. They're working in a high pressure area, at a difficult time which would benefit from a more visible leadership."