THC – Individual – 2017-03-01 17:25

teamhealthcheck

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Introduction

Your FREE trial THC report

The Team Health Check is a bespoke tool designed to create objective discussion about team performance. This free **trial report** gives you a clear snapshot of your own perception of this particular team's performance. It will help you clarify what the team needs to address to be even more effective. You can build on this report to create shared understanding and buy-in through inviting all team members to take part in a Full Team Health Check.

Why does this matter?

Like it or not, all teams can struggle. They are made up of people with different perspectives who are usually doing their best to make things work. When teams underperform, the impact on their people and results in their organisation can be huge. When teams work well, you see the difference in energy and focus for them and others around them.

Leaders and team members know it takes rigour and commitment over time to change. And they often don't know where to start. Using the Team Health Check gets quickly to the core issues that make or break a team's high performance.

The benefits of using the THC

Teams tell us that the THC triggers open, honest conversations which enable them to face up to what they need to change and spark strong, positive shifts in performance. The benefits they notice are:

- ***Better, speedier decisions*** because they have robust conversations, harness different viewpoints and commit to an agreed way forward.
- ***Feeling more positive and delivering better results*** to internal and external clients.
- ***The positive ripple effect*** of giving more clarity and focus to their own teams.

What's different about the Full Team Health Check?

The full team report provides a structured, objective method of analysing a team's performance in depth and detail. Team members receive their individual reports; you receive a consolidated report with comprehensive graphs and data showing the combined views of all team members. This allows you to see and explore strengths and areas for improvement so you get to the heart of key issues speedily.

As a result you and the team can:

- Work out how well the team measures up against the eight critical aspects of high team performance.
- Bring to the surface the issues that may not have been openly discussed.
- Hear what the team really thinks.
- Identify priorities to move team performance to the next level.
- Review progress by retesting several months later.

You can see a sample team report online at www.theteamhealthcheck.com

1. The Team Health Check Model

Based on meta research, current thinking and our combined experience of more than 50 years, we identified 8 factors which high performing teams demonstrate in action. These are grouped into 4 themes: Direction, Commitment to Results, Ownership and Conditions for Success. We've tested and refined this with teams and leaders in global organisations worldwide.
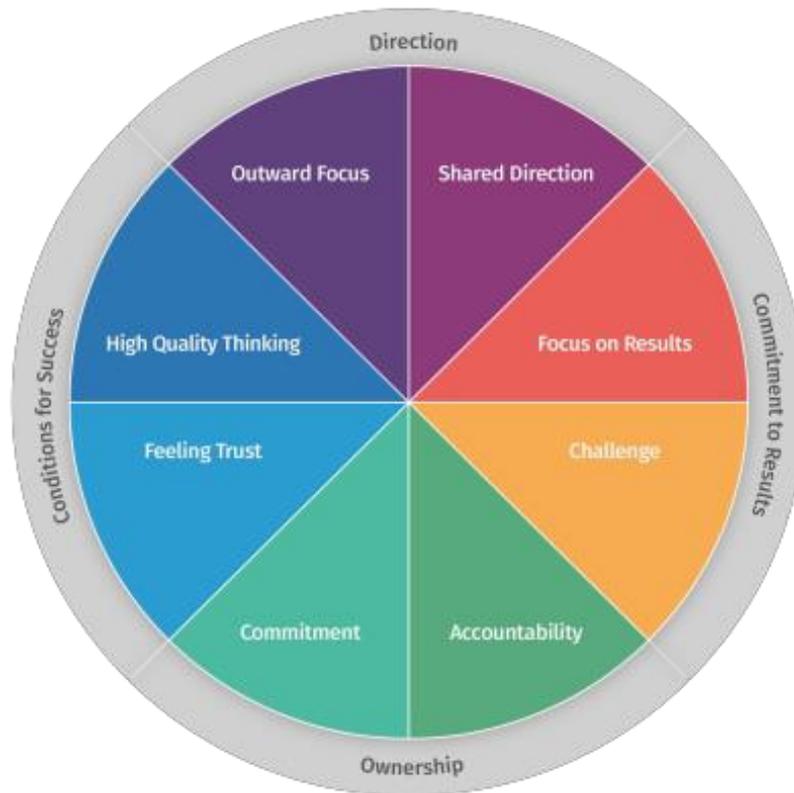
The model isn't intended to be exhaustive – we've focused on factors we found make the most difference.

Clarity of Shared Direction
When team members have a shared understanding of what they are trying to achieve, why and what success looks like, it results in the best outcomes. Team members need to show the way and model the right behaviours - both in terms of direction and how people behave and work together.

Focus on Results and Outcomes
The team pays attention to the things that matter and their proper direction. Team members make tough calls, consciously divide their time and stay focused on their joint goals.

Courageous Challenge
The team confronts reality and has frank conversations. This creates energy and a sense of striving for success. There is positive challenge with the intention of improving outcomes rather than protecting egos and turf or playing political power games.

Joint Accountability
Team members take responsibility for their own part in delivering the team's goals and helping others to achieve them. Failing to deliver or letting others down is not OK.

Commitment
Walking in the room, you feel the team's energy and purpose - team members are heard, decisions are clear and there's clarity about what has been agreed.

Feeling Trust
Everyone treats each other with respect, is open on uncomfortable issues and takes time to understand others' needs. It's OK to admit mistakes and weaknesses.

Enabling High Quality Thinking
Teams that demonstrate high quality attention, create space for each other to speak and explore their thinking with real curiosity generate new thinking and deliver results.

**Outward Focus and Communication**
High performing teams are never insular: informed direction and decisions rely on knowing what's going on outside the team. They gather external information and use it well to ensure they change course when needed.

2. How your free trial THC report is organised:

1. The Team Health Check Model.
2. How your free trial THC report is organised.
3. Your assessment of the team - average results for each of the 8 sections.
4. Key strengths and areas for improvement (top 5).
5. Moving Forward - your verbatim views.
6. Taking Action.
7. Ideas for enhancing your team performance.
8. Next step: the Full Team Report and contact details.

3. Your Assessment of the Team

This graph gives you an 'at a glance' view of your perception of this team's performance. It uses the average of your responses for each section. If you responded 'Always' for all statements in a section, this would give you 100% for that section. If you answered 'never' on all elements in a section, the result would be 0%.
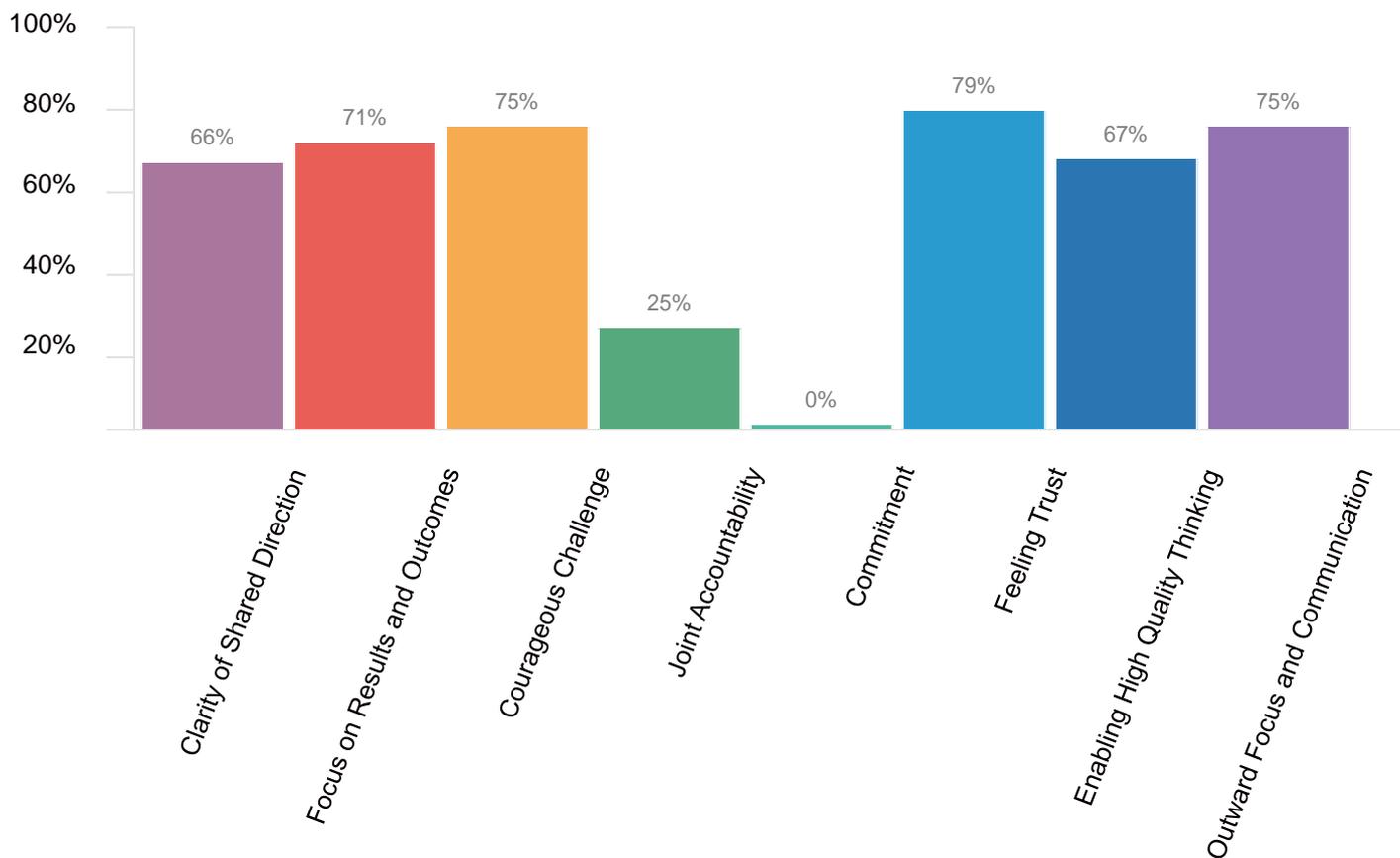
Tips for interpreting your results:

In our experience, average scores over 60% represent strengths for this team and are important to acknowledge, while scores under 40% indicate priority areas for action.

Average scores between 40% and 60% suggest that further exploration will be worthwhile.

Looking at the results alongside the descriptions above of the eight critical factors of the Team Health Check model will help you to identify key issues that impact on this team's high-performance.

To get clarity on your view of precise issues to be addressed, take time to consider the following questions:

- How does this graph compare to the views you give in the next two sections?
- What similarities and differences do you notice?

4. Key strengths and areas for improvement

Building on part 2, this table shows your view of 5 key strengths and 5 areas for improvement for this team using the 49 statements of the Team Health Check.

The team's current strengths in order of importance

Statement	Importance
Where we are headed stimulates us and keeps us focused	1
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	3
	4
We stimulate each other to think creatively	5

Scope for improvement in order of importance

Statement	Importance
At the end of discussions, we are clear what has been decided and who will do what	1
We all feel our ideas and opinions are given a fair hearing before decisions are made	2
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	4
	5

Tips for interpreting your results

Use this table to pinpoint strengths to celebrate and build on as well as specific areas of team performance to address.

- Comparing this to the other sections, what patterns do you notice?
- What does this suggest about where to start?
- How can you draw on the team's strengths to help?

5. Moving Forward

This section shows your verbatim responses. Use it to build on the report so far to find critical areas and concrete steps forward.

What are the key strengths of this team you want to acknowledge and build on?

Shared responsibility

Why is each important?

We work well together

What are the key areas you want to focus on to enhance the performance of this team?

more leadership

Why is each important?

direction

Where will you start?

Be more dictatorial, clear statements of what has to be done

Compare the verbatim responses with the data and intuitive responses to help you make clear commitments to what you want the team to address.

- What do you want to add as you consider the results?
- What are your thoughts now about how best to move forward?

6. Taking Action

This report is a snapshot of your own view, the action you take now will depend on your team and circumstances. Here are some suggestions to help you think through your approach:

- **Acknowledge and appreciate strengths** as well as areas for improvement. Gallup's research with more than a million individuals showed that when leaders invest in team strengths, individual engagement can increase eight-fold.

- **Get the foundations in place** - If you spot development needs in Shared Direction, Feeling Trust or High Quality Thinking, these are the critical places to start building the team.

- **Establish trust first** - then it is easier to build Courageous Challenge and Joint Accountability. These in turn build more trust.

- **Use these results with care** - These results are your view. If you decide to share them with the team, take time to seek their perspectives. Highly effective people "Seek first to understand, then to be understood" (Stephen Covey).

- **If you are the leader of the team** - You will know that your behaviour has a big impact. Ask yourself: How can I model the change I want to see? What do I need to start doing / stop doing or change for the team to step up? It can be hard to both facilitate these discussions and step back and get a clear view. What (if any) support might you need to get the outcomes you want?

- **If you want the team to take ownership** - To generate shared understanding and buy in, ask each member of the team to complete the Full Team report. They receive their individual reports, you receive a consolidated report you can share, anonymised so the team are confident to give frank answers. This means team members can jointly decide which areas to address and commit to addressing them.
  You can see a **sample team report** online at www.theteamhealthcheck.com

7. Ideas for enhancing your team performance

If you need to build	Take time to
Direction (Outward Focus and Communication; Clarity of Shared Direction)	• **Discuss and agree your vision and shared goals.** Why do we exist? What's our purpose? What do we need to achieve together? Why does that matter? • **Clarify how you want to work together** - what are the standards of behaviour you sign up to? • **Spend time to identify your key stakeholders and how you engage them.** Who are your supporters and where do you need more productive conversations? • **Prompt team members to gather external intelligence.** High performing teams seek a diverse set of external and internal perspectives to improve their own thinking
Commitment to Results (Focus on Results and Outcomes; Courageous Challenge)	Copyrighted material *This is a preview, the pages displayed are limited*
Ownership (Joint Accountability; Commitment)	• **Work out joint and individual roles and responsibilities** - What's clear and what's blurred? How actively do team members support and challenge? • **Notice if there's energy in the room.** If there isn't, what's missing from the seven other elements of high performance that will fire up the team? If energy drops temporarily, address this (you could refocus, change activity, move or take a break) • **Review the levels of commitment in the team.** If someone's not on board, what are you all going to do about it?
Conditions for Success (Enabling High Quality Thinking and Feeling Trust)	Copyrighted material *This is a preview, the pages displayed are limited*

8. Next Step: The Full Team Report

Thank you for completing your free report. Imagine the insight THC can provide when your whole team inputs information through this process. These insights can transform the behaviour, energy and performance of your team. All you need to d now is visit www.theteamhealthcheck.com and register each of your team members so you can begin to make transformational improvements.

"The THC is a really good way of base-lining and getting focussed on the right things. It creates an understanding of what the issues are so you can start to address them. It's very worthwhile, because it takes the emotion and bias out, you don't spin your wheels, so you save time and can focus on what matters."
  - Andrea Blackman, Managing Director of Product Strategy and Marketing, Moody's Analytics, London

You can access your reports online by visiting www.theteamhealthcheck.com and logging in.

If other teams in your organisation could benefit, please let them know about the THC Free Trial and Full Team Report.

How to contact us:

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