BrewinFurniss.com

Team Information

- Team Leader: John Andrews (j.andrews@brewinfurniss.com)
- Company Name: Brewin Furniss
- Operating Industry: Consultancy / Professional services
- Description: Executive board/ C-Suite/ Exco
- Function: Strategy and planning
- Coverage: Global
- Size: 1000-4999

Introduction

The Team Health Check is a bespoke tool designed to create objective discussion about team performance. The main purpose of this report is to give you, the team, a shared understanding of your strengths and areas for improvement. It combines the perspectives of all team members and lets you:

- Work out how well this 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.

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.

Fair use:

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.
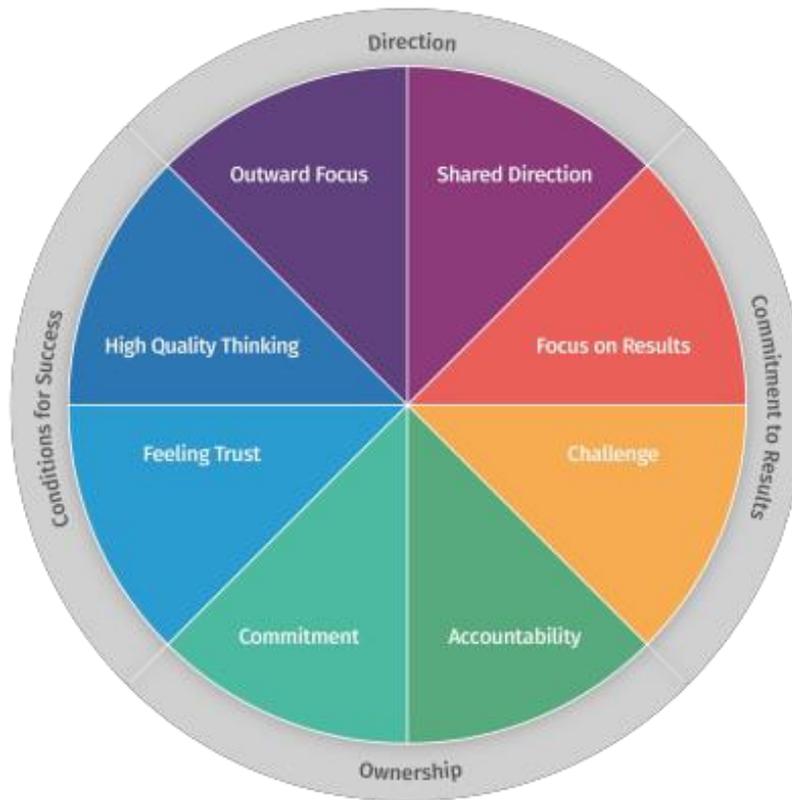
The model isn't intended to be exhaustive – we've focused on factors we found make the most difference.

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 THC Team Report is organised:

1. The Team Health Check Model.

2. How your Team Report is organised.

3. Your team results - average results for this team for each of the 8 sections.

4. Your team results - average, low and high scores.

5. Section breakdown - average percentages and range of scores.

6. Intuitive Table - your 'gut instinct' about current performance.

7. Key strengths and areas for improvement (top 3).

8. Breakdown of results for each item in the team assessment.

9. Team viewpoint - the combined verbatim views of team members.

10. Actions for your team.

11. Ideas for enhancing your team performance.

12. Making the most of the Team Health Check: the value of future review and reassessment for continued success. Contact details.

3. Your team results - average results by section

This graph gives you an 'at a glance' view of your team's results so that you can immediately see your team's strengths and areas for growth. If all team members responded 'Always' for all statements in a section of the team assessment, the result would be 100% for that section. If all team members answered 'never' for all statements in a section, the result would be 0%.
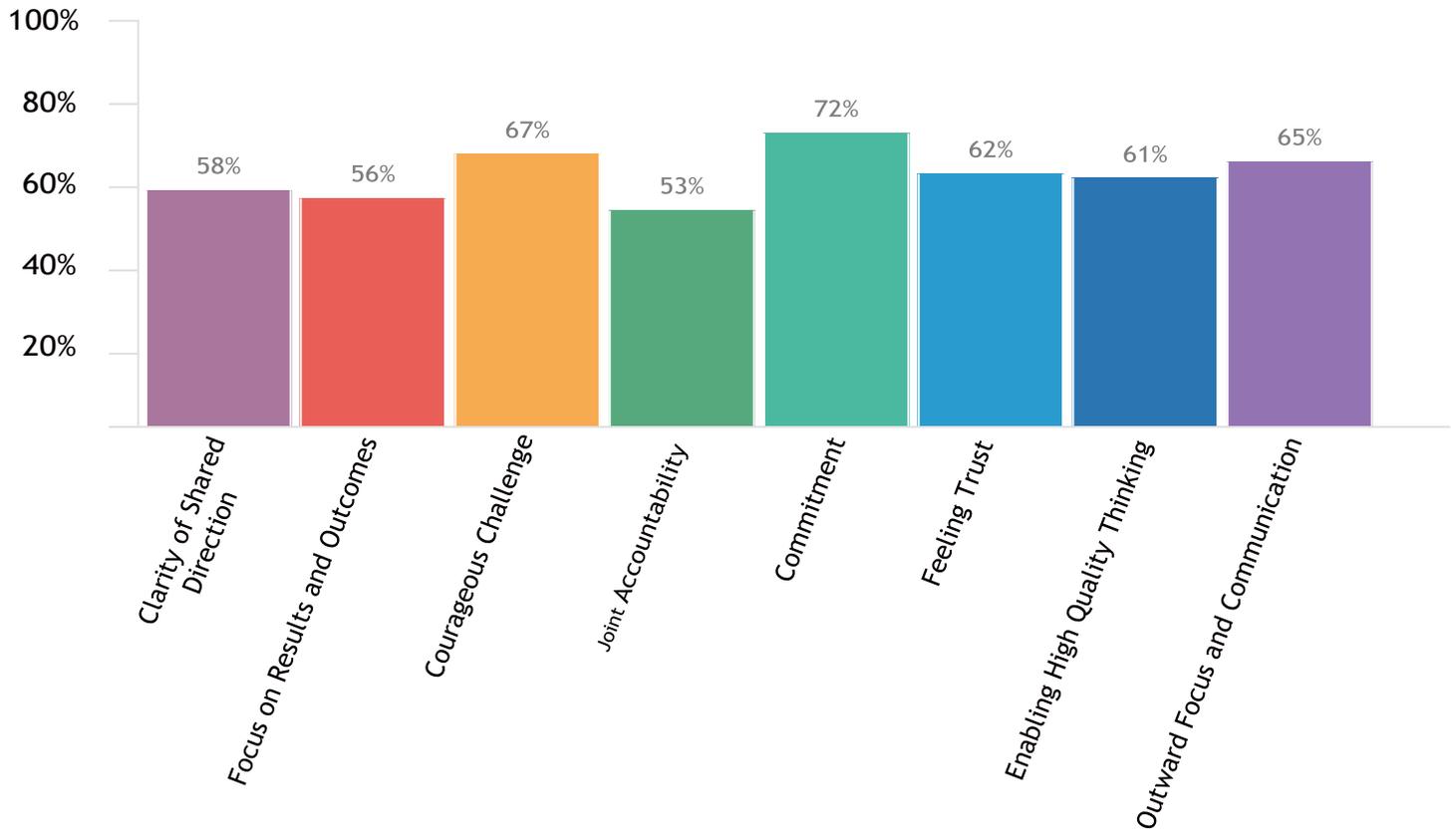
Tips for interpreting your results:

The first three graphs and tables of this report are generated by this team's combined answers to the 49 statements of the Team Health Check instrument.

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 precise issues to be addressed, see the results by individual statement below (8. Section Breakdown of Results by Statement).

You can also compare the charts, graphs and tables in this report (the quantitative data) to the personal viewpoints expressed by team members in the **Team viewpoint** section. What similarities and differences do you notice? How can this team best move forward?

4. Your team results - average, low and high results for this team

This graph gives you a picture of the combined view of your relative strengths and weaknesses and of the range of perspectives within the team.
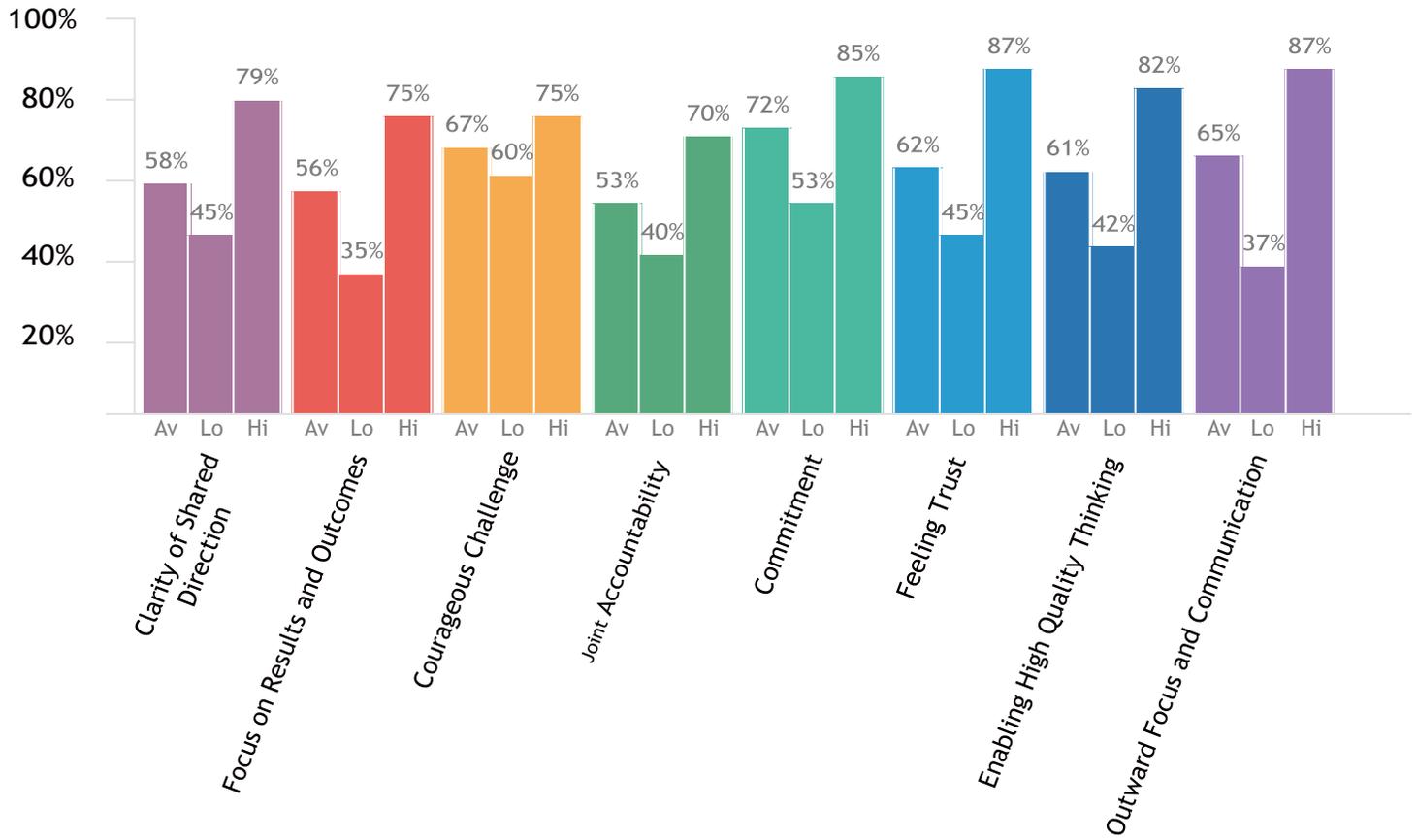
Tips for interpreting your results:

Look at the team averages and the range of scores in each section. Wide ranges in view are worth exploring further – why did people respond in such different ways?

5. Section Breakdown

The following shows a breakdown of results by section. This shows the range and average as percentages. A wider range means differing views which will be worth exploring.

Section	Range	Av.
Clarity of Shared Direction	45% - 79%	58%
Focus on Results and Outcomes	35% - 75%	56%
Courageous Challenge	60% - 75%	67%
Joint Accountability	40% - 70%	53%
Commitment	53% - 85%	72%
Feeling Trust	45% - 87%	62%
Enabling High Quality Thinking	42% - 82%	61%
Outward Focus and Communication	37% - 87%	65%

Remember: average scores over 60% represent strengths for this team; scores under 40% indicate priority areas for action. The team should investigate average scores between 40 and 60% and any wide range of   percentages.

6. Intuitive Table

The data and graphs so far are based on the team's responses to the 49 statements in the Team Health Check. The following table shows this team's 'gut instinct' about current performance on the eight critical aspects. The numbers under 'strong, mixed and weak' relate to how many people made that selection.

Section	Strong	Mixed	Weaker
Clarity of Shared Direction	3	1	
Focus on Results and Outcomes	1	3	
Courageous Challenge		2	2
Joint Accountability		1	3
Commitment	2	1	1
Feeling Trust		4	
Enabling High Quality Thinking	1	2	1
Outward Focus and Communication		2	2

Tips for interpreting your results:

Explore similarities and differences between the intuitive table and the more objective data and graphs in earlier sections of this report. What are the similarities and differences between them? Invite team members to share their reasons for their intuitive views. This can help crystallise what the team decides to address.

Where the intuitive table shows wide ranging views in any section, explore why team members have such differing 'gut instincts' about the team's current performance. What evidence can they offer? What are some seeing that others are not? What is essential to move this team forward?

7. Key strengths and areas for improvement

Building on part 6, this table shows the team's view of 3 key strengths and 3 areas for improvement using the 49 statements of the Team Health Check. Note the 'Frequency' here – this shows the number of members of the team who chose this statement. Where many members of the team share the same view the frequency will be higher.

The team's current strengths in order of importance

Statement	Frequency
Where we are headed stimulates us and keeps us focused	2
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	1

Scope for improvement in order of importance

Statement	Frequency
We divide our time well between discussions about the past, present and future	1
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	1

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.

To test this against the data, compare these intuitive views to the results in section 8 below (Breakdown of Results by Statement) where you can identify the set of highest and lowest average responses. This will reveal overlaps and differences between the team's view of their performance and objective results. For example, a number of team members may believe that "We have a shared understanding of what we are trying to achieve". The Breakdown of Results by Statement may substantiate this (e.g. "Always") or show the combined team response contradicts this (e.g. "rarely"). Both results are worth investigating.

This comparison will also reveal additional strengths (statements to which the combined team has responded "Always" in Section 8) and areas of improvement (statements to which the combined team has responded "Sometimes" or below). These combined intuitive and objective results bring home to the team their full range of true strengths and the priority areas they must address to increase performance.

8. Breakdown of results by statement

The following shows a breakdown of this team's responses by statement. Scores range from 0-4. Each statement has beside it the lowest, highest and average rounded response (mean). Scoring is as follows, 4 = "always", 3 = "usually", 2 = "sometimes", 1 = "rarely", 0 = "never".

Use this section to understand the team's precise response to each of the 49 statements of the Team Health Check instrument.

Clarity of Shared Direction	Low	High	Av.
1. We have a shared understanding of what this team is for	2	4	3
2. We have a shared understanding of what we are trying to achieve	2	3	3
3.	1	2	2
4.	0	3	2
5.	0	4	2
6.	1	4	2

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Focus on Results and Outcomes	Low	High	Av.
7. Where we are headed stimulates us and keeps us focused	1	4	3
8. We pay attention to what really matters to the business/organisation	2	3	2
9.	0	4	2
10.	2	2	2
11.	1	3	3
12.	1	4	2
13.	1	3	2

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Courageous Challenge	Low	High	Av.
14. We say what's really on our minds	2	3	3

	Low	High	Av.
15. We discuss the most important and difficult issues openly	2	4	3
16. Copyrighted material	2	4	3
17.	2	4	3
18. *This is a preview, the number of questions displayed is limited*	2	4	3
19.	0	3	2
20.	1	4	3

Joint Accountability	Low	High	Av.
21. Everyone clarifies and commits to areas of accountability	2	4	3
22. We make sure each other's plans and approaches are the best they can be	1	3	2
23. Copyrighted material	0	3	2
24. *This is a preview, the number of questions displayed is limited*	1	3	3
25.	0	3	2

Commitment	Low	High	Av.
26. When you walk in the room, there is positive energy and an enthusiastic atmosphere	2	4	3
27. Team members know what peers are working on and how that contributes to the team	3	3	3
28. Copyrighted material	2	4	3
29.	1	4	3
30. *This is a preview, the number of questions displayed is limited*	2	4	3
31.	2	3	3
32.	1	4	3

Feeling Trust	Low	High	Av.
33. Team members openly admit their weaknesses and mistakes	3	4	4
34. When Team members say or do something inappropriate or possibly damaging to the team, they take the initiative to apologise and put things right	2	4	3
35. Copyrighted material	2	4	3
36. *This is a preview, the number of questions displayed is limited*	0	3	1
37.	1	4	2
38.	1	3	3

Enabling High Quality Thinking	Low	High	Av.
39. We stimulate each other to think creatively	2	4	3
40. We listen with respect and interest, treating each other as equals	2	3	3
41. Copyrighted material	2	4	3
42.	0	3	2
43. *This is a preview, the number of questions displayed is limited*	1	3	2
44.	0	3	2
45.	2	4	3

Outward Focus and Communication	Low	High	Av.
46. We keep a focus on our internal and external customers and clients	2	4	3
47. We record clearly the decisions and actions we need to communicate more widely	1	3	2
48. Copyrighted material	0	4	3
49.	1	3	2
This is a preview, the number of questions displayed is limited			

9. Team Viewpoint

This section combines the team's unedited verbatim responses. Use it to build on the report so far to find critical areas and concrete steps forward. Compare the verbatim responses with the data and intuitive responses to help you make clear commitments to what you want to address and how you will follow up to keep momentum going.

Questions to consider as you read this:

- How do these echo the data and your intuitive responses?
- What themes do you see?
- What must this team work on now?

What are the key strengths of this team you want to acknowledge and build on?	Why is this important?
Our ability to trust each other to do stuff when we're not around	Need to work remotely
Most of the members come from the same professional background and have the same interests and enthusiasms for going forward and working effectively.	We have a shared understanding of what we want from the company and how we want it to be with our collective input.
Hard to say	Really hard to say
The team get on very well together on a day-to-day basis, and in general are a good fit in their thinking and practical management of the projects they are set. Each one of them is either expert in their field or has strong experience and in general they appear to learn from each other.	It is important that they all feel respected in their roles and not undermined by each other or feel undervalued for the efforts they put into the success of the project. They do seem to slot in with each other on a practical level and all appear to put in about the same effort and time to see through projects to a successful end.

What are the key areas you want to focus on to enhance performance of this team?	Why is this important?
Having fun together - it's all a bit serious	Keeps it light and energy up
Acknowledging that although we have similar backgrounds, we each bring our own skill set and point of view.	We spend less time comparing and competing with each other's ideas and more time putting into practice some of the ideas which will make the company stronger and more profitable for its future.

Although they work well together generally, they could work more efficiently if they were to understand each other's roles better and trust in each other enough to say when things aren't going so well. The team members need to build trust and encourage feedback between each other and later from other teams which they work with in other departments.

Whenever the team are behind in a project or have been put under pressure from the business unit heads, they lose focus as they become involved in their own individual tasks and not those of the rest of our team. This means they lose valuable support by not sharing. Once they are more open with each other professionally about work then there could be more understanding and they would each benefit from the engagement with others who might offer other ways of approaching things or even re-negotiate the target timing etc.

Where will you start?

Get together - soon. work out what would be good.

Acknowledging
Sharing
Focusing

Fire the current PA and get a decent one

We should encourage regular team social gatherings outside of business hours. Once they can relax with each other as are friends rather than just colleagues it might be easier to be more open with each other.

We will recommend to the team leader setting regular meetings to encourage open discussion of any problems anyone is experiencing and inviting ideas from other team members to support each other so they can all move on together. At the same time these could be opportunities to show appreciation for work done successfully or efficiently.

Individual team members may be uncomfortable being more open and perhaps disclosing perceived failings or embarrassed about complimenting colleagues' work. The team might benefit from experiencing a group session highlighting these areas and seeing for themselves how this not only supports the team but their own workload.

10. Actions for your team

This report is a snapshot of your team's view and can help you work out where to start. The action you take will depend on your team and circumstances, so we don't prescribe your next actions. 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** - You will have a view from studying the report, take time to test and explore your views as a team. 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?

11. 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)

12. Next Steps

Thank you completing your THC report. We welcome input and ideas and would be delighted to hear about your experiences.

We hope taking the THC questionnaire has given you greater clarity and inspired your appetite for change. Many clients value the clarity on progress and sense of achievement they get from repeating the THC after 6 months and again a year later. This highlights successes and picks up any dynamics or changes that need addressing for optimal team performance.

"My team didn't recognise their accomplishments enough: people were surprised by how far it had moved. Having something very structured, something that's very data centric, something that's very analytical gave everybody the opportunity to step back and have that realisation collectively."
   - Andrea Blackman, Managing Director of Product Strategy and Marketing, Moody's Analytics, London

If other teams in your organisation could benefit, please let them know about Team Health Check too.

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

How to contact us:

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