## Introducing EvaluationStore.com High Performing Team evaluation



Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.

Vince Lombardi

Great things in business are never done by one person. They're done by a team of people. Steve Jobs

Finding good players is easy. Getting them to play as a team is another story. Casey Stengel

### How does this evaluation work?

The EvaluationStore.com **High Performing Team** evaluation has its origins in military use where the challenge was to consider the factors for high performance in any team function; equally applicable for combat teams, admin teams etc. EvaluationStore.com have refined it, tested it and now it is available to all teams regardless of function.

The evaluation considers 20 key attributes of high performing teams and asks each respondent to give their opinion on the level to which their team exhibits each attribute.

The results are combined and a report shows:

- •Average/mean response
- •Anonymous individual responses
- How this compares to other teams

•Assessment against well used team criteria such as Katzenbach/Smith and Tuckman

•Information, tips and ideas for relevant team development



# What is the High Performing Team evaluation?







The High Performing Team evaluation originally was designed to assist in the debrief of fast jet aircrew in the Royal Air Force. It was part of a project called Crew Resource Management whereby the efficiency and effectiveness of aircrew in both operational and behavioural performance were required to be measured objectively.

Thus, research was carried out in conjunction with Exeter University School of Leadership to ascertain the fundamental elements of high team performance.

Upon leaving the Royal Air Force, the authors collaborated with a number of other team development experts and subsequently expanded the range and dynamic of the evaluation to have a much more commercial feel. At this time, the inclusion of team typology and team dynamics were included as additional outputs.

It was launched as an online evaluation within the suite of other products offered by EvaluationStore.Com in 2012.

Since then, it has been used as a fundamental component of team development used by over 1,000 teams from organisations including:





## How can I improve the effectiveness of my team?

- 1. Enter the 'members area' and set up a HPT on EvaluationStore.com
- The system generates a code to identify YOUR team; give this code and instructions to all team members.
- Team members complete the evaluation to give their individual opinions of the team against the HPT criteria.
- 4. When all have completed the evaluation, draw down the consolidated HPT report.
- 5. You then facilitate the team to focus on specific areas to improve their effectiveness. The aim is to generate an action plan which the team follow.

There are illustrated step by step instructions in the 'instructions' section of the site (bottom right of homepage). When you set up your evaluation, you will receive a system generated code for your HPT.

Your code is unique so that the system can collate only your team members into the consolidated report. EvaluationStore's instructions do include some suggested narrative which you may wish to use to instruct team members.

Each team member will cut & paste the code into the box near the top right of EvaluationStore.com homepage. This will take them to the correct evaluation where they follow the instructions and complete the evaluation giving their perspective of their team against the 20 HPT criteria.

From within the 'members area' you can identify who has completed the HPT evaluation (and therefore also prompt those team members who are slow to do so!). When all have completed it, you simply click and input the e-mail address you wish the consolidated HPT report to be sent to. This is usually sent in under 2 minutes.

Various consultants and team development professionals have their own preferences of how to do this successfully. Your choice of process will depend on you, the team and the culture of the organisation. However, we suggest that whatever process you use incorporates the following 6 steps:

- 1. Demonstrating the consolidated EvaluationStore.com HPT results to the team
- 2. The team deciding collectively which are the most important criteria to focus on to improve their performance
- 3. Establishing a plan to focus on improving the top 2 or 3 chosen criteria
- 4. Initiating actions and responsibilities
- 5. Diarising for 3,4,5,6 months to meet again and review
- 6. At this point, or at a later point, conduct another HPT evaluation to monitor team improvement.



### Using the High Performing Team evaluation to develop team effectiveness

### Examples:

some consultants use pinboards to show the overall results and then use a 'dot voting' system where team members can vote to identify which of the 20 HPT criteria they think the team should focus on.







Others chose to issue each team member with a paper copy of the consolidated report (27 pages of results, analysis and information) for team members to consider and draw conclusions and actions.

Still others deliver the HPT report conclusions as a powerpoint style presentation.

Team performance aspect	Your	Narrative
Assessment	00.065	I wook eases that you be included in or branche exclusions would be a solar to accorde to previously.
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Ganesion	73.365	The latent consideration of a standard state of the latent spectrum in a latent state of the sta
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Conflict	00.0%	When could denote the desired to an optimizer $\boldsymbol{u}_{i}$ , equivalence $\boldsymbol{u}_{i}$ , where $\boldsymbol{u}_{i}$
Cooperation	ad (%)	We wait will be clean a value of the end we do not help user of the March of the Strangered
CIMINIY	aa ees	Vegend in expending on them and shift yields of terms at a later of some
Bootvéany	63.5%	We share see the barrier as a solution of the com- mension of decision do not open as





Whichever way is chosen, the next stage is for team members to collectively decide what are the next





steps for them to take together and individually to improve their team in the HPT areas which they decide are the most relevant. One suggested way of doing this is to ask them which, of the 20 HPT criteria would make the biggest difference to overall business performance if their team could improve their own effectiveness in that area.

See the Case Studies section of **www.EvaluationStore.com** - some of the team transformations from this process have been spectacular and 2 have won international awards.



## Using the High Performing Team evaluation to develop team effectiveness



The High Performing Team (HPT) is being used by JTI in order to:

Evaluate the effectiveness of teams within specific business units.

Provide vital management information to team leaders.

Act as the basis for the development schedule that is uniquely created for each team.

Allow for the consistent, ongoing evaluation of the team's performance.

### **Case study**

Over 350 people took part in the evaluation over 3 continents and time zones.

The output of the HPT allows team leaders to assess where their team sits on a continuum of team performance. Thus, they will gauge how close their team is to being a high performing one and be able to focus on the specific improvements required.

The initial evaluation demonstrated, that each department had significant development needs. However, the specific needs of each relative team varied. Therefore, a bespoke development strategy of tailored team development solutions was sponsored and implemented.

The diagrams below show the relative positions of the 3 teams involved in this case study at the beginning of the process and 2 years on.

