

# Feedback that fuels **success**<sup>SM</sup>

Team Navigator<sup>SM</sup> for Team Leader

**360° FEEDBACK REPORT**

Feedback Report For:

**Sample Team Leader**

Report Printed:

**June 5, 2021**

Surveys Received:

**11 Team Members**

**Team Leader  
Sample Report Pages**



## Table of Contents

<b>List of Team Members</b>	3
<b>Report Reading Tips</b>	4
<b>Team Navigator Model</b>	5
<b>Graphical Display of Data</b>	6
<b>Overall Facets Ratings</b>	7
<b>Overall Frequency of Facet Ratings</b>	8
<b>Item Analysis</b>	9
<b>Strengths and Development Needs</b>	26
<b>Written Feedback</b>	27
<b>Development Suggestions</b>	30

## Definitions

<b>Overall Score</b>	Whenever the report refers to your Overall Score this score has been calculated by averaging all responses to a particular survey item (or all the items within a facet).
<b>No Data</b>	The phrase "No Data" may appear on the report if fewer than 3 raters responded from a particular rater group, or if no raters responded.



## List of Team Members

The following people completed your survey.

<b>Team Members</b>	<b>11 of 12 received</b>
	Chris Argyris
	Bernard Bass
	James Collins
	Marshall Goldsmith
	Richard Hackman
	Christina Harbridge
	Rosabeth Kanter
	Jerry Porras
	Edgar Schein
	Peter Senge
	Margaret Wheatley

Names of team members who provided feedback are listed to facilitate interpretation.

## Report Reading Tips

This report is designed to help you gain awareness of your strengths and the areas in need of development. Specifically, this is a unique opportunity to learn about yourself from the people on your team. The items in this survey were selected to that the results will:

- Provide insight into your impact on others.
- Show how you are seen and perceived as a team leader.
- Highlight strengths and opportunities for growth and development.

### Before you read your report:

Take a few moments to reflect on the effectiveness of your team. Thinking about your answers to the following questions will help you set priorities for your development.

- What is your vision for leading the team?
- What immediate challenges are facing the team?
- What does the team do well? Are there strengths you can leverage?
- What does it need to improve? How are you supporting them in meeting their challenges?
- How adaptive has the team been when required to make a major change?

### As you read your report, ask yourself:

- What are the consistent themes in my report?
- Are there any surprises?
- Are there factors outside of the team that are hindering its effectiveness?

### When reading the comments section, remember:

- Each comment represents the opinion of only one person.
- Don't focus too much on any one comment.
- Instead, look for themes or patterns among several comments.

**Report Reading Tips help  
prepare team leader for  
one-on-one coaching session.**

### Keep in mind:

If you are like most people, you will find some surprises in your feedback. Keep in mind that the benefits of gaining self-awareness outweigh the costs of any temporary discomfort associated with learning new information about yourself.

## Team Navigator<sup>SM</sup> Model

Team Navigator's nine facets of effective teams, embedded within three broad dimensions, provide a framework for team effectiveness that gives team members a common language and shared understanding of the characteristics of highly effective teams.

First and foremost, teams need a clear sense of **Purpose** – they need to know what they are trying to achieve, and they need to have a way to keep track of their progress toward that goal. Without a clear purpose, individual agendas will drain the team's focus and energy as team members will push for their own needs and put them above the team.

Second, successful teams need the right **People** in the right roles. The best teams optimize their talent-task fit by making sure each team member is assigned to work they are the best suited to; and when there are misfits, the team finds a way to compensate.

Lastly, highly effective teams have a strong team **Climate** that aligns well with the team's purpose and makes the team resilient to obstacles.



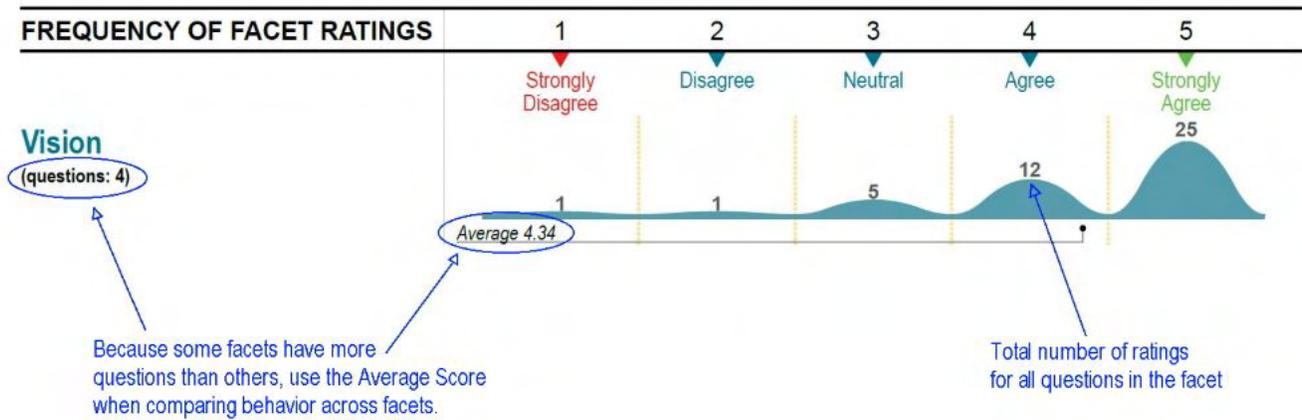
The model creates a shared language for the team leader to understand and discuss team effectiveness.

# SAMPLE

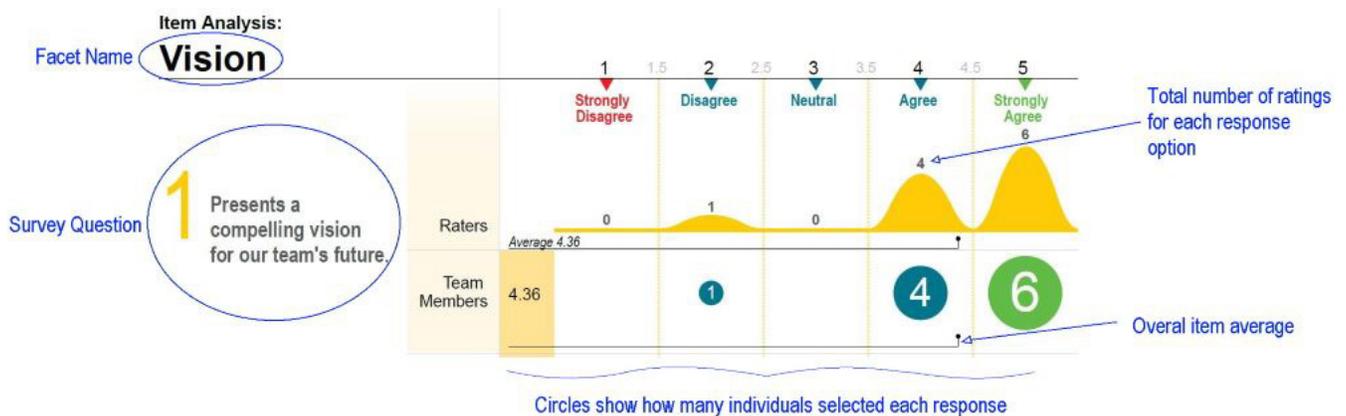
## Graphical Display of Data

3D Group reports are designed so that the most important information is visible at a glance and the details are right there when you need them.

### Overall Facet Results

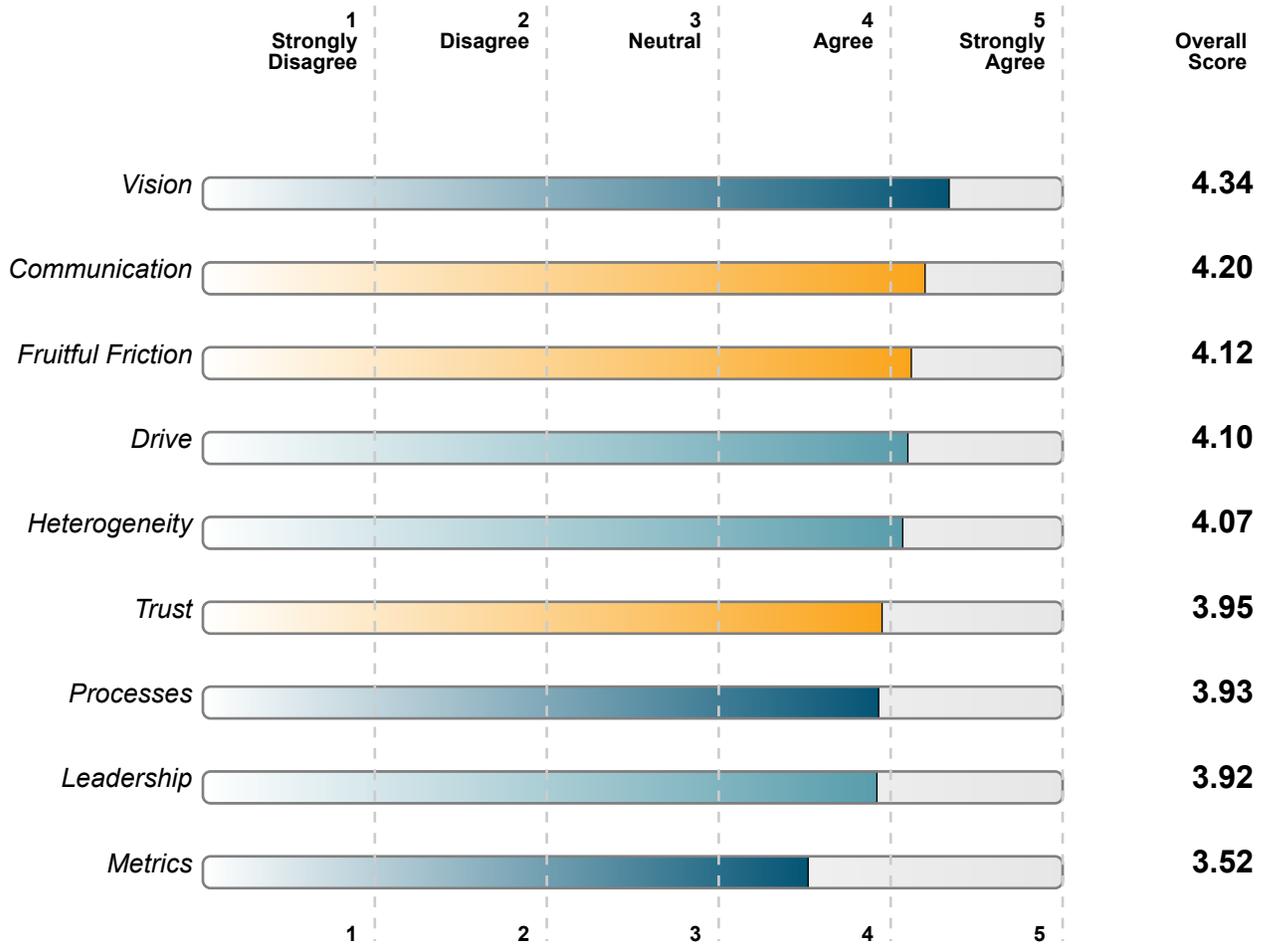


### Item Level Results



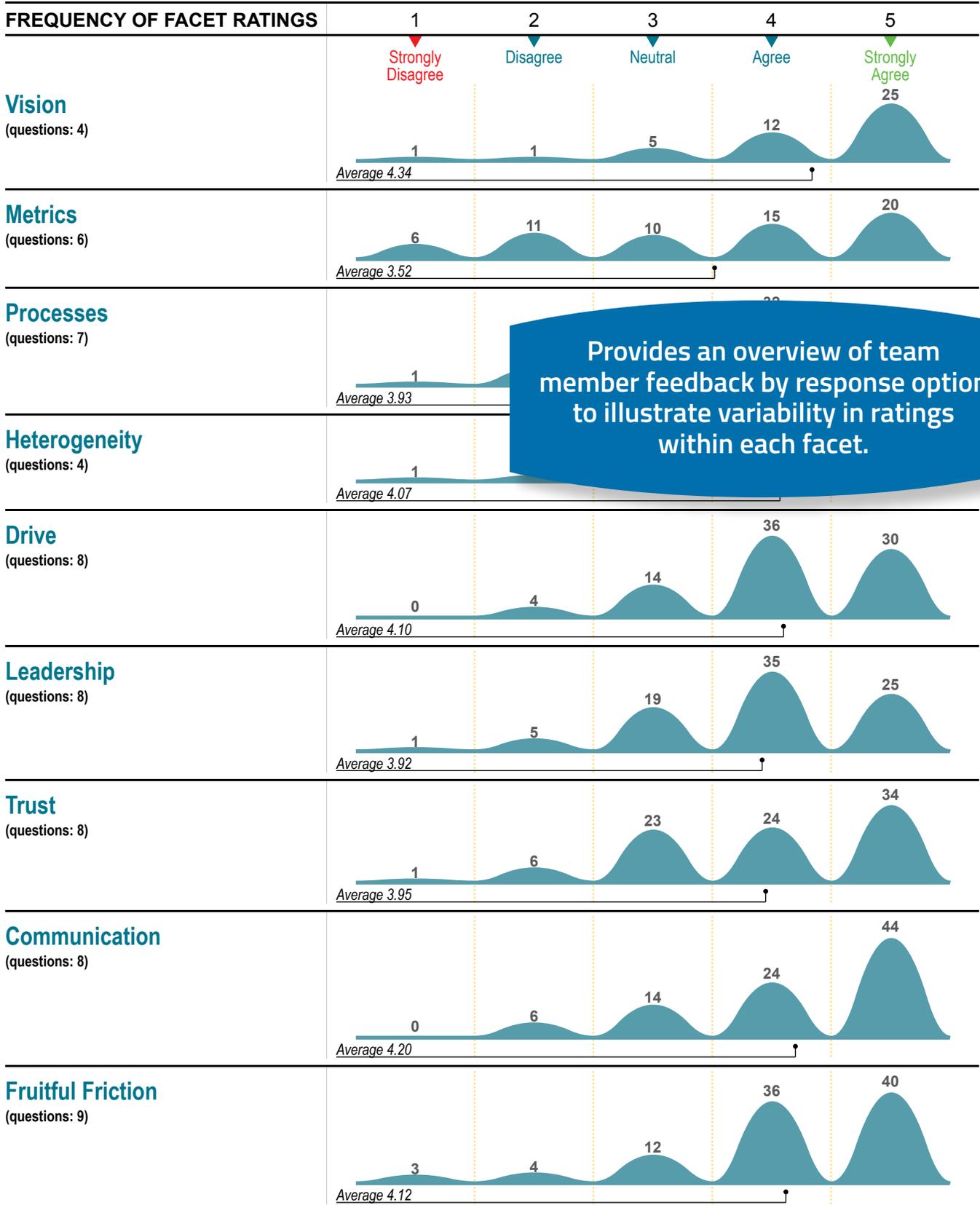
Legend and detailed explanations of graphs facilitate report interpretation and assure that nuances in the data are not overlooked.

## Feedback on the Team Navigator Facets



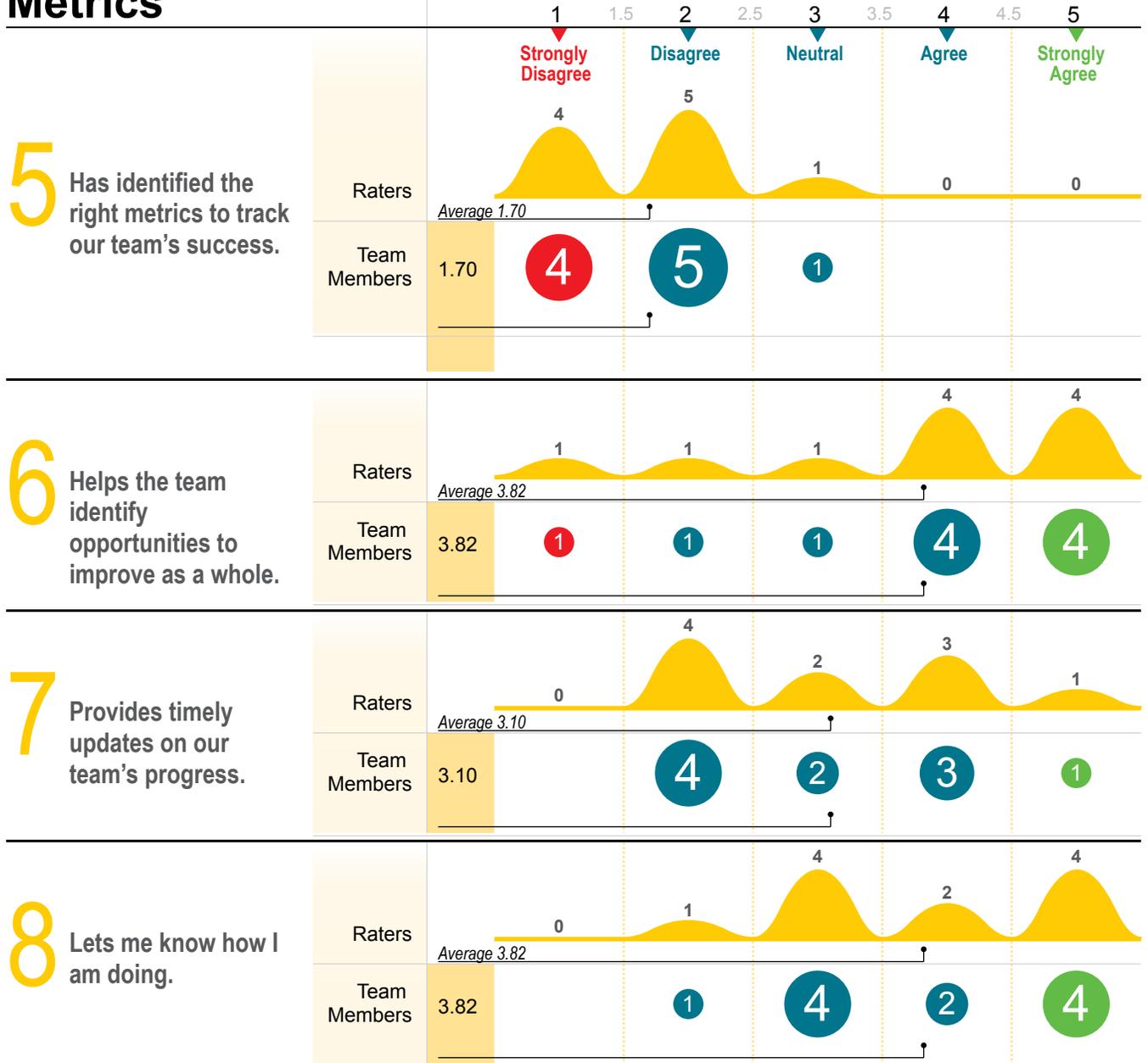
Ranked high to low

Ranked facet scores make it easy for the leader to see how their leadership behaviors impacting the team.



Provides an overview of team member feedback by response option to illustrate variability in ratings within each facet.

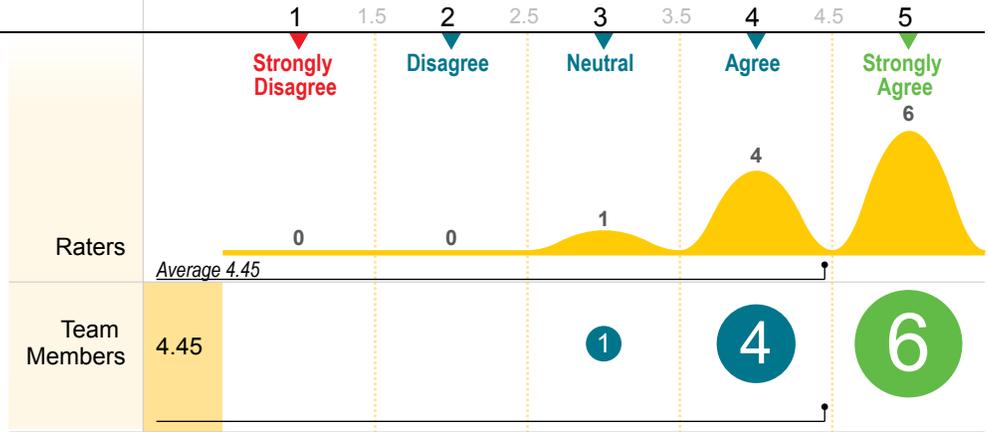
Item Analysis:  
**Metrics**



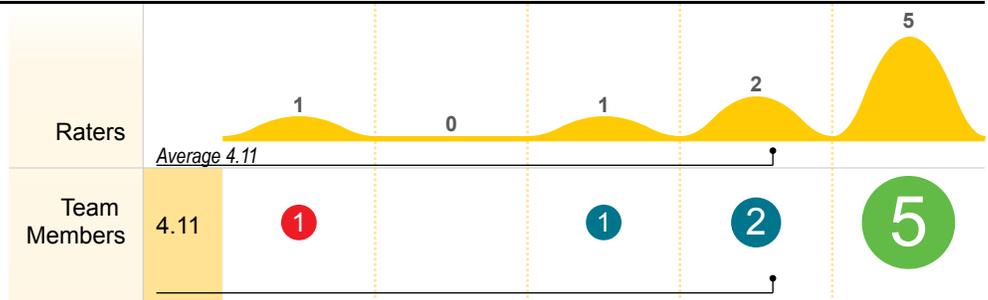
Provides an overview of team member feedback by response option to illustrate variability in ratings within each item.

Item Analysis:  
**Metrics**

**9** Recognizes and rewards team success.

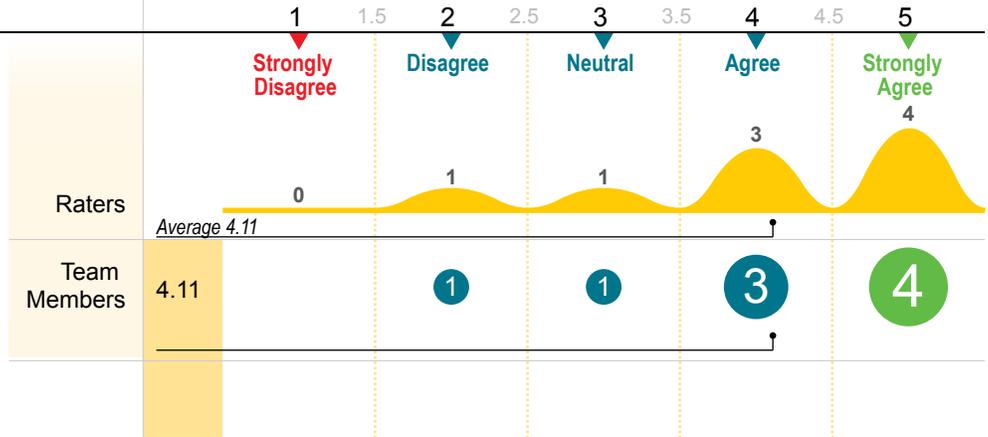


**10** Uses metrics to guide decision making.

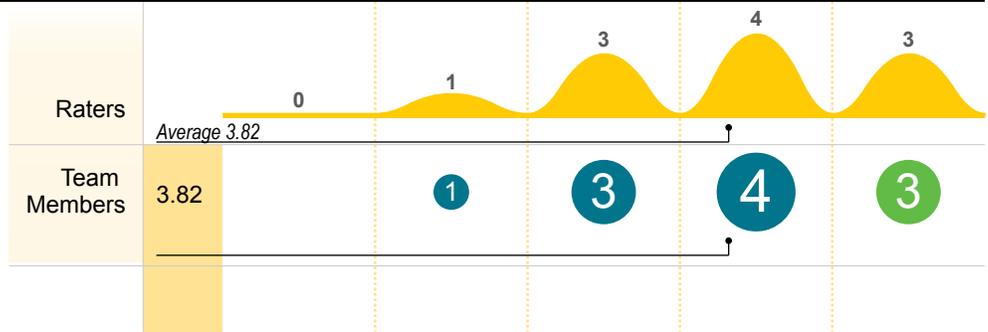


Item Analysis:  
**Leadership**

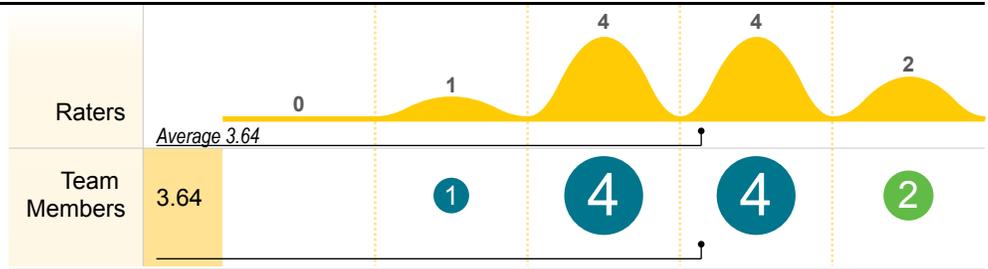
**34** Selects, develops and retains high quality talent.



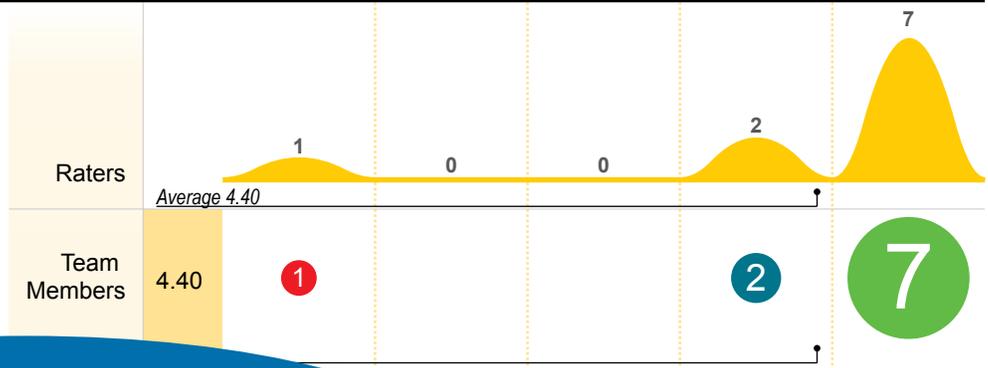
**35** Provides me with coaching in a balanced and constructive manner.



**36** Ensures our team has the resources we need.



**37** Advocates on behalf of our team.



Extreme high and low ratings are color coded.

## Strengths and Development Needs

### Strengths

Facet	10 Highest Rated Behaviors	Team Members	Overall Score
Vision	2. Inspires me to achieve team goals.	4.55	4.55
Communication	47. Communicates transparently with no hidden agendas.	4.55	4.55
Metrics	9. Recognizes and rewards team success.	4.45	4.45
Communication	53. Encourages alternative viewpoints.	4.45	4.45
Fruitful Friction	59. Voices issues that need to be raised in a timely manner.	4.45	4.45
Heterogeneity	21. Displays appropriate sensitivity to cultural differences.	4.40	4.40
Leadership	37. Advocates on behalf of our team.	4.40	4.40
Vision	1. Presents a compelling vision for our team's future.	4.36	4.36
Leadership	32. Encourages me to voice my opinion.	4.36	4.36
Communication	49. Is open to my ideas and opinions.	4.36	4.36

### Development Needs

Facet	10 Lowest Rated Behaviors	Team Members	Overall Score
Metrics	5. Has identified the right metrics to track our team's success.	1.70	1.70
Metrics	7. Provides timely updates on our team's progress.	3.10	3.10
Leadership	33. Leads by example.	3.45	3.45
Leadership	36. Ensures our team has the resources we need.	3.64	3.64
Processes	12. Publicly supports team decisions once they are final.	3.64	3.64
Fruitful Friction	55. Effectively manages conflict between our team and other organizational groups and functions.	3.70	3.70
Trust	39. Fosters a team spirit where "we're all in it together."	3.73	3.73
Leadership	30. Communicates optimism for our team's success.	3.73	3.73
Processes	15. Prevents unintentional duplication of effort by multiple team members.	3.73	3.73
Drive	23. Holds high expectations of me.		

Highlights strengths and weaknesses in specific behaviors to pinpoint priorities for leadership development.

## What could this leader do differently to help the team be more effective?

### Team Members

"As an administrative assistant, B. guards your calendar too closely."

"Hold the team more accountable for missed deadlines, meetings, etc."

"I've told you this in person, so I don't feel bad about writing it here. Your door is always closed and your calendar is not visible to the team. It's hard to have an impromptu discussion or quickly bounce an idea off you. Carve some time out of the day for office hours, or unstructured meetings with your team."

"Think about how many new ideas or concepts that you're trying to embed within the team. We need to focus on 1-2 and not try to ""boil the ocean""."

Continue to strengthen and build relationships with the division vice presidents. Stay in the loop on issues that will impact the success of the team.

No comment

Strive for consistent practices. We continue to operate in silos and it's detrimental to the team as a whole.

**Provides an opportunity for team members to share unfiltered anonymous feedback with the team leader.**

## How does this leader help our team succeed?

### Team Members

"Openness to new ideas, bringing outside expertise and experience."

Collaborative decision making

Holding others accountable for getting on board with the changes in our department.

I appreciate how you take the time to listen to my concerns and understand the how things were done around here prior to your arrival.

Keep pushing for change within the broader organization. You've formed strong relationships with business leaders. That relationship and credibility helps me do my job.

You have a strong vision for our team - it's a breath of fresh air to have a leader that is forward thinking and wants to elevate the function.

Comments are presented  
verbatim and comment sequence  
is randomized to preserve  
anonymity.

## How to Use the Development Suggestions



The development suggestions on the following pages are based on your individual results and can be used as a reference to guide your development. Note that not every development suggestion will apply to your specific role or circumstances. You should focus on the 1-2 actions that are most relevant to you. **As next steps:**

- 1) Share your development priorities and plan with your team to help refine actions and discuss where you need support to achieve your development goals.
- 2) Commit to developing yourself as a team leader. After reviewing your data, publicly share one or two things that you are willing to do that would have a positive impact on the team's effectiveness, as well as identify any private development goals for yourself.
- 3) Regardless of the actions you choose, remember that sustained growth happens when you commit to skill building by making time for additional feedback and reflection. Building a regular cadence for your feedback/reflection will help you to assess your progress, and ultimately increase your self-awareness as you gain new skills.
- 4) Continue to adjust development goals and actions over time as required.
- 5) Finally, fully committing to your development also means that you:
  - are open to a candid exploration of your current strengths and growth needs;
  - take responsibility for completing activities identified on your development plan;
  - are open to receiving ongoing coaching and feedback from team members.

Supports self-directed development and provides options to consider during one-on-one coaching.

## Metrics: Development Suggestions for Team Leaders



Metrics are used to drive improvements and help teams focus their people and resources on what's important. The range of metrics teams use include those that are mandatory – for legal, safety or contractual purposes – to those that track increases in efficiency, reductions in complaints, greater quality, and profit. Ultimately metrics will help tell the team where it has been, where it is heading, whether something is going wrong, and when the team reaches its target.

Here are six ideas to consider as you **build and monitor performance metrics** for your team.

- 1) When teams have challenging, meaningful group goals to work toward, it helps them be aligned and have a common focus. Involve your team in the creation of metrics for success. It increases the accuracy of the metrics and encourages buy-in among those who will be responsible for achieving them. Consider including internal and external customers as needed to ensure the results are acceptable. The best measurement systems are useful for both team members and the team's key stakeholders. Of course, team goals can (and should) be broken down into individual ones.
- 2) When identifying optimal metrics for your team, consider the IPA rule: Is the metric **Important**? Does the team have the **Potential** to improve it? Does the team have the **Authority** or capability to improve it? The IPA rule ensures the team focuses on metrics aligned to your overall goals where you can see progress. Good metrics inspire action.
- 3) Consider using a combination of leading and lagging indicators. *Leading indicators* measure the activities necessary to achieve your goals. *Lagging indicators* measure the actual results -- they show whether you hit your goals. If you use only lagging indicators, the team may not be able to make changes quickly enough to improve the results.
- 4) For team members to trust a performance metric, they must understand its origins. Team members are more likely to value a metric if they understand how it is calculated, the system of origin, when it was last updated, and so on. If team members do not trust the data, they will not use it.
- 5) Set aside time to meet with the team individually and collectively to review progress on team and individual goals. Follow a clear agenda. Decide which metrics require a deep-dive discussion and create action plans to get the results back on track.
- 6) Performance metrics have a natural life cycle. When first introduced, they energize the team and performance improves. Over time, they must be refreshed, revised, or discarded.

Suggestions are provided for the three lowest scoring facets.

## Leadership: Development Suggestions for Team Leaders



Formal and informal leadership is an essential ingredient on every effective team. All individuals can take initiative to solve problems, remind others when discussions get off track and express enthusiasm and passion for team success. Far more than a job title, true leadership among team members assures needed voices are heard and those in need of help get support to achieve tasks. The best teams have informal leaders who step up to help, speak up for what is right, and keep the team focused on important goals.

Here are six ideas to consider as you contribute **shared leadership** on the team.

- 1) Informal leadership can be just as important to a team's success as formal leadership. Encourage team members to step up and not always wait for your formal approval or direction. You may need to set boundaries for action, but within these constraints you want the team to simply solve problems without waiting or asking permission.
- 2) If the team is frequently getting drawn to tangent conversations, try re-focusing the discussion by referencing the meeting agenda. Create a written "parking lot" for important off-topic issues so the team can follow up later without being distracted in the moment.
- 3) As the team's leader, you need to strike the balance between optimism and realism. When the situation is dire, expressing optimism is inauthentic. On the other hand, if you are not optimistic about the team's ability to succeed, these seeds of doubt can quickly grow into a sense of futility on the team. Keep hope alive and motivate the team by expressing your optimism openly and frequently.
- 4) Be honest with yourself about performance problems on the team. Use the phrase "hire slow, fire fast" to guide your approach. Poor performance can be contagious and must not be ignored.
- 5) Ask questions and seek to understand others' points of view before you share your opinion. Give opportunities for team members with different ideas to share their thoughts. Be inclusive with your attention, so all members are part of the discussion.
- 6) The team succeeds together: it can only be as strong as its weakest link. Make yourself available to team members. Coach individuals when needed – including both positive recognition for successes and corrective, but constructive feedback when needed.
- 7) You represent your team with internal and external stakeholders. Actively advocate for the team's needs with others. As appropriate, you may need to defend the team's reputation or request resources for the team's success.

**Specific action steps provide team development ideas that can be implemented independently or discussed during one-one-one coaching.**

## Processes: Development Suggestions for Team Leaders



Efficient workflow, productive meetings, clear roles, and accountability for results are critical processes to assure teams use resources well. Decision making procedures involve all stakeholders with appropriate transparency about what was decided and how the decision was made. Team members share their point of view openly and contribute constructively to debate about alternatives. Ultimately, all team members must abide by final decisions without destructive dissent. The best teams have productive meetings, use time well, make decisions in a timely fashion with input from all, and then publicly support the team's chosen path forward.

Here are six ideas to consider as you lead the team make good decisions and **coordinate work** well.

- 1) Productive meetings require 1) shared agendas before meetings start, 2) only necessary members present, 3) on time start, and 4) a focus on problem solving more than information sharing. Confirm that your meetings fit these four criteria.
- 2) How do you contribute your ideas in meetings? Do you hear all the points of view before sharing yours? Adjust your contributions to be more balanced. Your point of view is essential, but your voice can easily silence others if you speak too soon or too forcefully.
- 3) Everyone finds themselves disagreeing with a team's decision from time to time. Healthy dissent is critical on any team. And yet, once the decision is final, it is imperative the entire team, including you, vocally supports the direction chosen. The time for dissent is before the decision is made, not after.
- 4) Coordinating work on the team prevent delays that can be costly. Make sure assignments are clear and interdependencies are clearly understood by all. If individuals consistently fail to share information or materials, you may need to hold them accountable and insist they change.
- 5) Do you find yourself withdrawing when others disagree or debate? You may be in a perfect position to help mediate. Next time use your neutrality to help the parties find a path forward more quickly. Do not shy away from resolving the problem – it will not go away on its own.
- 6) Consider each team member's core role and responsibilities. Does each member accurately understand their contributions to the team's success? You may need to clarify for some team members how their work intersects with each other. Clarifying roles and expectations can quickly improve efficiencies and prevent misunderstandings.