Teamalytics®

SOLVING THE
5 PERVASIVE
TEAM
CHALLENGES

Your Most Trusted Advisor on Teams

We are a top advisor to Olympians, professional sports teams, and athletes, including multiple NFL championship quarterbacks, military special forces, and Fortune 500 CEOs. Many of the world's most respected private equity firms turn to us for help evaluating management teams before they invest and then optimizing those teams to achieve their performance objectives post-transaction. In short, we're the experts that the world's most successful business teams look to for help optimizing team performance to deliver business results.

Teamalytics

People represent the greatest investment opportunity in any company. They're also the greatest challenge!

And people-challenges multiply when people work together on teams.

A University of Phoenix study reports that "Nearly seven-in-ten (68 percent) of those who have ever worked on a team, admit they were part of a dysfunctional unit."[1]

Despite the dysfunction of the majority of business teams, teamwork has never been more important for fast-growth companies.

Few executives, managers, team leaders, and professionals working in corporate America today would dispute that (a) the overwhelming majority of an organization's critical objectives and goals are attained through teams and (b) the success of the enterprise is largely determined by how well its employees work in teams.

Yet, common approaches to building and leading teams miss the mark and many executives remain baffled by the unproductive behavior that ruins the performance of even the highest-potential teams.

Thus, fast-growth firms have been relentlessly innovating models for building high-performing teams.

Gallup reports, "To remain flexible in today's fast-paced, digital marketplace, leaders are saying goodbye to traditional hierarchical models and are restructuring to develop dynamic networks of highly empowered, interdisciplinary teams."[2]

[1] University of Phoenix. (2013, January 16). University of Phoenix Survey Reveals Nearly Seven-in-Ten Workers Have Been Part of Dysfunctional Teams. Retrieved September 26, 2017, from http://www.phoenix.edu/news/releases/2013/01/university-of-phoenix-survey-reveals-nearly-seven-in-ten-workers-have-been-part-of-dysfunctional-teams.html

[2] Gallup, Inc. (2016, May 17). The Matrix: Teams Are Gaining Greater Power in Companies. Retrieved September 26, 2017, from http://news.gallup.com/businessjournal/191516/matrix-teams-gaining-greater-power-companies.aspx

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The Five Pervasive Team Challenges

Which ones are you aiming to solve?

▶ Optimizing High-Performing Teams

▶ Accelerating High-Potential Team Members

▶ Navigating Change Initiatives

▶ Fast-Forwarding Newly Formed Teams

▶ Managing Contentious Teams

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Challenge #1 Optimizing High-Performing Teams

Strategic Value

High-performing teams are assets that can be optimized and *duplicated*. One of the most unsuspected causes of failure is poorly managed success. The cost of failing to recognize, optimize, and duplicate high-performing teams may not be immediately obvious or quantifiable. But when a once-successful team loses its way, the inability to recover can be very costly to both the culture and bottom line. The best way to preserve and leverage a high-performing team is by duplicating it.

Science

The strongest predictor of future behavior is past behavior. High-performing teams deliver high performance for reasons that can be identified. The Teamalytics Profile reliably measures 13 behavioral scales that correlate to high-performing leaders and teams. This behavioral data is used to pinpoint both individual and collective behaviors that are consistent within high-performing teams and therefore worth duplicating consistently.

Scales

Two behavioral scales that are commonly examined when duplicating a high-performing team are *Order* and *Deference*. The optimal range for *Order* is 6.4 to 8.8 on our 10-point scale. When the team and leader's *Order* scales are optimized, best-practices and processes will be identified and formalized for easy transfer. The optimal range for *Deference* is 3.1 to 5.0 on our 10-point scale. When the team and leader's *Deference* scales are optimized, they will enthusiastically collaborate and transfer tribal knowledge within the organization.

11 need for order
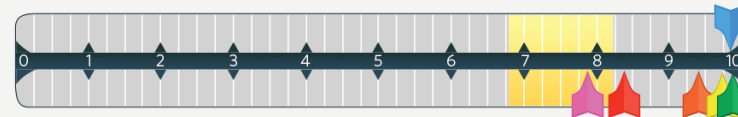
8 deference
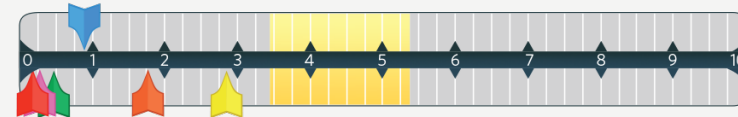
Case Study

A major league baseball team leveraged our expertise in behavioral analytics to identify players with the behavioral attributes required to thrive in the unique, high-pressure environment of an unforgiving city, playing for a team with unusually high expectations. The Teamalytics Profile was used to identify target ranges on scales correlated to success in their environment and recruiting decisions were made accordingly. As a result, the team experienced an inflection in their performance.

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Challenge #2 Accelerating High-Potential Teams

Strategic Value

High-potential team members should be *accelerated* with a growth plan. A one-size-fits-all approach to talent management is a mistake. From a developmental perspective, employees should not be treated as equals. HR studies place the cost of replacing a single high-potential team member at more than 5x their current salary. High-potential team members who aren't challenged often become disillusioned and leave the organization. On the other hands, organizations can overwhelm high-potential team members, causing frustration and burnout. A recent study demonstrated that a common characteristic shared by top-performing CEOs is their attention to a specific growth plan and support from a coach to help them accelerate their growth.

Science

Excellent leaders understand the importance of playing to their strengths and do so instinctively. But strengths can take high-potential team members only so far. Their personal constraints hold them back. The greatest gains in performance are achieved by pinpointing and breaking their personal constraints, behavior patterns of overusing strengths. The Teamalytics Profile reliably measures 13 behavioral scales that correlate to top-performing teams and leaders. This behavioral data is used to identify and address the behaviors of high-potential team members that prevent the acceleration of their performance, influence, and contribution to the organization.

Scales

Two behavioral scales that are commonly leveraged to accelerate high-potential team members are *Urgency & Intensity* and *Self-Critical*. The optimal range for *Urgency & Intensity* is 7.5 to 9.5 on our 10-point scale. When a team member's *Urgency & Intensity* scale is optimized, they will be hungry, driven, and focused on delivering results. The optimal range for *Self Critical* is 1.2 to 3.0 on our 10-point scale. When a team member's *Self-Critical* scale is optimized, they will be coachable and eager to learn and grow.

1 urgency and intensity
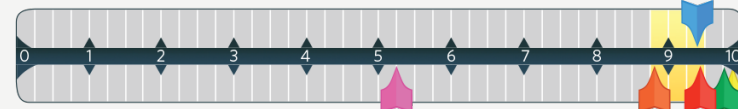
5 self-critical

Case Study

A Fortune 500 Company identified 14 high potential executives and leveraged our expertise in behavioral analytics to deliver a focused 10-month executive development process. The Teamalytics Profile was used to identify the negative impact of personal behavioral constraints on the performance of these high potential executives. Their constraints were addressed through our executive coaching process. As a result, 11 out of the 14 high potential executives were promoted during the 10-month process.

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Challenge #3 Navigating Change Initiatives

Strategic Value

Teams and leaders need support when *navigating* change initiatives. Change initiatives are almost always more costly than expected, though the initiatives themselves are rarely the problem. Teams are often averse to the lack of clarity created by change, not the change itself. Teams experiencing change often deliver substandard performance due to ambiguity around strategy and poor morale resulting from frustrating environmental factors. Change can also deteriorate accountability for results among team members who leverage the changes as an excuse for uninspiring effort. The best teams execute with clarity of purpose and a strong commitment to alignment when navigating change.

Science

Data can be used to identify the emergence of behaviors common in unstable, changing environments, particularly behaviors indicating elevated levels of anxiety. The Teamalytics Profile reliably measures 13 behavioral scales most common among high-performing teams and leaders. This data can be used to identify and address the behaviors of team members threatening team performance by contributing to the anxiety, rather than empowering the team and organization to navigate change initiatives successfully.

Scales

Two behavioral scales that are commonly examined when supporting teams navigating change initiatives are *Need for Change* and *Criticality*. The optimal range for *Need for Change* is 3.4 to 5.9 on our 10-point scale. When the team and leader's *Need for Change* scales are optimized, they will be more likely to stay engaged and aligned during change initiatives. The optimal range for *Criticality* is 4.6 to 7.0 on our 10-point scale. When the team and leader's *Criticality* scales are optimized, they will be more tolerant of the frustrating environmental factors, resulting in better engagement and morale.

12 need for change
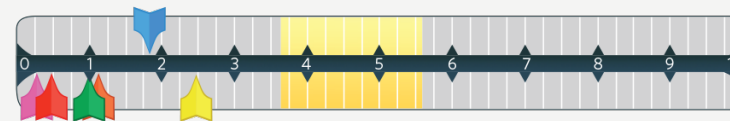
3 criticality

Case Study

A publicly traded energy company had grown quickly through external acquisitions, creating a fragmented environment and numerous, misaligned sales operations. Changing market conditions made it imperative that the sales operations team accelerate communications, freely share insights, and adapt quickly. Under the North American sales director, revenue had stalled at $1.7 billion and was beginning to contract. Teamalytics worked with the team leader and division executives to identify specific individual and team behaviors that would move the dial. The Teamalytics Profile data indicated that though the North American sales director's nurturing behaviors were within the recommended range, his criticality behaviors were below target. He had great relationships with his customers and took care of his account managers, but he wasn't leveraging the relational strength he had built to address team members who were underperforming. He overly-softened any feedback he gave. After coaching up his criticality behaviors, the performance of his entire team improved. Within a year, they had grown revenue by $200M to $1.9 billion.

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Challenge #4 Fast-Forwarding Newly Formed Teams

Strategic Value

Fast-forwarding the *integration* of newly formed teams pays big dividends. The expense of hiring and onboarding a new team is compounded by the expense incurred as the newly formed team is integrating and ramping up to full productivity. But some teams never reach full productivity. Recent studies have proven that positive team cultures are productive cultures while negative team cultures destroy productivity. Studies estimate that as much as 50% of company healthcare costs are stress-related, with workplace stress costing the economy $300 billion annually. Leaders are responsible for the culture of their teams. Culture can be defined as the behaviors we agree to teach and tolerate. Any behaviors we accept are behaviors we endorse. On the other hand, positive team culture drives employee satisfaction, loyalty, and productivity. The pursuit of integrating newly formed teams into a positive culture pays big dividends.

Science

Great cultures are built with great intentionality. The leadership and team behaviors that create a high productivity culture are well understood. The Teamalytics Profile reliably measures 13 behavioral scales common to all top-performing leaders and teams. This behavioral data is used to identify the behavior patterns of members being integrated into new teams and address the behaviors likely to create conflict on the team. This data helps leaders build a positive culture that drives employee engagement, loyalty, and productivity.

Scales

Two behavioral scales that are commonly leveraged to fast-forward newly formed teams are *Dominance* and *Nurturing*. The optimal range for *Dominance* is 7.0 to 9.1 on our 10-point scale. When the team and leader's *Dominance* scales are optimized, the team will take ownership of the business objectives before them and attempt to control the outcome. The optimal range for *Nurturing* is 5.5 to 7.5 on our 10-point scale. When the team and leader's *Nurturing* scales are optimized, the team will exhibit the kind of behaviors that create social-emotional safety and a culture of risk-taking and enthusiasm.

7 dominance
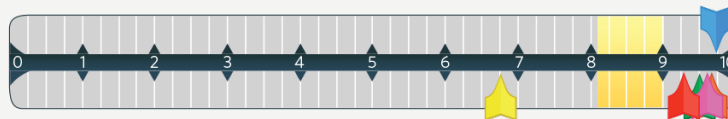
2 need to nurture
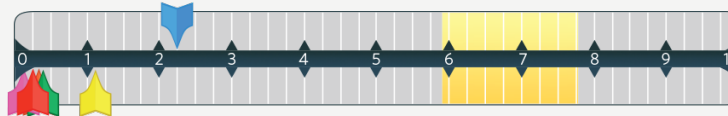
Case Study

A thriving middle-market company was having their culture sabotaged by a highly entrepreneurial leader who wouldn't recognize or take personal responsibility for the frustration and lack of clarity he had created in the culture of his organization. The Teamalytics Profile was used to identify low self-control, combined with low nurturing and high dominance as root causes of the problem. By taking personal ownership of his behavioral data and putting his own behavior under the governance of a team social contract, he was able to create organizational stability for his team that resulted in a 400% increase in revenue within just a few years.

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Challenge #5 Managing Contentious Teams

Strategic Value

Managing contentious teams requires *investigating* unhelpful behavior. Employee engagement studies by Gallup show that more than 15% of US employees identify themselves as "actively disengaged." These disengaged employees cost their companies an estimated $450 billion per year. Disengagement can be either a cause or an effect of contention on teams. Either way, contention must be investigated and resolved to optimize team performance. This is accomplished by determining the root-cause of anxiety within the group and using behavioral analytics to investigate which individual, or group of individuals, is behaving in a toxic way. The root cause can then be addressed, and social-emotional safety restored on the team.

Science

Identifying the root cause of toxic behaviors is easily done with behavioral analytics. Leadership and team behaviors that create a negative culture are easily identified. The Teamalytics Profile reliably measures 13 behavioral scales that correlate to effective or ineffective leadership and team performance. This data is used to identify the behavior patterns creating social-emotional anxiety on the team and helps team leaders address the individual or group causing negativity with great precision and care.

Scales

Two behavioral scales that are commonly leveraged to rebuild a positive culture and drive employee engagement and productivity are *Aggression* and *Self-Control*. The optimal range for *Aggression* is 3.2 to 6.5 on our 10-point scale. When the team and leader's *Aggression* scales are optimized, conflicts can be de-escalated more easily, and collaborative decision-making behaviors can be learned. The optimal range for *Self-Control* is 3.6 to 5.7 on our 10-point scale. When the team and leader's *Self-Control* scales are optimized, healthy conflicts around ideas are less likely to escalate into negative conflicts around beliefs, values, or personality.

9 self-control
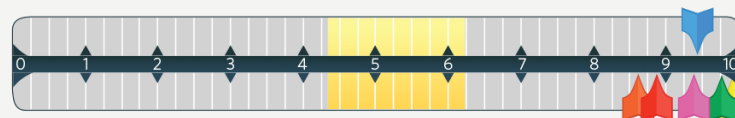
10 aggressiveness
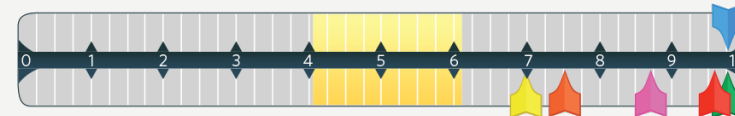
Case Study

A professional services company was being held "hostage" by the behavior of a couple of high-performing, yet toxic team members. The impact of these two otherwise top-performers was causing the other team members to withdraw, exhibit low engagement, and deliver poor performance. Once the specific behaviors of the two toxic team members was identified and addressed, the engagement scores rose sharply, and performance of the company increased dramatically.

Teamalytics®

Team Analysis & Reporting

Team 360 Report

The *Team 360 Report* provides a detailed visual document facilitating an insightful discussion between the team leader and the Teamalytics coach. This report aggregates all the individual and 360 Report data into one document, graphically displaying each team member side by side. This provides a quick yet thorough look into how each person lines up on each behavior, giving us the opportunity to identify team strengths, trends, dissimilarities, and potential areas of conflict.

Team Snap-Shot

The *Team Snap-Shot* is a one-page report designed to highlight specific behaviors in which an entire team may be at risk. This document is often utilized to guide a team discussion during the Initial Team Session, resulting in targeting the key constraints that the team will address in their Team Traction Plan. The Team Snapshot only includes the eight behavioral scales that have the greatest impact on team effectiveness and the percentage of team members that are at risk of being too high or too low in each behavior. The three behaviors most at risk are statistically identified and presented with the associated strengths, action steps, and reflection questions.

Teamalytics®

Leader Perspectives

In Their Own Words…

Britt Harris
Chief Investment Officer
UTIMCO

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Teamalytics has been central to two of my most important priorities. First, in assuming that my own organization is highly effective and continuing to grow and mature. Second, by helping us to better evaluate the skill sets of those we invest in and with.

Identifying talent and cultural alignment are essential to success. In the same way, sorting out in advance those who will become either cultural misfits or ethical problems has been equally significant.

Teamalytics has allowed us to do both well. **They have been one of our strongest competitive advantages.**

After discovering how powerful the Teamalytics organization models were in improving my own effectiveness, as well as that of our entire organization, **I now believe that our key investment relationships should consider doing the same.**

Working with Teamalytics has allowed us to identify our blind spots and to identify those things that were our greatest personal and collective managerial constraints. As a result, we are better, stronger and more cohesive. They can do the same for you.

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Leader Perspectives

In Their Own Words...

Major General Bruce K. Scott

US Army, Ret.
International Services Firm

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In thirty years of service, I had spent more than five years in Army schools and three years in graduate schools including Harvard University, primarily studying the art of leadership. In addition, the Army gave me plenty of opportunities to practice what I had studied by allowing me to command Army organizations from a platoon of 30 to a division of 30,000.

What could Teamalytics possibly teach me in three days?

Well, at least I am not too old to admit how absolutely wrong I was. Those three days were, without exception, **the best leadership training I ever had.** Bar none. I left those three days rejuvenated as a leader, confident of our team and its strengths, knowledgeable of my constraints, and most importantly, with a total buy-in for our senior leadership social contract to act as a template for our personal interactions and pathway to even greater successes in the future.

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