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russell consulting

Team Skill-Map™ Assessment Instrument

An RCI Team Instrument that Assesses
Team Effectiveness & Helps Enhance
Team Performance



A Consulting Service of RCI



Assessing Team Effectiveness

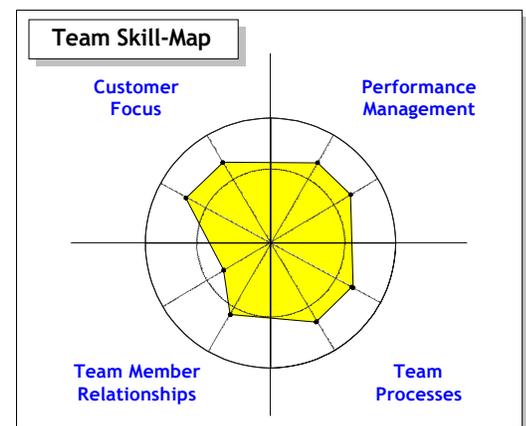
Identifying Team Strengths & Areas for Improvement

Improving a team's performance or a workgroup's effectiveness begins with a clear understanding of areas where the team is strong and where it could improve its effectiveness.

Russell Consulting's **Team Skill-Map™ Assessment Survey** provides your team with essential feedback on the four key dimensions of team effectiveness:

- Customer Focus
- Performance Management
- Team Processes
- Team Member Relationships

Effectiveness in each of these team dimensions helps ensure that a team achieves its performance goals while preserving and strengthening its capacities for future performance.



The Team Skill-Map™ is a self-assessment instrument that involves each team member in assessing his or her perceptions of the team. The individual scores of team members are then transferred to a score sheet which is used, in turn, to plot the team's composite score on the Team Skill-Map Chart.

Once the team's scores are plotted on the Team Skill-Map™ Chart, the Team Skill-Map™ Chart presents a powerful snapshot of the team's strengths and weaknesses. Based upon a review of the Team Skill-Map™ Chart, the team can develop a detailed action plan to address those specific team dimensions that indicate team vulnerabilities or relative weakness compared to other team dimensions.

Although the Team Skill-Map™ is designed to be a self-administered process, Russell Consulting is available to tabulate the Team Skill-Map™ scores, plot the Skill-Map™ dimensions on the Chart, and

facilitate a full- or half-day seminar with the team to help it interpret the results and develop a team action plan.

Example Team Skill-Map™ Assessment Statements

Russell Consulting's Team Skill-Map™ is comprised of forty-seven statements—each exploring a specific team characteristic or quality. Team members are asked to read each statement and indicate their level of “agreement or disagreement” with each on a seven-point scale. Each of the forty-seven statements are placed into one of eight Skill-Map™ categories across the four Skill-Map™ dimensions.

Here are a few example Skill-Map™ statements:

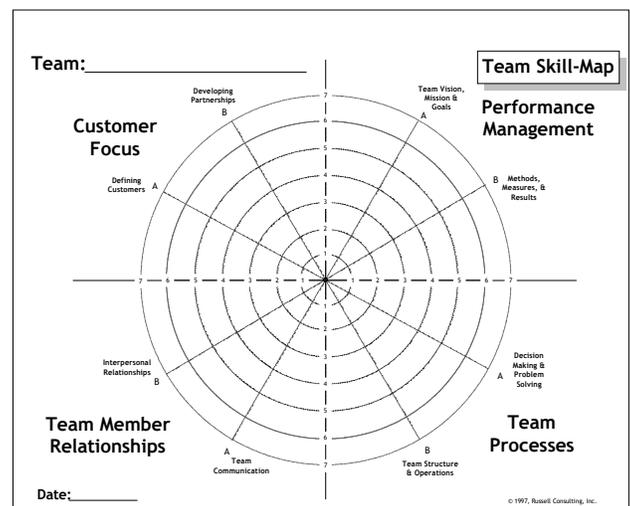
3. We routinely measure our customers' satisfaction with our team/workgroup's services or outputs.
13. We prioritize our team's goals and allocate our team's time and energy accordingly.
20. We have developed specific methods for measuring our team/workgroup's performance and these measures are used to improve our processes.
21. There is a rich exchange of information between team/workgroup members concerning our work (e.g., problem solving, decision making, goal setting, etc.).
32. Every team member has a clearly defined *performance* role that clarifies his/her responsibilities, accountabilities, decision-making involvements, etc.
43. There is a high level of trust and respect between team/workgroup members.
46. Conflicts within our team are considered a normal part of working together and are dealt with openly and honestly by the team.



Interpreting Team Skill-Map™ Results

The Team Skill-Map™ gives specific feedback to teams on areas of team strength and areas for improvement. Interpreting the results involves first reviewing the Skill-Map™ to identify which of the four team effectiveness *dimensions* represent strengths of the team and which represent an area for improvement. The next step involves identifying which of the team effectiveness *categories* within these dimensions represent a strength or area for improvement.

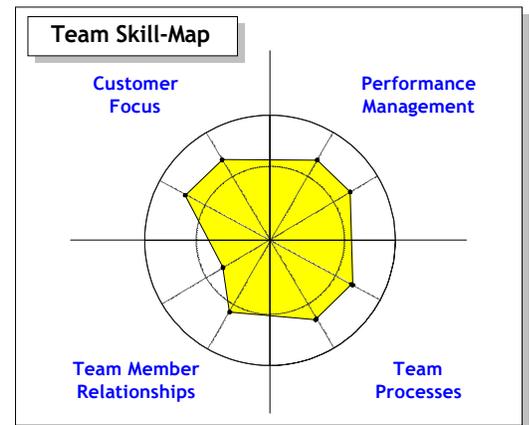
- The further a team's dimension scores fall from the center of the Skill-Map™, the healthier the team
- An average of 4.0 or less on each Skill-Map™ category indicates a significant need for improvement in team effectiveness
- The more "true" the "wheel" or circle created by connecting the plots, the more balanced the team – the more out of balance the team is, the more the team should focus on its low points to achieve a balance
- The two dimensions on the "right" half of the Map reflect the team's relative strength or weakness in the area of **team methods and process** (performance management and processes) – the two dimensions on the "left" half of the Map reflect the team's relative strength or weakness in the area of **team relationships** (with customers and with each other)
- The two dimensions that represent the "top" half of the Map reflect the team's relative strength or weakness in its relationships with **external** factors (customers and performance accountability) – the two dimensions that represent the "bottom" half of the Map reflect the team's relative strength or weakness in its **internal** aspects (relationships and processes)



Using the Team Skill-Map™ Results

Once the team receives the Team Skill-Map™

- The team develops an improvement plan for each team effectiveness dimension by examining the average scores for each of the statements to determine those team skills, behaviors, attitudes, insights, etc. where the team's responses indicate the lowest average scores.
- Each action plan should address the following: (a) What is the problem/challenge? (b) What will it feel/look like on the team if the problem/challenge is resolved? (c) What criteria will the team use to evaluate the "goodness" of a solution (e.g., the solution must involve all team members, the solution should enhance our customer contact, etc.), (d) What are the likely causes of the problem/challenge?, and (e) What actions should the team take to address the problem/challenge, achieve the desired outcome, meet the success criteria, and address the underlying causes?



RCI's Team Skill-Map™ – An Assessment Tool for Teams

Begin improving your teams by requesting your **FREE** copy of RCI's **Team Skill-Map™ Assessment Survey**.

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