How to read and use the iTeam

Each of the 11 carefully chosen questions is represented firstly by a graph, which shows the distribution of what the team thinks is currently happening (in blue) and what the team thinks should happen (in red). The sliding scale which is used to capture information is matched against a numerical continuum starting at +5 and going down to 0 (at the centre of the graph) and then going on to + 5 of the other extreme. The Y axis will measure how many of the team agree on a particular "score"; the higher the tower in the graph, the more people agree. The wider the distribution – the more the team sees things differently. Directly below each graph is the comments made by the team when choosing "the why" for their current state (comments in blue) and choosing "the why" for their desired state (comments in red). These comments are grouped around the scores from the sliding scale.

After the comments is a summary for each question on how many users completed it.

One way of using the iTeam is just to show the team the graphs one at a time; explain briefly how the iTeam works and ask them to interpret and share their thoughts – this can start a useful discussion. Another way is to share the comments with the graphs and ask people to discuss, and if necessary (and useful) nominate two random people in the room to debate for the extreme points of view.

Be aware that in some graph's one outlier's point of view can distort the team's averages – especially if a small team is being assessed.

Another way of starting the conversation is to feedback the averages to the team, as a team you said that this is the way it is, and you wanted more of … or to move towards …

An important aspect of using the iTeam is to contrast the team leader's views with their team's views. This can be done by reviewing the (separate) Team Leader's report privately. This report will show the team's results whilst also displaying the team leader's individual scores as a contrast against the team – to see if the leader sees things the same way as his or her team. If there is marked difference, extra time must be made to support the team leader and create an environment where honest and powerful conversations can occur.

This abbreviated sample report for Acme HR only has 4 questions, and this explanation won't appear in any other reports. There will be various other ways to use this tool, as always the only rule for high performance is to do what works, don't do what doesn't.
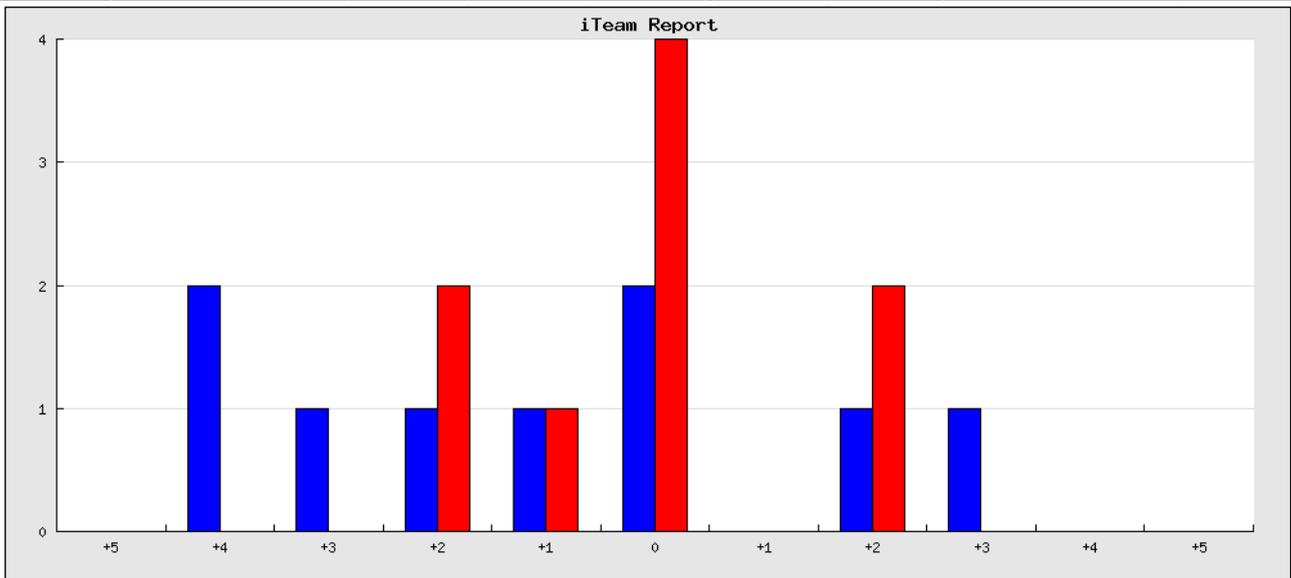
Regards

The iTeam team

iTeam Report

Acme HR | iTeam for Business | Question 1

Individuality versus Conformity

Team Members (11)										
+5	**+4**	**+3**	**+2**	**+1**	**0**	**+1**	**+2**	**+3**	**+4**	**+5**
0 | 0	1 | 0	1 | 0	1 | 2	1 | 1	2 | 4	0 | 0	1 | 1	1 | 0	0 | 0	0 | 0

■ Current state   ■ Desired state

Average Score for Current State: +1.38 (Individuality)

Average Score for Desired State: +1.63 (Individuality)

iTeam Report Comments

Acme HR | iTeam for Business

Individuality (+5)

Individuality (+4)

Individual team members are working as individuals and are not yet putting the team first.

Most of the team members are new and members are trying to learn their roles, understand the organization and then consider the rest of the team

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Individuality (+3)

There is not much team work and from my observations people do not want to share information.

Individuality (+2)

I think the monthly staff meetings have been scheduled with the intensions of bringing us together to talk about what makes us happy and what does not. During these meetings I've realized that we are all individually encouraged to speak our minds, the phase used is "where is your heart and where is your head?"..........I value the way the question regarding how you feel as an individual is addressed.

I think things are good where they are, we just need to continue working as a team.

This would demonstrate that there is more trust in the team to say things as it is. Currently there is insufficient comfort to express how or what one really feels about another team member.

Individuality (+1)

I think whilst we are all professionals in our own areas, we drive our objectives but I also know that we are concerned about driving towards the same objective, we know what the common goal is and therefore periodically check to ensure alignment

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We are in a phase of growth and change.   Team members with specialised knowledge should be putting forward new ideas.   The discussions taking place around these ideas is important and are taking place, and various imput has served to improve processes and plans.   This is the way it should be, however, conformity to the larger group perspective seems to have more of an emphasis than individual expertise and experience.

Neutral (0)

My view is that the team is in between individuality and conformity.

The team is still a new team with some members who are more familiar to each other tan to others. There is a time and place for individuals to express thoughts and opinions and then for there to be consensus. Where there is no consensus then conformity is demanded.

There is opportunity for remote HR team members to be more familiar with people and processes of those who are more closely located and those who have historically worked together

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I think there should be a balance between individuality and conformity.   The   team should not be at the extreme end of either individuality nor conformity.   Even though the 'we' factor is very important, it is equally important that individuals are allowed to express their uniqueness

As much as I would like us to work in a team, it would be nice to have some individuality within the team. I dont really want much dependence but to work together.

I think we still need to achieve the perfect balance between the two extremes

I think we should get to a point where we are able to balance both. Perform as individuals but be part of the bigger picture

Conformity (+1)

Conformity (+2)

Currently we are working as a team, we are working towards aligning business goals and objectives throughout the different BU's. We are still able to work as individuals but in different teams. We are very involved on what is currently happening in our business.

We should be moving away from individuality to team.   I would not want to get the team to a point of forced conformity.   It should come naturally.

All the team members work ofr the organization and we are driven by the objectives of the organization, therefore a common direction supported by collective efforts is needed.

Conformity (+3)

There is an expectation to conform to specific norms and follow specific guidelines.   There is not enough room for new ideas.

Conformity (+4)

Conformity (+5)

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2 members have not yet started their questionnaires.

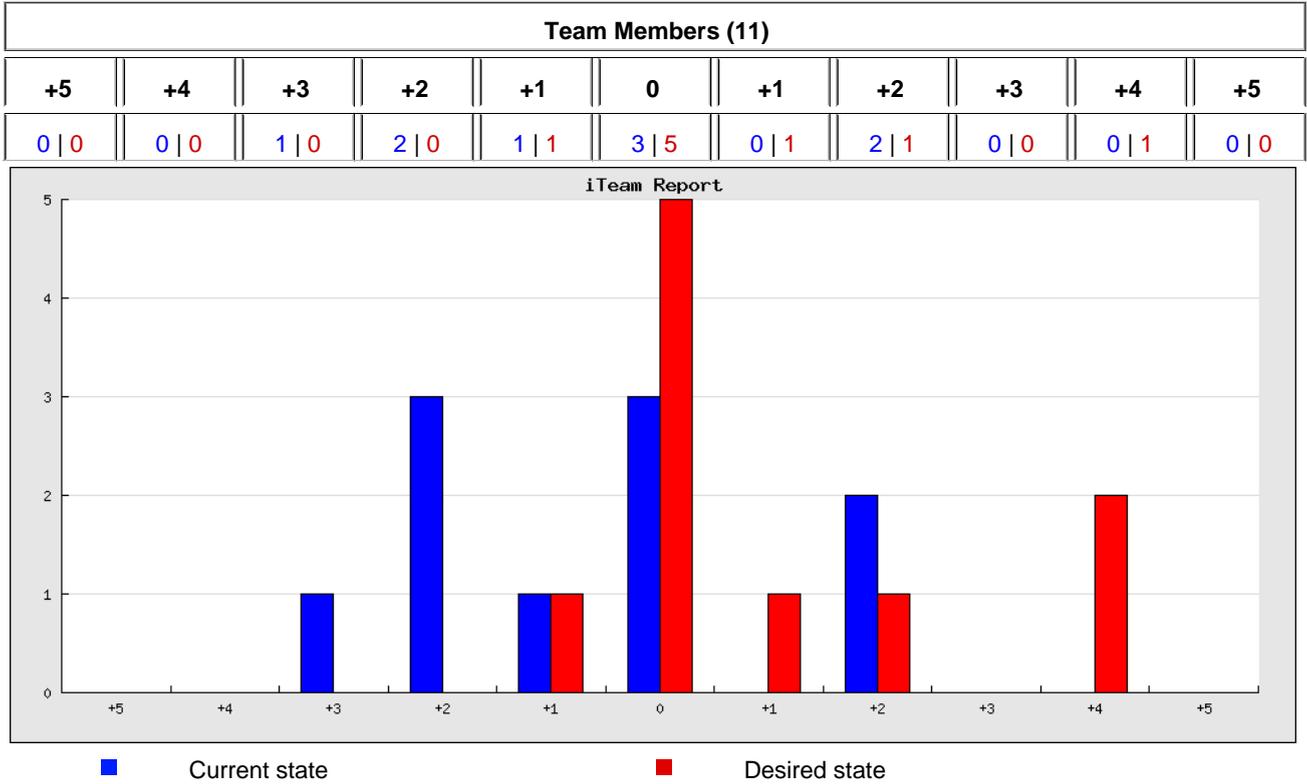3 members have not yet completed their questionnaires.

0 members did not write a comment on some of the questionnaires.

Breakdown: 0 Current State ₁ 0 Desired State

iTeam Report

Acme HR | iTeam for Business | Question 2

Freedom to make mistakes versus High performance standards

Team Members (11)										
+5	**+4**	**+3**	**+2**	**+1**	**0**	**+1**	**+2**	**+3**	**+4**	**+5**
0 | 0	0 | 0	1 | 0	2 | 0	1 | 1	3 | 5	0 | 1	2 | 1	0 | 0	0 | 1	0 | 0

Current state   Desired state

Average Score for Current State: +1.56 (Freedom to make mistakes)

Average Score for Desired State: 0.67 (High performance standards)

iTeam Report Comments

Acme HR | iTeam for Business

Freedom to make mistakes (+5)

Freedom to make mistakes (+4)

Freedom to make mistakes (+3)

I have based this more on myself, I tend to feel like I make to many mistakes.

Freedom to make mistakes (+2)

Team members are still making numerous mistakes.   There is no clear team strategy and direction.

I think we are free to try out new things, ideas are welcomed and mistakes are understood to be mistakes. We are a changing organization and we allow people to explore and come out with new ideas

As the new Africa organization is being shaped, room is allowed to try things which are out of the norm.

Freedom to make mistakes (+1)

I believe that although we make mistakes sometimes as we are only human, good performance is also encouraged. We are allowed to make mistakes but the mistakes we make should not be too costly

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We learn from the mistakes we make and we can only grow from those mistakes. I believe we're in a good place

Neutral (0)

Even though there is high performance standard, there is some accommodation if one does not get it right sometimes.

Acme Africa is at a growth phase in Africa and the strategy is clear. We also have been given the leeway to do the best we can to ensure the strategy is achieved within the given framework. I have had freedom to strategize as I see fit and I know I will be supported when I make a mistake!

I think the team should insist on high performance standards.   However, it is important for the team to also give some room to accommodate team members if for some reason, something goes wrong. It should not be always though.

A balanced approach will enable one to feel the ability to take more initiative and have more fresh and new ideas. Together with this comes the need to pace down a bit so that creativity can be enhanced while quality and effectiveness is being considered.

I am happy with the balance I have experienced thus far

The team should have a balance between freedom to making mistakes and holding performance standards.   There is no way objectives can be set without key performance indicators.

High performance standards (+1)

I think our standards should be high at all times. Right first time those are quality standards. People should be able to learn from their mistakes but perform at high standards.

High performance standards (+2)

High performance is a requirement in our current environment.   There are high expectations that we should deliver as a team and stay a head of the business.   There is an expectation that the team should deliver high quality work within specific time periods and to specific standards.

There are high expectations on delivery of a very robust and stringent work plan. There is ongoing focus on performance and very little room for error or to do things by trial and error. Time is the driving factor for delivery. With this is accuracy and quality   that if not delivered h as repercussions.

The team is facing many challenges.   There are high expectations on HR to make significant contributions to the Africa Strategy.   Much of the success of the strategy depends on Human Capital and what the HR team needs to deliver. The team seems to be rising to the occasion, working hard and aiming to achieve objectives. There is a general focus on high performance to meet expectations. That is the way it should be at this time.

High performance standards (+3)

High performance standards (+4)

We should move towards high performing team in order to succeed.   We will still have room for mistakes, simply because were human.

This is probably my ideal benchmark, I would like to see myself as   high performer

High performance standards (+5)

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2 members have not yet started their questionnaires.

3 members have not yet completed their questionnaires.

0 members did not write a comment on some of the questionnaires.

Breakdown: **1** Current State | **1** Desired State

iTeam Report

Innovation/Change versus Systems/Consistency

Team Members (11)										
+5	+4	+3	+2	+1	0	+1	+2	+3	+4	+5
0 | 0	1 | 1	0 | 0	4 | 3	2 | 0	0 | 3	0 | 0	0 | 1	1 | 0	0 | 0	0 | 0

■ Current state   ■ Desired state
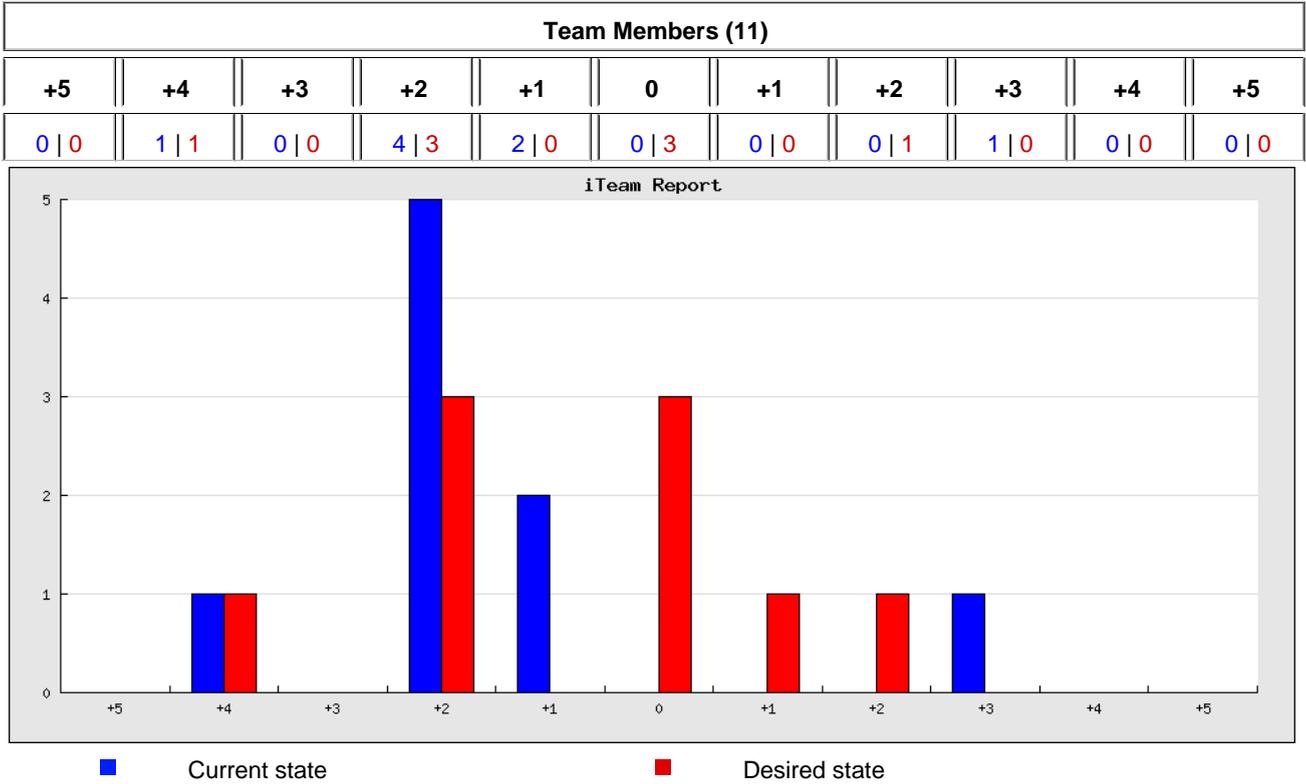
Average Score for Current State: +2.63 (Innovation/Change)

Average Score for Desired State: +1.00 (Innovation/Change)

iTeam Report Comments

Acme HR | iTeam for Business

Innovation/Change (+5)

Innovation/Change (+4)

With current deliverables and business requirements there is constant flux in what is required and many policies and procedures are either being developed or streamlined across business units. This in itself is a change that requires constant dialogue and input. Most HR processes are being challenged and time constraints again make these changes or proposed changes difficult to assimilate. Writing down the changed procedures is also proving to be challenging

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This is where the business is going and innovation and change is the focal point of an ever growing business.

Innovation/Change (+3)

Innovation/Change (+2)

Acme encourages innovation and so does the team. We are allowed to bring in place the things that really bring baout change.

We experience change constantly in the organization and the HR team has to also change by default.   We're not as well established as we should be

We are implementing massive change at the moment that requires innovation. Resources have been provided for us to innovate and do things differently to achieve our objectives

Change is embraced at all times, processes are there and followed but new ideas are always welcomed.

A new organization is being shaped and it calls for new ways of looking at things.

I believe the team has the platform to use the company resources to the best of their ability and in the best possible way. We are allowed to take initiative as much as we can

The team is doing a good job of exploring and evaluating new possibilities and also generating new ideas.   There is also a tendency to utilize what exists within Acme. We as a team have an opportunity to implement creative new ideas, and could perhaps be more innovative in doing so. Utilizing what is within Acme already has its merits and makes sense; it shows that the team can work smart.   As a   small team with large goals and short deadlines, we sometimes take the smart road, rather than looking for an innovative solution.

As per my previous statement, this is required to achieve the Africa growth strategy

Innovation/Change (+1)

The team is facing new and unique challenges and are working towards solving new problems and providing solutions, ideas and programs.   At the same time the team does have the support of systems and resources from within the larger organization to leverage in meeting new challenges. Team members are reaching out, supporting each other, coming up with new ideas and at the same time drawing on ideas that currently exist within the larger organization.

I have not really assessed this.

Neutral (0)

There should be a balance between Innovation/Change and Systems/consistency.

Ideally you will want a situation where all systems are in place and followed. We would like a situation where we are consistent across BU.   Policies are applied equally the same across all BU's. We   want a situation where change is still embraced but very much balanced with our policies

A balance between innovation and consistency will be critical going forward

Systems/Consistency (+1)

- -

We need to get to a point of being stable, having clear set of policies and systems to follow.   We should be able to predict each other and what happens next. We still need room for change because change is always present.

Systems/Consistency (+2)

- -

Moving to a point of consistency may assist in reducing the pressure of building the ship and steering it at the same time. A great deal is being handled on a day to day basis while we are still building processes, procedures and entrenching strategies that need to be implemented / executed.

Systems/Consistency (+3)

There is strong requirement to follow the norm and established procedures.

- -

Systems/Consistency (+4)

- -

Systems/Consistency (+5)

- -

2 members have not yet started their questionnaires.

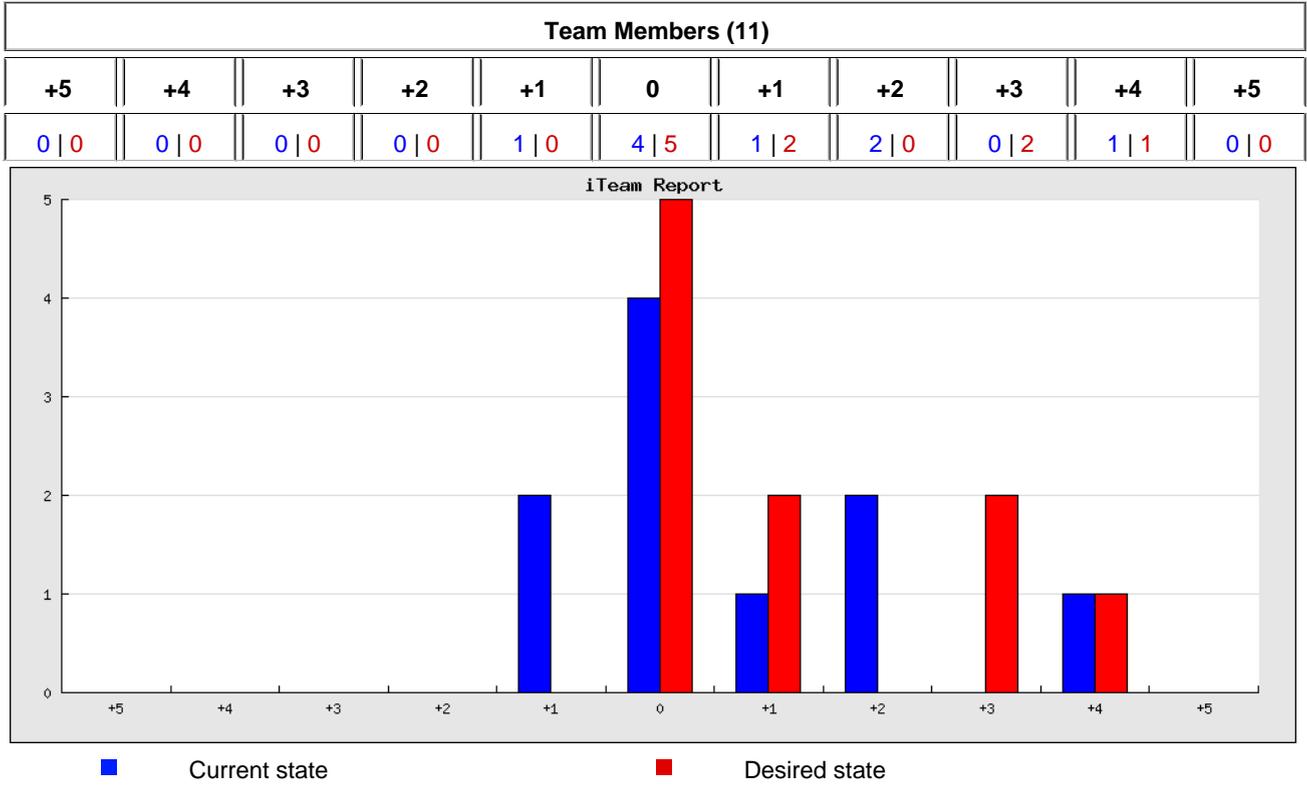3 members have not yet completed their questionnaires.

0 members did not write a comment on some of the questionnaires.

Breakdown: 0 Current State | 0 Desired State

iTeam Report

Acme HR | iTeam for Business | Question 4

Leader Driven versus Team Driven

Team Members (11)										
+5	**+4**	**+3**	**+2**	**+1**	**0**	**+1**	**+2**	**+3**	**+4**	**+5**
0 | 0	0 | 0	0 | 0	0 | 0	1 | 0	4 | 5	1 | 2	2 | 0	0 | 2	1 | 1	0 | 0

■ Current state   ■ Desired state

Average Score for Current State: 0.89 (Team Driven)

Average Score for Desired State: +1.33 (Team Driven)

iTeam Report
Comments

Acme HR | iTeam for Business

Leader Driven (+5)

- -

Leader Driven (+4)

- -

Leader Driven (+3)

- -

Leader Driven (+2)

- -

Leader Driven (+1)

Our leader has clear ideas and standards, allows for input, but ultimately takes the final decision.

The team is not yet showing confidence in their own decision making.   The leader has to draw participation, contribution and decision making from the team.It does not come naturally yet.

- -

Neutral (0)

Team members are given the opportunity to discuss and participate in various issues.

There is a sense of balance here. There is opportunity for input from team members as well as appropriate drive by the leader to make a call when it is required.

We are in the middle. I would not say that we are being totally lead by the leader or the team

Leadership and support of the team to the leader is crucial and should complement each other.

- -

A balance between leader driven and team driven is good

We need to make changes to our current leader driven decision to team driven

decisions. No changes

I appreciate the manner in which we work.

The combination and complementary nature of these roles is important for sustainable growth of the organization

Team Driven (+1)

As a team of professionals the team is better able to collaborate and levarage the collective wisdom, with the leader providing the necessary direction and contribution

- -

There are very talented professional people within   our team with good experience.   Our leader commands a lot of genuine   respect within the team and is supported by the team.   Team members could be given more discretion with regard to their individual portfolios. Our leader does provide leadership, support   and good input but could allow more autonomy.   She sets high standards and asks for

results which provides direction and leadership.   There may be an opportunity for allowing team members a bit more "space" in delivering those results. This is required to support the strategy going forward and also to leverage the team's expertise

Team Driven (+2)

Teams are very much involved in discussions and decision making. Leaders embrace these discussion and have input as well.

Team Driven (+3)

Our situation is ideal, involve all stakeholders but still make a decision.

Team Driven (+4)

It's all about the team not the leader, each and every employee's opinion is valued

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I'm happy with the current position

Team Driven (+5)

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2 members have not yet started their questionnaires.

3 members have not yet completed their questionnaires.

0 members did not write a comment on some of the

questionnaires. Breakdown: 0 Current State ▮ 0 Desired State