

S.T.A.R. Coach Assessment™

Report of S. Kumar



The S.T.A.R.™ Team Model for High Performance

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Equinox Consultants
www.equinox.co.in

Introduction

This report is based on the responses given by you and your friends to the S.T.A.R. Coach Assessment™. It attempts to provide you with a sense of your strengths and areas for improvement on the S.T.A.R™ elements essential for Coaching practice. Though the assessment and the tabulated results are quantitative and data-driven, the most important aspect of this report is the qualitative perspective it provides you and the thoughts and discussion that it provokes around specific aspects.

The S.T.A.R. Model™

Coaching is an essential skill required for those who wish to facilitate development of people, teams and organizations. Coaches can act as catalysts in the process of knowledge and best practice sharing and can be used as effective medium for adding value to the people development initiatives in any organization.

Coaching is a multi-faceted approach to develop higher effectiveness, new competencies, better balance, resilience and a result oriented approach. This demands the coach to have complete mastery of four essential dimensions which help people and businesses succeed. More importantly also have the ability to facilitate others to display the same competence be walking-the-talk.

The factors which can make this happen are both identifiable and workable.

Stimulating Communication

Being a great player does not automatically qualify you to be an effective coach, though that can be of definite advantage. What is critical for any coach is his ability to stimulate communication between himself and the client in order to improve performance. His ability to actively listen to client needs, understand client perspective and build effective conversations.

Organizations / businesses are not just a collection of processes, buildings, or separate functional areas. An organization is people and a network of communication among these people. The current reality of an organization – its performance, conditions, and circumstances – is the product of communication its people are having. When this is apparent and understood, communication becomes a critical tool and the most fundamental aspect of determining success, profit, and growth.

When the communication climate in an organization is good - open, honest and transparent characterized by empathy, listening and feedback - teams engage in unfiltered, passionate debates about key issues. There will be less likelihood of destructive, back channel manipulations and members to not seek to protect their turf. It leads to optimal decision-making where the teams benefit from true ideas and perspectives of members. It ensures that all members are on the same page and are fully aware of the happenings in the team. This enables teams to leverage strengths and capitalize on them for team success.

Trust

Trust is one of the core values of any team or organization. Often, the definition of trust is limited to certainty or predictability. If someone is consistent and predictable, he is taken as trustworthy. While there is nothing wrong with this definition, it is highly limiting. Trust is not just about trustworthiness.

It is about a culture where people feel secure to share their thoughts and feelings openly and feel comfortable being vulnerable with each other - thus willing to admit their mistakes, acknowledge their weaknesses or ask for help. There is high comfort level among team members and they back each other in times of crises and at the same time celebrate each other's success openly. Members act or behave in a manner which is consistent and there is a great amount of mutual respect which exists in the team. The teams which have high level of trust accept members for who they are and allow them the space to effectively and collectively contribute to team results.

Trust is built on the foundation of openness – a communication culture that is open, honest and transparent.

Accountability

When team members trust each other, they unreservedly disagree with each other and comfortably deal with conflict and temporary indecision. Such teams do not look for consensus in decision making, yet the team members commit themselves and share the responsibility towards the achievement of the team goals. Each and every member of the team is fully aware of the goals, their individual roles and the playing field. This, combined with the fact that they are comfortable being vulnerable with each other, greatly enhances their ability to remind one another when they are not living up to the performance standards of the group.

This kind of accountability is peer-to-peer and works on the notion that a team player is motivated due to peer pressure and the unwillingness to let down colleagues. In such teams, participation of team leader or authority figure is not always required.

Such teams operate with service level agreements (SLAs), therefore, leaving little scope for ambiguities and conflicts to creep into the team. Team members improve accountability by defining clear and measurable parameters of performance.

Results

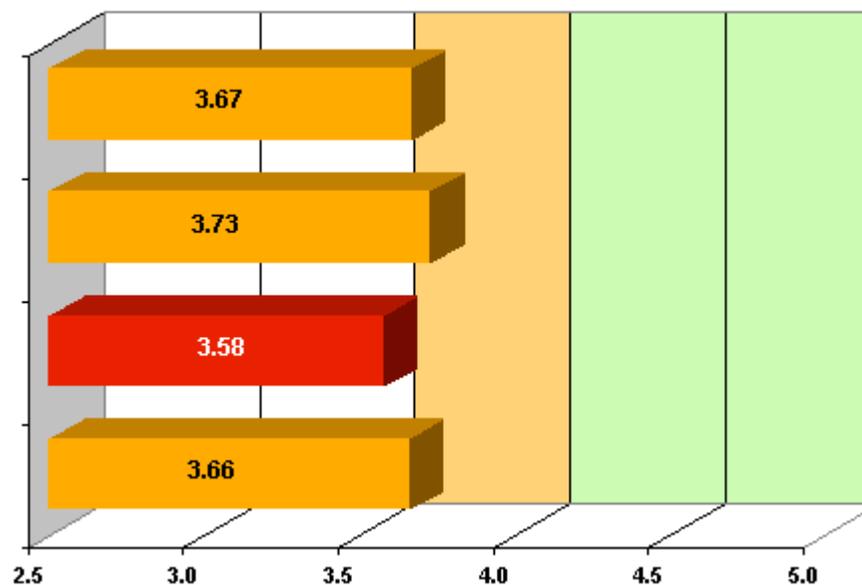
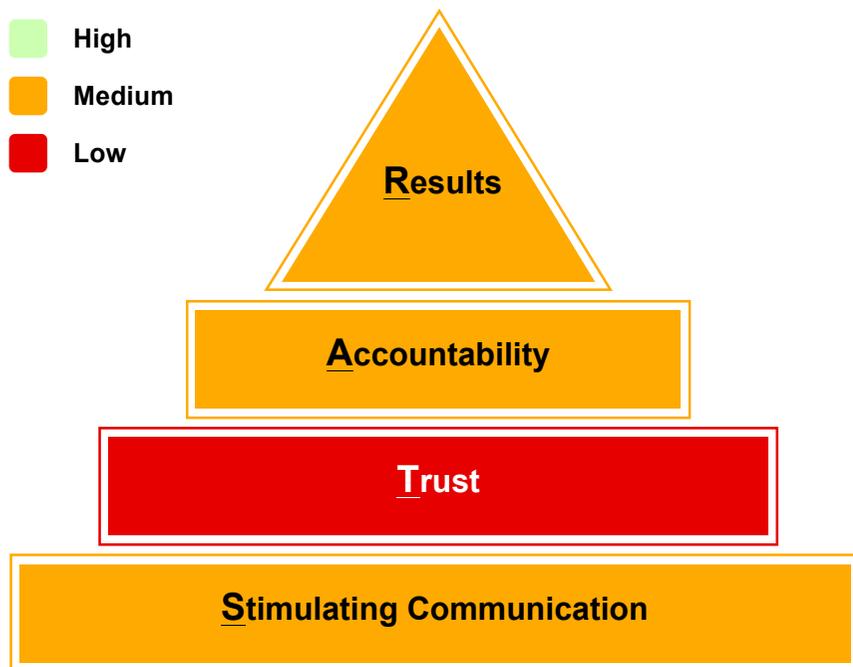
When team members have open and unhindered communication; trust each other; are committed to the team decisions; and hold self and others accountable to their respective roles – do teams automatically achieve results?

They may. But, teams which publicly clarify their desired results and keep them visible are more likely to. In such teams, members ensure that collective team results are more important than individual ego and recognition and when this happens, the team benefits from synergy. Teams celebrate collective success and at the same time are also comfortable in acknowledging each others contributions in making things happen for the team. Teams constantly discuss about the results, remain committed and review performance to ensure that the results are not compromised.

Great teams achieve the results they are set out to.

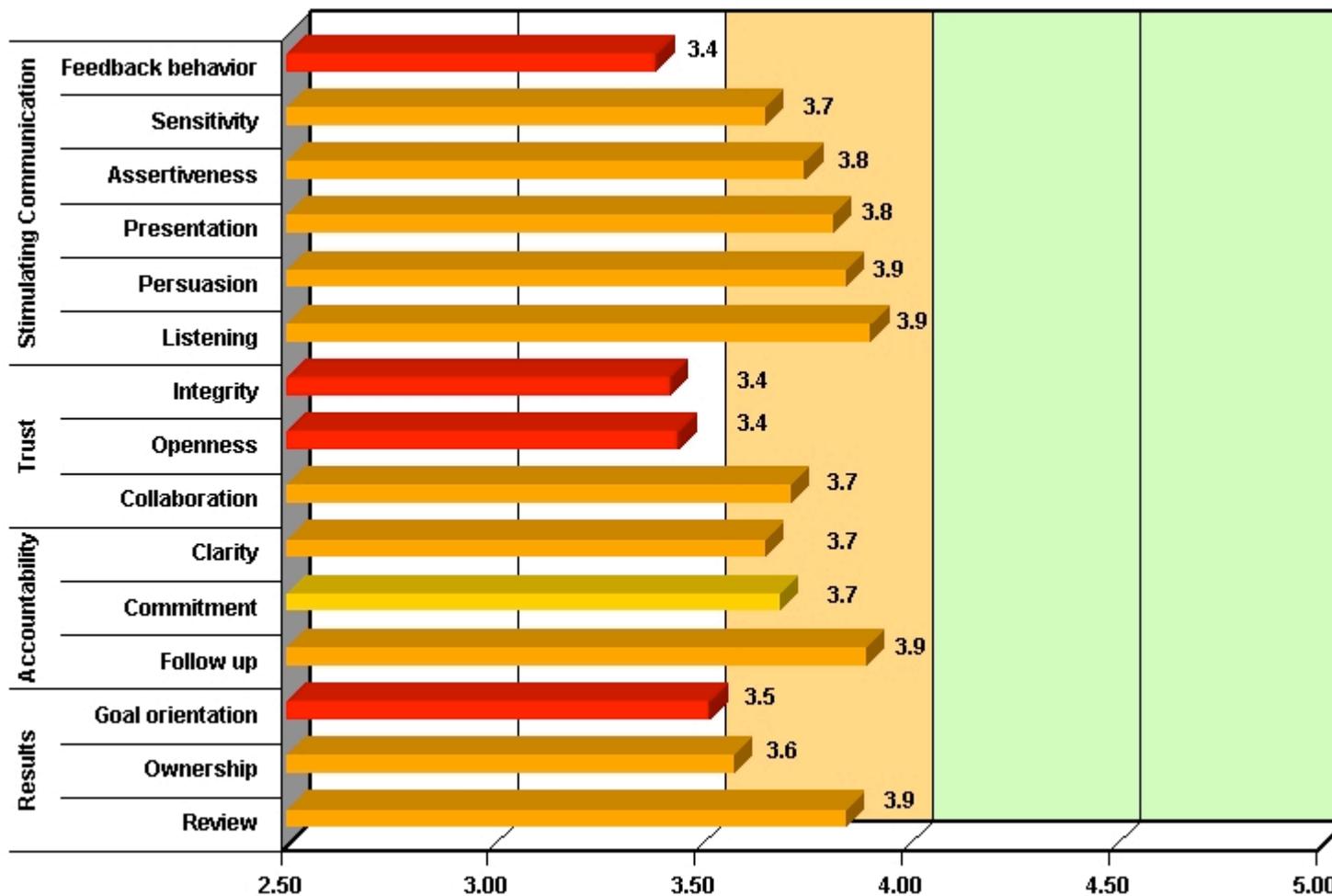
The Score Summary:

Dimensions :



Your assessment scores indicate that Trust is an area of concern while Stimulating Communication, Accountability, and Results are potential areas for improvement.

Elements :



Stimulating Communication:

Your score in this dimension was medium, which indicates that your team may need to learn to engage in more unfiltered discussion around important topics. Also learn effective methods to create openness amongst team members. Your team needs to create a climate enabling communication across levels and learn the use of feedback to gain clarity and enhance performance of members.

While this being the case, your team has scored low on the elements of *Feedback Behavior and Assertiveness*, which could mean that there is very little feedback, leading to lack of clarity, hidden agendas, and limited opportunities for the team to review performance.

Trust:

Your score in this dimension was low, which indicates your team lacks necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes and needs for help. There is low level of trust in the team and the members may be indulging in lose:lose or win:lose approach which may be impacting team synergy.

While this being the case it is important to note that your team has scored low on the elements of *Openness* and *Integrity*, which could mean that members are guarded in their interactions with others and also members may not be showing consistency in their behaviors during interpersonal interactions.

It is, however; also important to note that your team has scored medium in the element of *Collaboration* which could mean the stress in the team could be more inter-personal and not that much to do with task collaboration.

Accountability:

Your score in this dimension was medium, which indicates that your team may struggle at times to buy-in to clear decisions. This could be creating ambiguity within the organization. This score also indicates that your team hesitates to confront one another about performance and behavioral concerns. Your team would do well to have more discussions on goals and roles, by systematizing work through SLAs. The commitment levels could be improved by understanding more about the key motivators of members in the team.

Results:

Your score in this dimension was medium, which indicates that members of your team may be placing too much importance on individual or departmental recognition and ego, rather than focusing on the collective goals of the team. The team could do well by fixing milestones and constantly reviewing team performance, taking corrective steps to improve team performance.

While this being the case your team has scored low in the element of *Ownership*, which would mean that members would do well in understanding their roles and how it aligns with collective goal of team and the impact of their performance on achievement of the same.

Team Strengths

Listed below are the top 6 behaviors where your team scored highest relative to other behaviors. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses. Please note that behaviors with an average score above a 4.50 are areas where your team scored particularly high.

No.	Behavior	Score	Dimension	Element
30.	<i>Members are comfortable asking for help from each other.</i>	4.21	Trust	<i>Collaboration</i>
16.	<i>Members recognize and acknowledge each others' strengths and tap into them for achieving common goal.</i>	4.18	Results	<i>Goal orientation</i>
43.	<i>Once the goals are discussed and agreed the members remain committed.</i>	4.12	Accountability	<i>Commitment</i>
39.	<i>Members are confident that everyone is committed to the team decisions.</i>	4.09	Accountability	<i>Commitment</i>
50.	<i>Members find it easy to get the information in order for them to fulfill their role.</i>	4.00	Trust	<i>Collaboration</i>
1.	<i>During meetings members are focused on the discussion on hand and avoid side conversations.</i>	3.97	Stimulating Communication	<i>Listening</i>

Team Weaknesses

Listed below are the bottom 6 behaviors where your team scored lowest relative to other behaviors. To improve the effectiveness of your team, it is critical that you understand and address these areas. Note that behaviors with an average score below a 3.00 are areas where the team scored particularly low.

No.	Behavior	Score	Dimension	Element
22.	Members are comfortable in discussing their strengths and weaknesses with each other.	2.74	Trust	Openness
21.	Members are comfortable in telling each other about the impact of their unproductive behaviors.	2.91	Stimulating Communication	Feedback behavior
26.	Members openly admit their mistakes.	3.03	Trust	Openness
54.	Members apologize to one another without any discomfort..	3.03	Trust	Openness
10.	Members set examples for others to emulate. They demonstrate themselves the behaviors they expect from others.	3.06	Trust	Integrity
52.	Members willingly make sacrifices and stretch themselves for the collective good of the team.	3.26	Results	Ownership

Significant Deviation

Listed below are the behaviors where your team members' scores differed from each other in a significant manner. Each behavior indicates an area that needs to be better understood across the team. The numbers, below each behavior, identify the distribution of responses within the team.

No.	Behavior	Score	Dimension	Element										
32.	<i>Members celebrate each others' success.</i>	3.53	Results	<i>Ownership</i>										
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21.	<i>Members are comfortable in telling each other about the impact of their unproductive behaviors.</i>	2.91	Stimulating Communication	<i>Feedback behavior</i>										
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Never	Rarely	Sometimes	Usually	Always										
4	9	12	4	5										
20.	<i>Members are aware of the milestones on way to achievement of team goals.</i>	3.94	Results	<i>Review</i>										
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