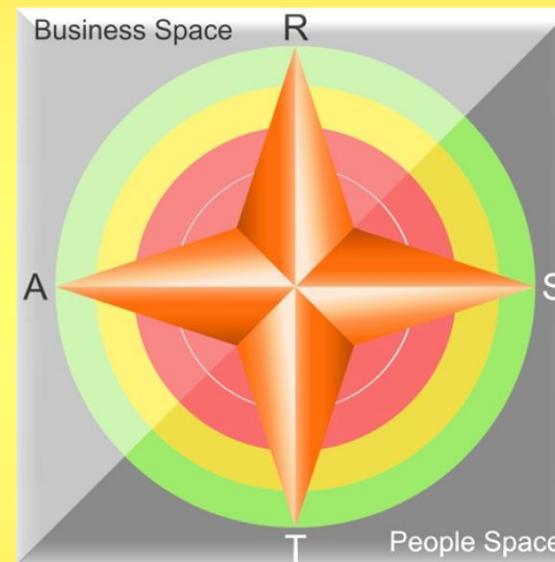


S.T.A.R. Leader™ Assessment

Sample Report



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



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Introduction

This report is based on the responses given by you and your colleagues to the S.T.A.R. Leader 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 leadership. 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 for High Performance™

The ability to lead people and team requires right skills; skills such as, the ability to influence, to set stretch targets, to give feedback as well as praise and recognition. The leader must be able to step back from problems and think strategically, as well as take action to find solutions. It is an essential skill required for those who wish to facilitate development of people, teams and organizations.

The S.T.A.R. Model for High Performance™ provides a solid framework and proven techniques for facilitating and guiding individuals and groups towards realizing their potential for performance.

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

Stimulating Communication

Just having the title of a manager or leader of a team does not automatically qualify you to be or is an indication of your leadership ability, though that can be of definite advantage in order to make a difference. Effective communication is the core of all leadership. What is critical for any leader is her ability to stimulate communication between herself and the people whom she leads, in order to improve performance. Her ability to actively listen to their needs, understand their perspective and build effective conversations. Effective communication enables leaders to influence the attitudes and actions of the people who work for them. It helps them to sell their ideas and gain cooperation of the people in achieving their goals.

Organizations / businesses and teams are not just a collection of processes, buildings, or separate functional areas. It is made up of people and a network of communication among these people. The current reality of any business 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.

The communication climate is highly influenced by the style of the leader and her followers tend to mirror the same in their day-to-day transactions. Most of the leadership challenges revolve around the aspect of communication and a good amount of time from the leadership is demanded to ensure that this aspect of leadership is taken care of.

S.T.A.R. Leaders™ help create and facilitate a climate which is highly stimulating; is good - open, honest and transparent characterized by empathy, listening and feedback – where followers are comfortable in engaging in unfiltered, passionate debates about key issues. In such a climate there is less likelihood of destructive, back channel manipulations and protect-your-turf play. Such leaders optimize their decision-making where each and every member is fully aware of the decisions and feels inclusive in the process. The leader ensures that all are on the same page and are fully aware of the happenings in her team. This enables her to leverage strengths and capitalize on them for collective success. More importantly create buy-in for her leadership of the team she leads.

Trust

Trust is one of the core values in any interpersonal relationship. It is an essential ingredient for any leader to build effective working partnerships with people who work for them. Often, the definition of trust is limited to certainty or predictability. If someone is consistent and predictable, she 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 people feeling 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 the leader and her team members and they back each other in times of crises and at the same time celebrate each other's success openly. S.T.A.R. Leaders™ act or behave in a manner which is consistent and they command great amount of respect from the people they lead. They build trust by accepting others for who they are and allow them the space to effectively contribute to the results.

Effective leaders build trust on the foundation of openness – a communication climate that is open, honest and transparent. By doing so, they obtain immense benefit including – high morale, increased initiative, improved honesty, and improved productivity. All of which directly contribute to a profitable and rewarding interpersonal experience.

Accountability

Leaders who build effective relationships based on the foundation of trust have accountability as an integral part of their leadership. S.T.A.R. Leaders™ ensure that 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 she is comfortable being vulnerable with those who she leads, greatly enhances the credibility of what she intends to achieve for her team.

Leadership built on accountability ensures that people unreservedly disagree with each other and are comfortable in dealing with conflict. Such leaders are decisive and do not always look for consensus in decision making. They are able to get their team members to commit themselves and share the responsibility towards the achievement of the team goals.

As leaders they always like to work with clear service level agreements (SLAs), therefore, leaving little scope for ambiguities and conflicts to creep into the relationship. They improve accountability by defining clear and measurable parameters of performance.

The fact that accountability is clear makes leading by objectives easier, enables a climate which has people who can easily hold each other accountable for the commitments they make, builds role respect and improves focus.

Results

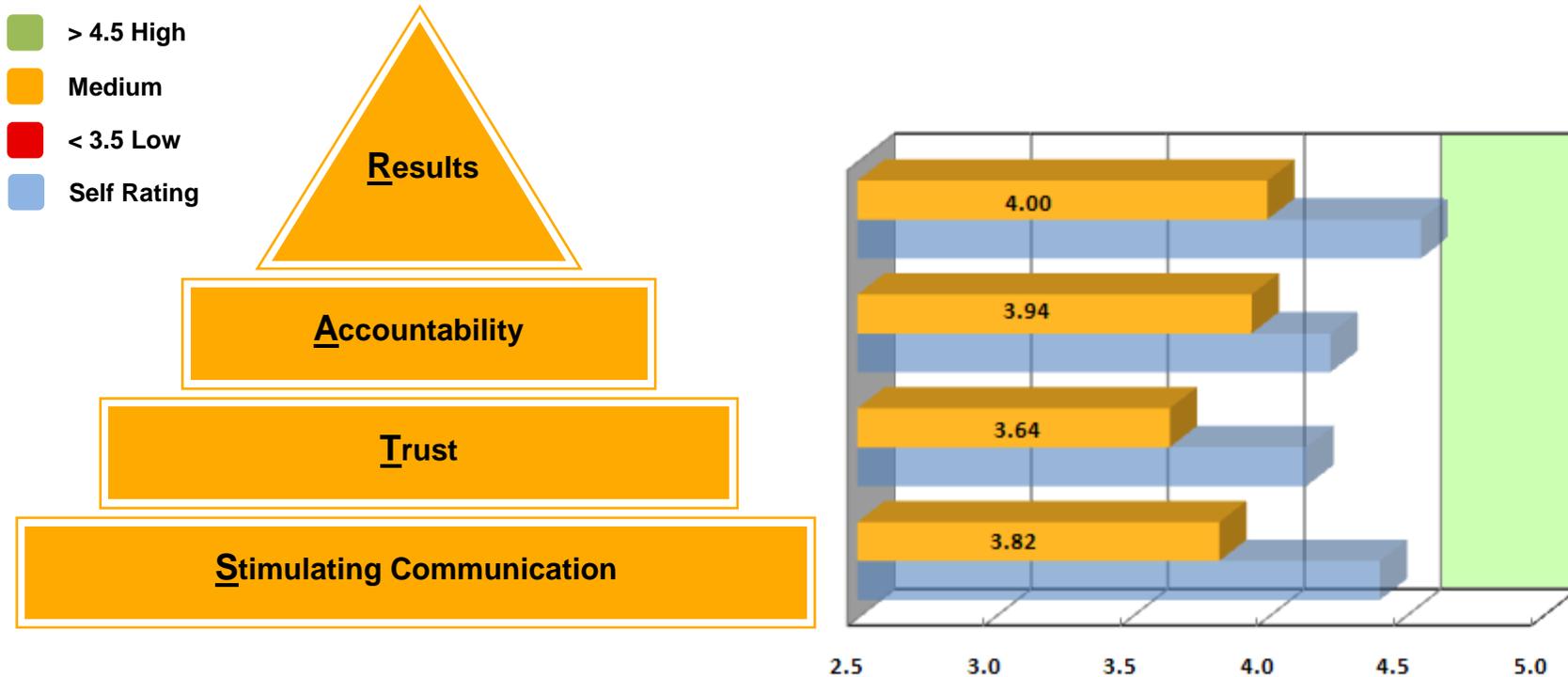
When leaders build and facilitate a climate of open and unhindered communication, of trust and accountability, they are, more often than not, able to deliver Results.

What makes it more compelling is that S.T.A.R. Leaders™ publicly clarify expected results and make them to be visible all the time. They ensure that people are committed to achieve collective team results, are willing to keep aside their individual ego and recognition. They stress the importance of collective success, at the same time, are also comfortable in acknowledging individual contributions. S.T.A.R Leaders™ constantly discuss about the results, remain committed and review performance to ensure that the results are not compromised.

S.T.A.R. Leaders™ facilitate and guide to achieve the results they are set out to.

The Score Summary:

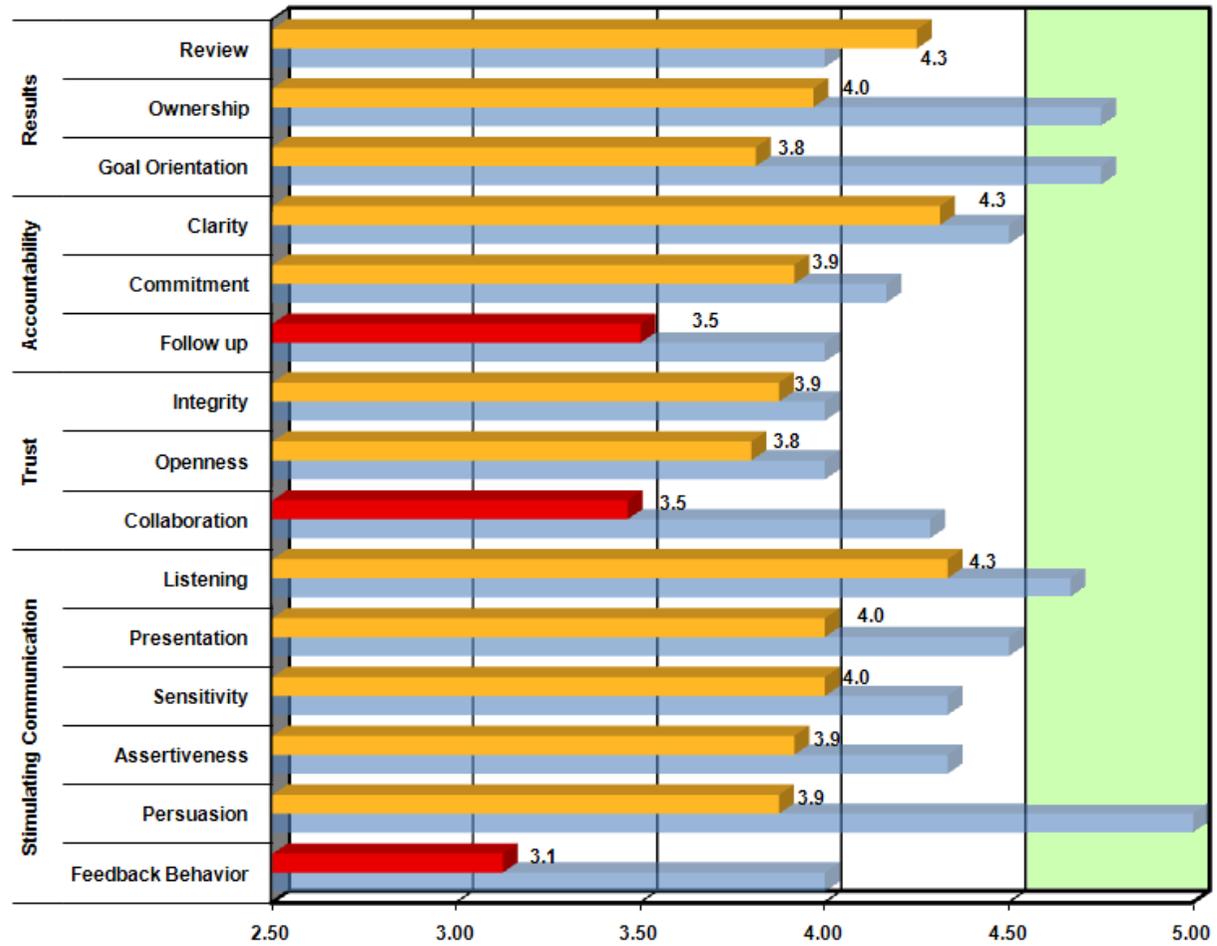
Dimensions :



Your assessment scores indicate that Stimulating Communication, Trust, Accountability and Results are potential areas for improvement.

Elements :

- > 4.5 High
- Medium
- < 3.5 Low
- Self Rating



The Assessment Summary:

Stimulating Communication:

Your score on the dimension Stimulating Communication was medium, which indicates that you do not always engage in unfiltered discussion around important topics. You lack openness in some of your interpersonal relationships. You have not created a climate which enables communication across levels. It also means your use of feedback is very limited and you do not use it effectively to enhance performance of the members in your team. While this being the case, your medium scores indicates you do not provide clarity to all members through your communication, leading to a possibility of unknown agendas. Not all members are able to understand you and the intent of your behavior and action. More importantly some of the members see you as a person who is not sensitive to their needs and one who does not try and understand their perspective and ideas. You also come across as a person who is more critical of others while providing feedback and tend to hurt others with your communication style. A medium score typically indicates that at least 50% of your respondent groups feel differently about you on the dimension of Stimulating Communication.

A low score on the element of Feedback Behavior could mean that you have not promoted a climate where contributions of others are recognized and shared. Members of your team also do not see you acknowledging them for their work. It also shows that people see you as a person not open for feedback. You tend to reserve and not provide feedback in a timely manner.

A medium score in the element of Persuasion could mean that you are unable to articulate your thoughts always with clarity and conviction. You do not often look for points of agreement in your transactions with others. It also indicates that you do not always prefer to engage people in discussions. You are sometimes able to persuade others to your points of view.

A medium score on the element of Assertiveness could indicate that not all members in your team understand your expectations of them. You are not consistent in your transactions with all members, and express yourself freely only to a few or sometimes in transactions. You do not always confront situations and encourage an environment of open and direct communication.

You have scored medium on the element of Sensitivity indicating that you do not always take care to be sensitive to the feelings and needs of others in your transactions. You sometimes are not respectful of their ideas. You sometimes tend to hurt others while providing feedback. People feel that you do not often try and understand them for who they are and what they bring to the relationship.

Your score on the element Presentation is Medium indicating that you are often unable to articulate or present your thoughts with clarity. It also indicates that not always people understand the rationale behind what you communicate.

A medium score on the element of Listening could mean that while you are open to others opinions and views, either it is not always visible or you do not do it often in your transactions with others. During your meetings with others you sometimes allow discussions to meander and fail to keep the focus. This could be either because you do not always start your meetings with a statement of expected outcome; you possibly need help in facilitation. You would do well by attempting to document every stage of meetings conduct and publish them for effectiveness.

Trust:

Your score in the dimension of Trust is medium, which indicates you are not very open and vulnerable about your strengths, weaknesses, mistakes and needs for help. Not all members in your team trust you and may not be able to see opportunities or be comfortable of collaborating with you. It also means that some people who work for you are not comfortable expressing their ideas and opinions freely with you, especially when they do not match with your own. A medium score on Trust could also mean that no all members are unguarded in their interactions with you. You may not be consistent in your behaviors during interpersonal interactions. Not all are able to see you displaying behaviors which you expect of them. More often you may be emphasizing on individual performances than collective work and are perceived by some as more detached in your approach with people. Not all find it easy to get information from you which might help them accomplish their roles. A medium score typically indicates that at least 50 per cent of your respondent groups feel differently about you on the dimension of Trust.

A low score on the element of Collaboration could mean that there is very little you do to promote win: win relationships. It indicates that you offer no incentives for members sharing information. You also do not provide information and resources readily which helps members fulfill their role.

Your score on the element of Openness is medium indicating that you are not always perceived to be transparent and unguarded in your interpersonal interactions. Not all members find it comfortable to share their pain points with you. However, half of the group you lead feels otherwise.

Your score on the element of Integrity is medium indicating that you are not consistent in your behavior and others find difficulty in recognizing the intent behind your actions. It also indicates that you are not always demonstrating yourself the behaviors which you expect from others.

Accountability:

Your score on the dimension of Accountability is medium which indicates that you will struggle at times to get buy-in from others for your decisions. This score indicates that people who work for you may not be very clear about the role they play and more importantly your expectation of them in the role. This could create ambiguity within the team about performance measures and objectives. This also indicates that people hesitate to confront you about performance and behavioral concerns.

Your score on the element of Follow up is low which indicates that you have not encouraged an environment where immediate feedback is provided for members on their performance. You have not created a climate which puts enough pressure on poor performers. There is not enough follow up from you on the commitments made in the team.

Your score on the element of Commitment is medium indicating that you have members in your team who have opposing views on your leadership with regards to the element of commitment. You must however take cognizance of the fact that not all members feel motivated to work in your team. Some of the members may perceive you to be indecisive at times. Not all members are committed to the decisions and goals of the team.

Your score on the element of Clarity is medium indicating that some members feel you have not provided clarity for your team members about their role. You have not created a climate where members are clear about performance parameters, not preventing people from stepping into each other's role unnecessarily. You may not be clearly assigning responsibilities for enabling members to follow through with their actions. A medium score also indicates that at least half of your respondents feel otherwise.

Results:

Your score on the dimension of Results is medium which indicates that not all members of your team are fully aware of the results which are expected to be delivered. Some of the members who you lead are not clear of the priorities and do not know the cost of non-performance. It also indicates that you are not using review effectively as a mechanism for driving results orientation in your team. You are also not able to build a sense of ownership across your team and you are not able to gain the commitment of all members of your team towards achievement of goals you set.

Your score on the element of Goal Orientation is medium which indicates that you do not always provide clarity on the goals and priorities which exist in the team. You are not able to align everyone in the team towards team goals. It also indicates that you are not always flexible and adaptable in your approach.

Your score on the element of Ownership is Medium which indicates that not all members of your team feel the same about your ability to create a culture which encourages persistency, celebration, upgradation of skills and knowledge, willingness to make sacrifices and where members stretch themselves to achieve collective goals.

Your score on the element of Review is medium indicates that not all members feel that you provide clarity on the milestones, encourage sharing of success stories, periodically review performance and examine what challenges exist. You may not be emphasizing enough the need for documentation and sharing of best practices.

Strengths

Listed below are the top 15 behaviors where your team has scored highest relative to other behaviors. Understanding and continuing to leverage your strengths is as important as identifying and correcting the weaknesses. Please note that behaviors with an average score above a 4.50 are areas where you scored particularly high.

Most Frequently Displayed Behavior	Dimension	Element	Score
Emphasizes documentation and sharing of best practices.	<i>Results</i>	<i>Review</i>	 4.75
Respects ideas, irrespective of whom they come from.	<i>Stimulating Communication</i>	<i>Sensitivity</i>	 4.50
Communicates what constitutes good performance and the cost of non-performance to team members.	<i>Accountability</i>	<i>Clarity</i>	 4.50
Is careful not to hurt others while giving feedback.	<i>Stimulating Communication</i>	<i>Sensitivity</i>	 4.50
Is consistent in behavior and it is easy for others to recognize his/her intent.	<i>Trust</i>	<i>Integrity</i>	 4.50
Is seen as persistent and does not sit back until the team reaches its goals.	<i>Results</i>	<i>Ownership</i>	 4.50
Periodically reviews performance and examines what aids or interferes in achieving the results.	<i>Results</i>	<i>Review</i>	 4.50
Encourages members to be open to the ideas and views expressed by others even if the same do not match their own.	<i>Trust</i>	<i>Openness</i>	 4.50
Gains commitment from members on group decisions even if they disagreed initially.	<i>Accountability</i>	<i>Commitment</i>	 4.50
Encourages people to talk and voice their opinions.	<i>Stimulating Communication</i>	<i>Listening</i>	 4.50
Ensures that members remain committed to their agreements and goals.	<i>Accountability</i>	<i>Commitment</i>	 4.25
Promotes role respect by not allowing team members to step into each others' role unless called for.	<i>Accountability</i>	<i>Clarity</i>	 4.25
Helps the team members to build on their proposals and supports them in their achievement.	<i>Results</i>	<i>Ownership</i>	 4.25
Checks whether he/she truly understands what the other person is saying.	<i>Stimulating Communication</i>	<i>Listening</i>	 4.25
States his/her expectations clearly and also encourages others to do so.	<i>Stimulating Communication</i>	<i>Assertiveness</i>	 4.25

Weaknesses

Listed below are the bottom 15 behaviors where your team has scored lowest relative to other behaviors. To improve your effectiveness as a **S.T.A.R. Leader™**, it is critical that you understand and address these areas. Note that behaviors with an average score below a 3.50 are areas where you scored particularly low.

Least Frequently Displayed Behavior	Dimension	Element	Score
Provides incentives for members who readily offer help when needed.	Trust	Collaboration	◆ 2.00
Seeks feedback regularly from others on his/her behavior and its impact on them.	Stimulating Communication	Feedback Behavior	◆ 2.50
Creates an environment where members give immediate feedback to each other on problems arising out of their roles.	Accountability	Follow up	◆ 2.75
Encourages members to seek help when needed and offers incentives for the same.	Trust	Collaboration	◆ 2.75
Creates an environment where members feel comfortable in discussing their strengths and weaknesses with others.	Trust	Openness	◆ 2.75
Does not hesitate to decide, even if complete information is not available.	Accountability	Commitment	◆ 3.00
Creates an environment where members are sensitive to each others' feelings and needs.	Stimulating Communication	Sensitivity	◆ 3.00
Creates a culture where members willingly make sacrifices and stretch themselves for the collective good of the team.	Results	Ownership	◆ 3.00
Creates an environment where members feel comfortable in telling each other about the impact of their unproductive behaviors.	Stimulating Communication	Feedback Behavior	◆ 3.00
Creates an environment where members acknowledge each others' strengths and tap into them for achieving common goals.	Results	Goal Orientation	◆ 3.25
Promotes an environment where members provide feedback on behaviors and processes in a timely manner.	Stimulating Communication	Feedback Behavior	◆ 3.25
Sets examples for others to emulate. Demonstrates the behaviors he/she expects from others.	Trust	Integrity	◆ 3.25
Encourages members to share openly what motivates / de-motivates them at work.	Accountability	Commitment	◆ 3.50
Points out, and encourages team members to look for, points of agreement during discussions.	Trust	Collaboration	◆ 3.50
Promotes celebration of team and individual success.	Results	Ownership	◆ 3.50

Open Questions

Listed below are the responses to the open questions asked in the questionnaire. This will help you to collate and analyze the top-of-the-mind issues pointed out by your colleagues and also in creating action plans for future. These statements are reproduced verbatim (only spellings corrected).

Question	Responses
What does he/she do well and should continue doing?	<p>Self</p> <ul style="list-style-type: none"> • Efforts in keeping up the team motivation <hr/> <p>Others</p> <ul style="list-style-type: none"> • In the changed environment (Finance to GFS), need to focus on getting adequate recognition & representation to team members and the teams / processes, among the other GFS teams. • Feed Back on our Performance, Reviews • Taking the better business decisions.
What should he/she stop doing?	<p>Self</p> <ul style="list-style-type: none"> • Micro Management <hr/> <ul style="list-style-type: none"> • not sure. • Keeping other Team Members as Bench Mark for Reviews • Pushy behaviour
What does he/she NOT do well and needs to improve?	<p>Self</p> <ul style="list-style-type: none"> • Networking <hr/> <p>Others</p> <ul style="list-style-type: none"> • Need to improve on awarding and encouraging team members. • Nothing at this moment • Understand the individual performance and price them in open forum.

Appendix I

S.T.A.R. Behaviors

Section below tabulates your scores on all the behaviors which a **S.T.A.R. Leader™** needs to exhibit. The table shows the Self scores, Others' score along with the maximum and minimum score to help you gain in-depth understanding of what contributes to your **S.T.A.R. rating**.

Stimulating Communication

Element	Behavior	Self	Others		
			Average	Maximum	Minimum
Feedback Behavior	Seeks feedback regularly from others on his/her behavior and its impact on them.	▲ 4.00	◆ 2.50	4	1
	Creates an environment where members feel comfortable in telling each other about the impact of their unproductive behaviors.	▲ 4.00	◆ 3.00	5	1
	Promotes an environment where members provide feedback on behaviors and processes in a timely manner.	▲ 4.00	◆ 3.25	4	2
	Encourages an environment where positive contributions made by members of the team are acknowledged.	▲ 4.00	▲ 3.75	4	3
Feedback Behavior Total		▲ 4.00	◆ 3.13		
Persuasion	Encourages a climate where members challenge each other and seek information before being convinced.	● 5.00	▲ 3.75	5	3
	Engages people in discussions and does not proceed without ensuring clarity of the task.	● 5.00	▲ 4.00	5	3
Persuasion Total		● 5.00	▲ 3.88		
Assertiveness	Encourages an environment where members are comfortable in confronting each other without avoiding conflicts.	● 5.00	◆ 3.50	4	3
	Members feel comfortable in expressing their opinions passionately and openly without any fear of reprisal.	▲ 4.00	▲ 4.00	5	3
	States his/her expectations clearly and also encourages others to do so.	▲ 4.00	▲ 4.25	5	3
Assertiveness Total		▲ 4.33	▲ 3.92		
Sensitivity	Creates an environment where members are sensitive to each others' feelings and needs.	▲ 4.00	◆ 3.00	4	1
	Is careful not to hurt others while giving feedback.	▲ 4.00	▲ 4.50	5	4
	Respects ideas, irrespective of whom they come from.	● 5.00	▲ 4.50	5	4
Sensitivity Total		▲ 4.33	▲ 4.00		
Presentation	Encourages members to present the advantages of their ideas to the rest of the team.	▲ 4.00	▲ 3.75	4	3
	Facilitates members to speak clearly to ensure understanding.	● 5.00	▲ 4.25	5	4
Presentation Total		▲ 4.50	▲ 4.00		
Listening	During meetings keeps the group focused on the discussion on hand and discourages side conversations.	● 5.00	▲ 4.25	5	4
	Checks whether he/she truly understands what the other person is saying.	▲ 4.00	▲ 4.25	5	3
	Encourages people to talk and voice their opinions.	● 5.00	▲ 4.50	5	4
Listening Total		● 4.67	▲ 4.33		

Trust

Element	Behavior	Self		Others			
				Average	Maximum	Minumum	
Collaboration	Provides incentives for members who readily offer help when needed.	▲	4.00	◆	2.00	3	1
	Encourages members to seek help when needed and offers incentives for the same.	▲	4.00	◆	2.75	4	1
	Points out, and encourages team members to look for, points of agreement during discussions.	●	5.00	◆	3.50	4	3
	Creates an inventory of team members' skills and encourages members to leverage the same.	●	5.00	▲	3.75	4	3
	Ensures that information and resources are readily available for members to fulfill their role.	▲	4.00	▲	4.00	5	3
	Creates an environment where members are comfortable sharing information and data with each other.	▲	4.00	▲	4.00	5	2
	Promotes win:win relationships and encourages collaboration on tasks and projects.	▲	4.00	▲	4.25	5	4
Collaboration Total		▲	4.29	◆	3.46		
Openness	Creates an environment where members feel comfortable in discussing their strengths and weaknesses with others.	▲	4.00	◆	2.75	4	1
	Apologizes to others without any discomfort.	▲	4.00	▲	3.75	5	3
	Admits his/her mistakes.	◆	3.00	▲	4.00	5	3
	Is transparent and unguarded in his/her interactions with others.	▲	4.00	▲	4.00	4	4
	Encourages members to be open to the ideas and views expressed by others even if the same do not match their own.	●	5.00	▲	4.50	5	4
Openness Total		▲	4.00	▲	3.80		
Integrity	Sets examples for others to emulate. Demonstrates the behaviors he/she expects from others.	▲	4.00	◆	3.25	4	2
	Is consistent in behavior and it is easy for others to recognize his/her intent.	▲	4.00	▲	4.50	5	4
Integrity Total		▲	4.00	▲	3.88		

Accountability

Element	Behavior	Self	Others		
			Average	Maximum	Minimum
Follow up	Creates an environment where members give immediate feedback to each other on problems arising out of their roles.	▲ 4.00	◆ 2.75	4	1
	Creates an environment where poor performers feel the pressure and look for improvement.	▲ 4.00	▲ 3.75	4	3
	Creates an environment where members follow through on the commitments made by each other.	▲ 4.00	▲ 4.00	5	3
Follow up Total		▲ 4.00	◆ 3.50		
Commitment	Does not hesitate to decide, even if complete information is not available.	▲ 4.00	◆ 3.00	4	1
	Encourages members to share openly what motivates / de-motivates them at work.	▲ 4.00	◆ 3.50	4	2
	Makes sure that everyone is committed to the team decisions.	● 5.00	▲ 4.00	5	3
	Ensures that members remain committed to their agreements and goals.	▲ 4.00	▲ 4.25	5	4
	Members feel motivated to work with him/her everyday.	▲ 4.00	▲ 4.25	5	4
	Gains commitment from members on group decisions even if they disagreed initially.	▲ 4.00	▲ 4.50	5	4
Commitment Total		▲ 4.17	▲ 3.92		
Clarity	Clarifies team members' roles and encourages them to seek clarity.	● 5.00	▲ 4.25	5	4
	Promotes role respect by not allowing team members to step into each others' role unless called for.	● 5.00	▲ 4.25	5	3
	Encourages action planning with responsibilities assigned, as an output of team discussions.	▲ 4.00	▲ 4.25	5	3
	Communicates what constitutes good performance and the cost of non-performance to team members.	▲ 4.00	▲ 4.50	5	4
Clarity Total		▲ 4.50	▲ 4.31		

Results

Element	Behavior	Self		Others		
		Score	Indicator	Average	Maximum	Minimum
Goal Orientation	Creates an environment where members acknowledge each others' strengths and tap into them for achieving common goal.	4.00	▲	3.25	4	2
	Provides clarity and aligns everyone towards the goal.	5.00	●	3.75	5	3
	Encourages the team to be clear of the priorities that exist within the team.	5.00	●	4.00	5	3
	Encourages flexibility and adaptability in the team for achieving collective goals.	5.00	●	4.25	5	4
Goal Orientation Total		4.75	▲	3.81		
Ownership	Creates a culture where members willingly make sacrifices and stretch themselves for the collective good of the team.	5.00	●	3.00	4	2
	Promotes celebration of team and individual success.	4.00	▲	3.50	4	3
	Creates a team culture where team success is valued more than individual glory.	5.00	●	4.00	5	3
	Encourages discussions on goals, roles and objectives within the team.	5.00	●	4.00	5	3
	Encourages others to continuously strive to upgrade their skills and knowledge in order for them to deliver their role.	5.00	●	4.25	5	4
	Helps the team members to build on their proposals and supports them in their achievement.	5.00	●	4.25	5	3
	Takes personal responsibility to improve the team's performance, especially, when the team fails.	4.00	▲	4.25	5	4
Is seen as persistent and does not sit back until the team reaches its goals.	5.00	●	4.50	5	3	
Ownership Total		4.75	▲	3.97		
Review	Encourages members to share success stories within the team.	4.00	▲	3.75	4	3
	Makes everyone aware of the milestones on way to achievement of goals.	4.00	▲	4.00	5	3
	Periodically reviews performance and examines what aids or interferes in achieving the results.	5.00	●	4.50	5	4
	Emphasizes documentation and sharing of best practices.	3.00	◆	4.75	5	4
Review Total		4.00	▲	4.25		

Appendix II

Development Tips

Section below suggests the possible points for development on each of the **S.T.A.R.** Elements. This list is only indicative and not limiting. Points for development are often set out in a career plan or personal development plan (PDP). You should formulate the development objectives in more concrete terms possible; preferably be in line with the SMART principle.

Dimension/ Element	Development Tips
Stimulating Communication	<p>Feedback behavior</p> <ul style="list-style-type: none"> • Learn the 'process' of giving and receiving feedback • Setup weekly feedback circles in your team. • Encourage every member of the team to moderate and facilitate one weekly feedback circle • Create and use an online community forum to share your experiences, provide and receive feedback • Publish and communicate positive contributions made by members of your team
	<p>Sensitivity</p> <ul style="list-style-type: none"> • Document and communicate the development and growth path for each member in the team • Conduct an exercise in career planning for each member of the team • Create an instant recognition mechanism of contributions of your team members online and share them. • Communicate clearly rewards for exemplary performance and conduct celebratory sessions (member of the week, month, year etc.) and display the same in the office • Conduct a series of interviews to discover what interests and challenges each member of the team • Do a 'Complete Personality Profiling' for each member of the team, to help them understand themselves, others and their transactions better. • Follow through with a Transaction Analysis type of workshop
	<p>Assertiveness</p> <ul style="list-style-type: none"> • Attend workshops to enhance your own Assertiveness • Conduct workshops to enhance the Assertiveness skills in your team members • Set up training programs on Personality Development for members of the team for enhancing their self-confidence • Ask those in the team with fairly enhanced level of assertiveness to 'Coach' others in developing their assertiveness • Clearly lay down guidelines and document the rights of each member and share it with everyone in the team
	<p>Presentation</p> <ul style="list-style-type: none"> • Learn skills of facilitation by attending a structured workshop. (can include elements of facilitating meetings, brainstorming sessions, conflict resolution, problem solving) • Conduct workshops on enhancing the 'Presentation' skills of self and others • Create and provide support and space for a 'presenters club' in the organization, and encourage every member of your team to share knowledge/experience through this platform. • Use the above platform to enhance your skills of presentation and facilitation.

	Persuasion	<ul style="list-style-type: none"> • Conduct and be part of programs on Negotiating, Influencing and Persuasion • Communicate clearly to members, what data is expected from them before entering into any transaction • Practice SLA based approach with team members and always use that as a basis of your transactions
	Listening	<ul style="list-style-type: none"> • Call for or Conduct meetings or discussions only after a clear statement of purpose / outcome is defined. • Document and communicate the agenda and expected outcome. • Play the role of a Gatekeeper for every team meeting and ensure that all members are allowed to speak without being frequently interrupted and provide the group with feedback on their listening during the meeting. • Practice sharing meetings summary documents within your team. • Learn Essential Facilitation Skills for conducting effective meetings and discussions. • Learn and Practice the skills of Active Listening – Listen as a buddy technique in interpersonal communication, meetings and discussions. • Facilitate inquiry by questioning and challenging members during meetings. Regularly seek feedback on the process and conduct of the meeting from participants.
TRUST	Integrity	<ul style="list-style-type: none"> • Communicate to all members about expected standards of performance, define non-compliance, the costs of non-performance • Have a facilitated Culture and Value building program for the team and the organization • Set in place reward mechanism for escalating potential violations
	Openness	<ul style="list-style-type: none"> • Conduct or facilitate a Hot Seat session in your team • Conduct a program on 'Johari Window' model for interpersonal effectiveness for all members • Share and discuss 'Team and Individual Profile' and use leverage and compensate methods for Strengths and Weaknesses • Conduct 1:1 (personal improvement plan) PIP sessions with team members • Ask others to provide feedback on your areas of improvement (use surveys / assessments) • Communicate your agendas, plans and expectations to your team members
	Collaboration	<ul style="list-style-type: none"> • Do an exercise to identify the 'points of collaboration' across team • Define, document and communicate a process for collaborative work in the team • Regularly conduct non-work related team activities and events involving all members of the team

ACCOUNTABILITY	Clarity	<ul style="list-style-type: none"> • Conduct role-clarification interviews with all members of the team • Communicate and document SLAs with each team member • Let all members know the standards of performance expected and the rating parameters. • Conduct a session giving all inputs on performance parameters, ratings etc. and to clarify team member doubts. • Attend a program on facilitating Effective Performance Appraisal'
	Commitment	<ul style="list-style-type: none"> • Document and communicate member commitments openly in the team. Display them online in your team intranet facility. • Ask members to submit their developmental / support needs and plans on a monthly basis initially and later on a quarterly basis. Document and facilitate implementation • Involve members in group problem solving, brainstorming and decision making
	Follow up	<ul style="list-style-type: none"> • Use daily stand-ups to review team progress
RESULTS	Goal orientation	<ul style="list-style-type: none"> • Learn techniques for Goal Setting – ways to set SMART goals • Set and communicate key performance indicators and key result areas for each member and role • Learn skills for effective planning, analyzing and scheduling • Communicate quick-wins and acknowledge the contributions of members
	Ownership	<ul style="list-style-type: none"> • Design and conduct workshops which enhances domain knowledge and core behavioral competency required for effective team work • Openly share milestones, roles and responsibilities within the team
	Review	<ul style="list-style-type: none"> • Learn and use the concept of SCRUM daily to improve performance