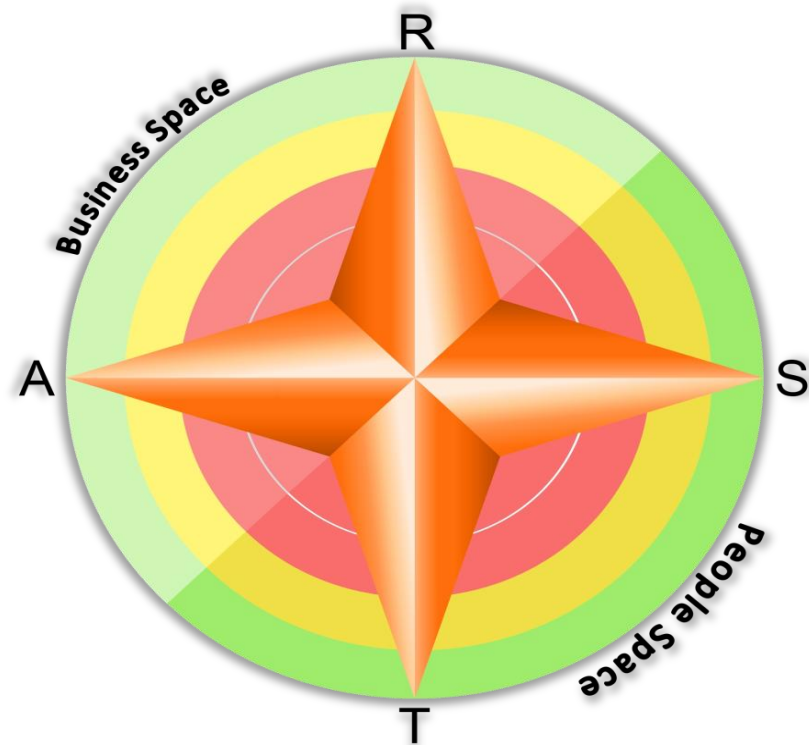


# S.T.A.R. Team Assessment<sup>TM</sup>

Shares Services Team



The S.T.A.R. Model for High Performance<sup>TM</sup>

**EQUINOX**

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## Introduction

This report is based on the responses given by you and your colleagues to the S.T.A.R. Team Assessment™. It attempts to provide your team with a sense of its strengths and areas for improvement. 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 for your team and the discussion that it provokes around specific issues.

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

Teamwork is the greatest primary force which can provide a lasting edge to an organization over competition and satisfaction to its stakeholders. At the same time it is the most elusive.

Fortunately, the factors which can make this happen are both identifiable and workable. 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.

### Stimulating Communication

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 do 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?

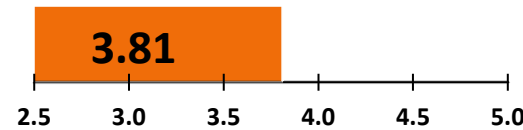
They may. But, teams which publicly clarify their desired results and keep them visible are more likely to. In such teams, members ensure that collective team results are more important than individual ego and recognition and when this happens, the team benefits from synergy. Teams celebrate collective success and at the same time are also comfortable in acknowledging each other's 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.*

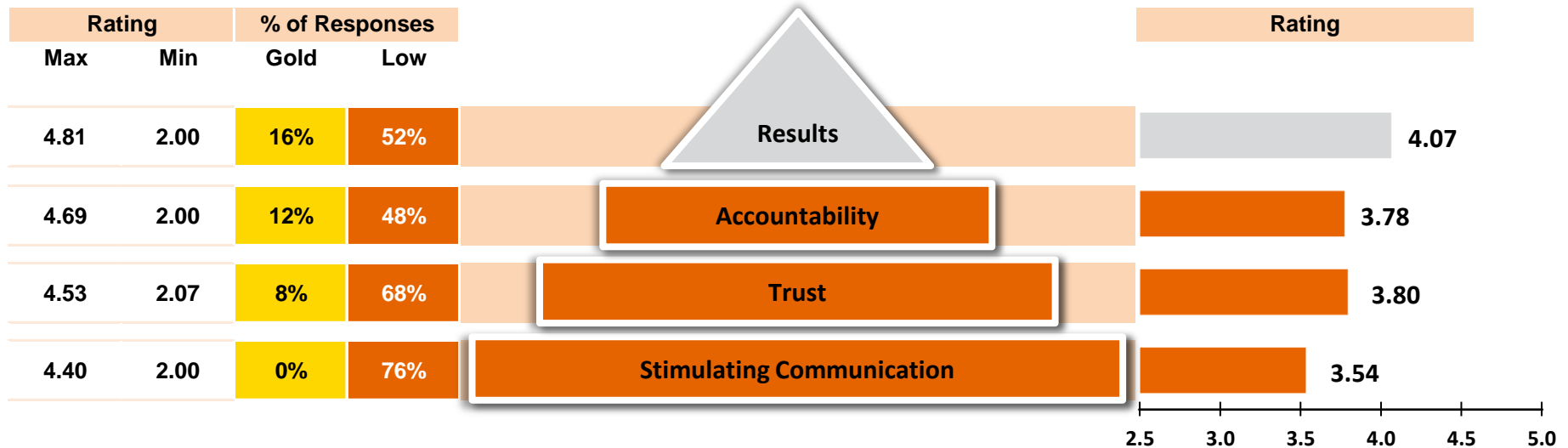
## The Score Summary:

### S.T.A.R. Team Rating:

- Gold >= 4.5
- Silver 4.0 - 4.5
- Low 3.5 - 4.0
- Very low <= 3.5

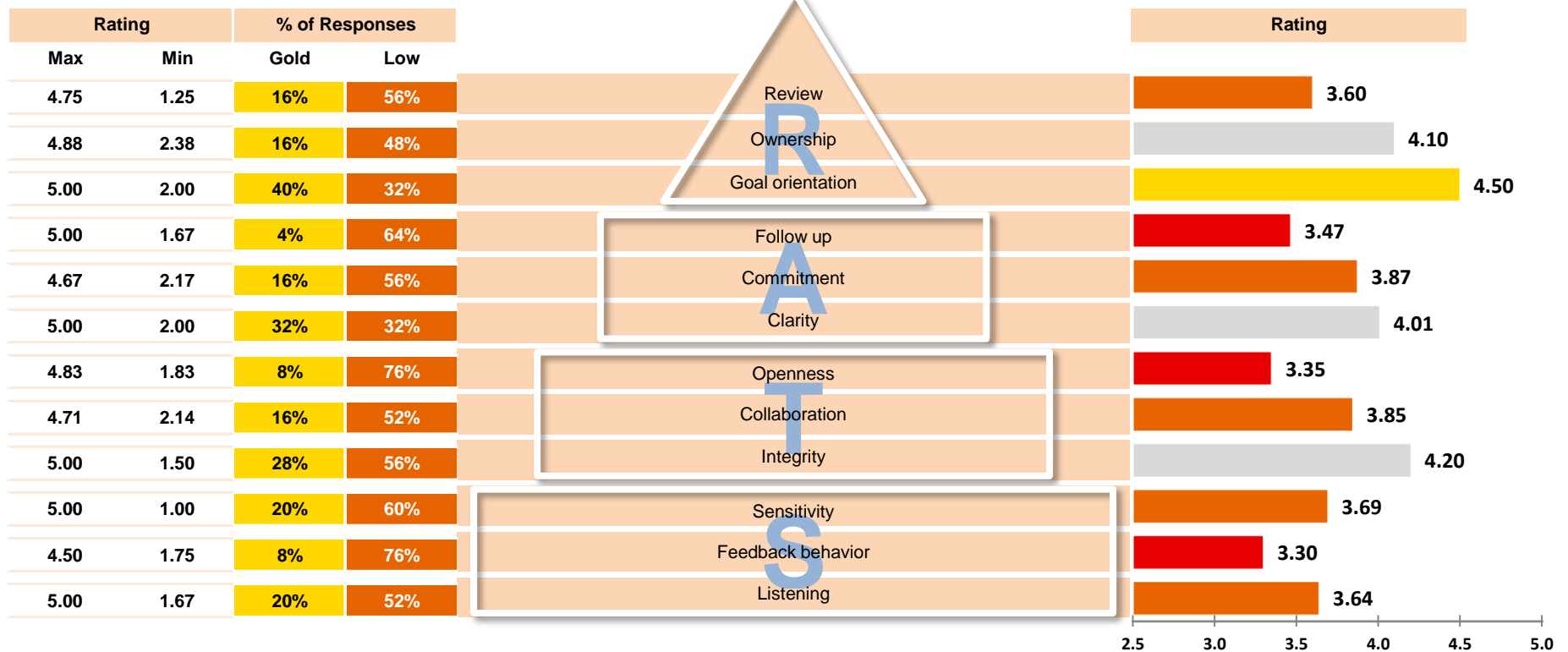


### Dimensions:



## The Score Summary:

### Elements:



## The Assessment Summary:

### Stimulating Communication:

A low score on the dimension of Stimulating Communication, indicates that the team is not comfortable in engaging in unfiltered discussions around important topics. There is no free flow of communication, members may be guarded in their interactions and may be indulging in political behaviour.

A low score on listening means in your team, members often find that their views or opinions are not encouraged. Members are frequently interrupted in their conversations and the responses they receive from others, often lack complete understanding of the intent of their communication.

A low score on feedback means that your team rarely uses feedback as a tool for improving performance. Contributions of members are not acknowledged and the team lacks essential inputs on behaviors which negatively impact the climate. It also means that members often do not know of the agendas of others in the team, leading to a general lack of openness in the team.

A low score on sensitivity means that members are not sensitive to each other and often hurt others while giving feedback. In the team, ideas are respected not based on the merit but based on who they come from. Members do not let people be themselves and are often insensitive to the feelings and needs of others.

**Trust:**

A low score on the dimension of Trust indicates that members do not collaborate and are not open with each other. There is low level of sharing and caring and members find it difficult to get necessary information which could aid teamwork. There is a perceived lack of transparency in the team and its transactions.

A medium score on integrity indicates that members must learn to walk-the-talk and must communicate clearly their agendas and intent with others. It also means that members must learn to fulfill their commitments and do all they can to demonstrate behaviours which enable them to do so.

A low score on collaboration indicates that members often end up working in a win: lose or lose: lose manner on tasks and projects. It means that members rarely look for points of agreement during discussions and do not often leverage each other's skills and expertise. The members in the team find it difficult to give and seek help. It is an indicator that recognition is not often given or visible for collaborative efforts.

A low score on openness indicates that members are highly guarded in their interactions with each other, are not open to the ideas and views expressed by others, especially when they do not match their own. It also indicates that members that being open will be held or used against them. Members could also be feeling increasingly uncomfortable about being chided in front of others, especially when they express their views on what is 'not happening' in the team.

**Accountability:**

A low score on the dimension of Accountability indicates that members are not clear about their roles, goals and objectives. The team generally lacks effective follow up on the measures of performance. It is also an indicator that the team and its members lack clarity towards the key motivational factors in the team.

A medium score on the element of clarity indicates that the members must spend more time clarifying their roles, goals and objectives. The team and its members must clearly understand the measures/standards of performance in their role and also the cost of non-performance. It also means that members need to learn working with SLA's.

A low score on the element of commitment indicates that members do not feel motivated at work. It also means that members do not buy-in to team decisions as they do not feel inclusive. A general lack of ambiguity about roles, responsibilities and boundaries could be adversely impacting the motivational levels in the team.

A low score on the element of follow up indicates that there is a general lack of follow up in the team. Members do not show concern and provide feedback to each other on the problems arising from each others' roles. This could also mean that members do not see the interdependencies which exist in the team and operate in silos.



**Results:**

A medium score on the dimension of Results indicates that members do not have sufficient goal clarity. There is a need for members to enhance ownership by seeking greater clarity and the team needs to engage actively in collective goal setting exercise. The team needs to use effective review mechanisms towards enhancing performance.

A high score on the element goal orientation indicates that the team and its members are very clear about team goals and align their actions towards achieving the same. It is also indicative of the fact that members are clear about the priorities which exist in the team. The team and its members also are flexible in their approach and are happy to tap into each others' strengths to achieve team success. The team recognizes the benefits of working collectively towards common goals.

A medium score on the element of ownership indicates that members often do not or hesitate taking personal responsibility to improve the team's performance, especially during failure. The members also do not often discuss goals, roles and objectives and are uncomfortable in stretching themselves towards achieving team targets. The team might want to consider celebrating collective success more often.

A low score on the element of review indicates that members do not often review their performance, are not aware of what aids or interferes in achieving the results and do not operate using milestones. Documentation and sharing of best practices could be the Achilles heel of the team.

### Strengths:

Listed below are the top 12 behaviors where your team has scored highest relative to other behaviors. Understanding and continuing to leverage your team's 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 the team has scored particularly high.

Most Frequently Displayed Behavior	Dimension	Element	Rating
Members feel motivated to come to work everyday.	<b>Accountability</b>	<i>Commitment</i>	<b>4.56</b>
Members are comfortable asking for help from each other.	<b>Trust</b>	<i>Collaboration</i>	<b>4.44</b>
Members clearly understand the priorities of the team.	<b>Results</b>	<i>Goal orientation</i>	<b>4.28</b>
Once the goals are discussed and agreed, the members remain committed.	<b>Accountability</b>	<i>Commitment</i>	<b>4.20</b>
Members value team success more than individual success.	<b>Results</b>	<i>Ownership</i>	<b>4.20</b>
In the team, ideas are respected irrespective of whom they come from.	<b>Stimulating Communication</b>	<i>Sensitivity</i>	<b>4.20</b>
Members respect each others' roles and do not step into other's role, unless it is asked for.	<b>Accountability</b>	<i>Clarity</i>	<b>4.16</b>
Members acknowledge the positive contributions made by others in the team.	<b>Stimulating Communication</b>	<i>Feedback behavior</i>	<b>4.12</b>
Members are confident that everyone is committed to the team decisions.	<b>Accountability</b>	<i>Commitment</i>	<b>4.12</b>
The team is clear and aligned with the team goals.	<b>Results</b>	<i>Goal orientation</i>	<b>4.00</b>
Members conclude discussions with clear and specific action points with responsibilities assigned.	<b>Accountability</b>	<i>Clarity</i>	<b>4.00</b>
The team is flexible and quickly adapts to change in order to achieve collective goals.	<b>Results</b>	<i>Goal Orientation</i>	<b>4.00</b>

### Weaknesses:

Listed below are the bottom 12 behaviors where your team has scored lowest relative to other behaviors. To improve your effectiveness as a **S.T.A.R. Team™**, it is critical that you understand and address these areas. Note that behaviors with an average score below a 3.50 are areas where the team has scored particularly low.

Least Frequently Displayed Behavior	Dimension	Element	Rating
Members seek feedback on their behaviors on a regular basis from others.	<i>Stimulating Communication</i>	<i>Feedback behavior</i>	<b>2.80</b>
Members are comfortable in discussing their strengths and weaknesses with each other.	<i>Trust</i>	<i>Openness</i>	<b>2.84</b>
Members are comfortable in telling each other about the impact of their unproductive behaviors.	<i>Stimulating Communication</i>	<i>Feedback behavior</i>	<b>2.96</b>
Members ask and discuss goals, roles and objectives from time to time.	<i>Results</i>	<i>Ownership</i>	<b>3.04</b>
The team environment is such that poor performers feel the pressure and the expectation to improve.	<i>Accountability</i>	<i>Follow up</i>	<b>3.12</b>
The team does not hesitate to decide, even if complete information is not available.	<i>Accountability</i>	<i>Commitment</i>	<b>3.16</b>
The team documents and shares best practices.	<i>Results</i>	<i>Review</i>	<b>3.20</b>
Members set examples for others to emulate. They demonstrate themselves the behaviors they expect from others.	<i>Trust</i>	<i>Integrity</i>	<b>3.20</b>
Members provide feedback on behaviors and processes in a timely manner.	<i>Stimulating Communication</i>	<i>Feedback behavior</i>	<b>3.32</b>
Members are careful not to hurt others while giving feedback.	<i>Stimulating Communication</i>	<i>Sensitivity</i>	<b>3.40</b>
Members periodically review their performance and examine what aids or interferes in achieving the results.	<i>Results</i>	<i>Review</i>	<b>3.40</b>
Members express their opinions passionately and openly without any fear of reprisal.	<i>Trust</i>	<i>Openness</i>	<b>3.44</b>

## Open questions:

Listed below are the responses to the open questions asked in the survey. This will help you to collate and analyze the top-of-the-mind issues pointed out by your team members and also in creating action plans for future. These statements are reproduced verbatim.

### *What does the team do well and should continue doing?*

- Its going great as of now.
- Providing best support to users and implementing changes accordingly.
- The team should work collaboratively as per the need of the company/client and work in best interest of the organizational goals.
- Team addresses service related issues in an efficient way and should improve their skills in maintaining the performance.
- Team has a very healthy competition and they open to take feedback and improve themselves. Focused on delivering the results on time and I expect them to continue doing so.
- Passion to work towards the growth of the company.
- Commitment, dedicated to work
- Trust & Quality work
- Encouraging
- team members are ready to help each other when required.
- Dedicated to work, commitment and trust
- Strengths of the team: flexible to changing requirements, positive attitude in taking new task, enthusiastic
- Feedback exchange is the best way and also regular discussions with team members
- They have a good team spirit and that should continue doing the same
- most of times we work together to resolve the issues and I hope we will continue this to solve the issues
- Maintain the healthy relation in the team, transparency in giving feedback or taking feedback and keep up the trust. We can make wonders being as "ONE"
- team is doing well no comments
- Recruitment, selection and onboarding processes are well defined and streamlined and should be continued

- Commitment in problem solving, Cooperation and Support between team members..
- There is no criticism and are always encouraging. They are approachable most of the times.
- They are accountable in the tasks what they handle.
- Flexibility to perform in a not-so-structured environment

### ***What should the team stop doing?***

- Being dependent and just executing on what is given or assigned to them without taking initiatives.
- Focusing only on a single person in a group should be avoided
- handling the issues with out having an helpdesk tickets
- keeping emotions under control
- Repeating the old mistakes.
- Seeing problems instead of solutions
- Should stop sticking to old work methods, should improvise and bring in new work processes to increase success
- Stop stretching for long hours
- Stopping thinking as an individual , Start thinking as a team
- Taking responsibility of other department jobs
- taking the pressure while handling the issues.
- Taking things personally
- The team should avoid unproductive things and make best utilization of time.
- They should not involve in gossips and concentrate on the Teams objectives.
- They should stop being very closed amongst themselves and should be more open
- Work pressure or work load to be shared among the team always instead of giving more burden to few people and leaving few of them free.
- Working on Non-working days
- working till late hours

### ***What does the team NOT do well and needs to improve?***

- Achievements to be shared with everyone in terms of rewarding as performance bonus, awards or certifications to motivate the team in improving quality work.
- A bit more rapport to be built up between the members. Be transparent enough too.
- Communication skills needs to be improved
- communication to the other teams needs to be more clear.
- FOCUS ON JOB,INTERPERSONAL SKILLS,TEAM BUILDING.
- Its not about not doing things well but they need to improve on independently handling the stakeholders and give their opinions to them directly without hesitation
- Need to focus on providing quality of service
- Needs to improve on search skills , headhunting in Recruitment Space
- Realistic goal setting
- Team takes time to adapt to new processes, does not maintain documentation well and needs to improve team goal setting and planning
- Technical documentation. Hierarchical problem solving methods.
- The team has to synchronize more in order to get more accounts and grow them
- Time management & work planning
- try to avoid the delay in response to clients
- Upgrading the skill set on regular basis.

### ***What should the team do to achieve the above improvement?***

- 1) Be more process oriented 2) Bring new ideas into the team to improve the existing process 3) Share feedback with each other 4) Ask for trainings 5) Take active part in automating the recruitment process
- 1. management has to supervise the teams and their attitude towards other teams. 2. we need to improve in showcasing the work we are doing and also work towards clear and quick communication.
- change management
- Coach, communicate and elicit feedback

- Define the outlook for the next 3-5 years and work in small steps towards achieving the goals. Make provisions for focused execution in terms of money, people and other resources to achieve the goals.
- get trainings to improve HR/Recruitment skills, time management, team work and leadership. Work on goal setting.
- inform the client about the situations and take the appropriate time from them to finish the tasks
- Keep watching closely in the industry & professional network ..Just increase the network
- one on one sessions, counseling types to understand the pulse.
- Prepare hierarchical methods and follow them.
- Proper role description and clarity Clarity in what is being expected Accountability SLAs
- Regular Team meetings
- Should dedicate some time for outing for relaxation, and team building.
- Team goal need to be more clear
- There should be more interaction amongst team members, may be arranging team outing, bonding. Also may be a training to be arranged for team members on communication skills program.
- Understand the importance of time and do give quick response and also make others feel comfortable enough to approach them when needed.
- unity and good communication
- Upgrade to latest skills by reading, training and attending workshops
- we should have more brainstorming sessions and share the knowledge with each team member and working closely with the objective.