

GAME *of* TEAMS



COLLABORATIVE ASSESSMENTS:

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Your Underlying Assumptions - Theory X – Theory Y

To determine whether the situation and management style is indicative of Theory X – Negative Assumptions or Theory Y – Positive Assumptions, score each of statements below:

5 = Always 4 = Mostly 3 = Often 2 = Occasionally 1 = Rarely 0 = Never

1 – My boss asks me politely to do things, gives me reasons why, and invites suggestions.

2 – I am encouraged to learn skills outside of my immediate area of responsibility.

3 – I am left to work without interference from my boss, but help is available if I want it.

4 – I am given credit and praise when I do good work or put in extra effort.

5 – People leaving the company are given an “exit interview” to hear their views on the organization.

6 – I am incentivized to work hard and well.

7 – If I want extra responsibility my boss will find a way to give it to me.

8 – If I want extra training my boss will help me find how to get it or will arrange it.

9 – I call my boss and my boss’ boss by their first names.

10 – My boss is available for me to discuss my concerns or worries or suggestions.

11 – I know what the company’s aims and targets are.

12 – I am told how the company’s aims and targets are.

13 – I am given an opportunity to solve problems connected with my work.

14 – My boss tells me what is happening in the organizations.

15 – I have regular meetings with my boss to discuss how I can improve and develop.

TOTAL

60 – 75 = Strong Theory Y management (effective long and short term)

45 – 59 = Generally Theory Y Management

16 – 44 = Generally Theory X Management

0 – 15 = Strong Theory X Management

Your Preference for Collaboration?

To determine if you prefer being managed by a collaborative manager, score the statements below using the following scoring scale:

5 = Always 4 = Mostly 3 = Often 2 = Occasionally 1 = Rarely 0 = Never

1 – I like to involve and consult with my direct reports about how they can best do their jobs.	☐
2 – I want to learn skills outside of my immediate area of responsibility.	☐
3 – I allow direct reports to work without my interference but encourage them to ask for help.	☐
4 – I cultivate an environment where direct reports work best and most productively without pressure or threat of losing their jobs.	☐
5 – When direct reports leave the company, I conduct an “exit interview” to ask for their views on the organization.	☐
6 – I incentivize and praise direct reports to learn new skills.	☐
7 – I seek out opinions of direct reports to increase their responsibilities.	☐
8 – I offer training to direct reports to learn new skills.	☐
9 – I prefer to be friendly with my direct reports.	☐
10 – I encourage direct reports to discuss their concerns, worries, or suggestions with me or another manager.	☐
11 – I inform direct reports on what the company’s aims and targets are.	☐
12 – I let direct reports know how the company is performing on a regular basis.	☐
13 – I give direct reports opportunities to solve problems connected with their work.	☐
14 – I tell my direct reports what is happening elsewhere in the organization.	☐
15 – I like to have regular meetings with my direct reports to discuss how they can improve and develop.	☐
TOTAL	

Scoring Key: 60-75 = Strongly Prefers Collaboration; 45-59 = Generally Prefers Collaboration; 16-44 = Generally Does Not Prefer Collaboration; 0-15 Strongly Does Not Prefer Collaboration

What Does Collaboration Look Like for You?

To determine whether your team principles match up with a collaborative mindset, check the team principles below that apply to you in your job (See Team Principles – Descriptions, pp. 127-128, in Game of Teams)

TEAM (OPERATING) PRINCIPLE

YOU

1 - *Focus* On Team – Not Position

☐

2 - *Understand* That Everybody Can Play

☐

3 – *Embrace* Diversity

☐

4 – *Rely* On Each Other

☐

5 – *Promote* Both Individual & Team Values

☐

6 – *Seek-Out* Skillful, Adaptable Players

☐

7 – *Charge* The Team To Perform The Work

☐

8 – *Empower* Players To Win

☐

9 – *Coach* Teams To Respond To Changing Conditions On Their Own

☐

10 – *Develop* Partners On The Field

☐

11 – *Achieve* Cross-Cultural Agility

☐

TOTAL OPERATING PRINCIPLES CHECKED

Rate *Your* Proficiency - ESSENTIAL Competencies:

Rate yourself on the following competencies, applied to your job or to a task you recently completed. Go with your *first* impressions – don't spend time agonizing over your response.

Adaptability (Change Agility)

Needs Development Proficient Exceptional

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Coaching

Needs Development		Proficient		Exceptional
{ }	{ }			

Communicativeness

Needs Development Proficient Exceptional

{ } { }

Customer Orientation

Needs Development Proficient Exceptional

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Delegation

Needs Development

{ }-----{ }

Proficient

Exceptional
{}-----{ }

Drive / Energy

Needs Development **Proficient** **Exceptional**

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Functional / Technical Expertise

Needs Development Proficient Exceptional

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Global Mindset

Needs Development Proficient Exceptional

{ } ----- { } ----- { }

Influence

Needs Development

{ }-----{ }

Proficient

Exceptional { }

Initiative

Needs Development

{ } ----- { } ----- { }

Proficient

Exceptional

Integrity
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Learning Agility
Needs Development Proficient Exceptional
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Organizing & Planning
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Problem Solving & Decision Making
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Relationship Building
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Results Orientation
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Risk Taking
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Self-Objectivity
Needs Development Proficient Exceptional
{ } ----- { } ----- { }

Team Management
Needs Development Proficient Exceptional
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Team Player
Needs Development Proficient Exceptional
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Visioning
Needs Development Proficient Exceptional
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