Leadership Assessment for Building High Performance Teams

How do you rate your leadership performance for each of the following 16 items on a 1 to 10 scale, where 1 is failing, 3 is beginner, 5 is amateur, 7 is developing, and 10 is pro?

Item	Rating	Description	Impact on the team
Tools			
THREE ITEM STANDING AGENDA		The Three Step Meeting Standing Agenda utilizes vision, engagement, and recognition to set the stage for creating a high-performing team. These are the three elements necessary for maximizing team performance and streamlining communications.	This agenda meets three critical team needs: 1) Each individual's need to be great and to be a part of something great -- and to know where the team is going. 2) To personally and emotionally invest (engage) in the business by getting to implement the ideas they come up with. 3) The recognition that almost everyone is starved for. The hidden benefit, or "magic" in this meeting format is that it significantly streamlines and enhances communications, something universally recognized as a key team need.
Activity Log		The Activity Log is a very quick and simple tally sheet that tracks key activities through-out the day. It also requires a few minutes in the evening to enter the tally totals into a spreadsheet that automatically graphs the team and individual team members improvement over time.	The Activity Log keeps team members focused on the key upstream activities that are the most effective at meeting customer needs instead of selling insurance, which in turn results in increased sales. Also, most team members do not want to be labelled by prospects and customers as a "sales person". Besides, prospects can easily detect when someone is trying to "sell them something".
Profit Graph		The Profit Graph shows the team how well the business is doing overall by tracking the life blood of the organization. The graph simply tracks percentages and it is designed to reach 100% when all financial obligations of the agency have been met including setting a certain percentage aside in savings. This includes everyone, including the owners, making a competive salary or wage.	The profit graph builds trust because it shares equally the good and the bad about the organization's health. Team members need to understand the health of the business so they can better relate to the leader's call for action and sense of urgency. Poor profit performance does not drive away good people contrary to conventional wisdom.
Standards and Accountability		Standards need to be clear for productivity, quality, professionalism, dress codes, and attendance that are directly tied to the success of the business. Accountability is much simpler than most people believe since all that's required most of the time is for team leaders and team members to provide gentle reminders and for team leaders to stand firm on the consequences of not meeting	People need to know what's expected of them. Though they will seldom be found thanking you for holding them to high standards, they really do appreciate high standards. It appeals to their inner motivation and their desire to be a part of a high-performing team.
Quarterly Team Assessments		Team assessments are designed to accurately and, objectively as possible, determine teamwork health.	There are two important things to track in teamwork, results and process. Unless both are strong, a lasting high-performance team is not possible . Team assessments track the process, which needs to be strong to ensure superior and sustainable results.
Practices			
REGULAR COACHING AND FEEDBACK SESSIONS		Regular coaching and feedback sessions. Five to 10 minutes per person per week, casually or formally, is all that is required. Team members need coaching and see this both as helpful and as recognition. The leader does not need to be the expert in the topic that requires coaching. If they are, that's great; but if they're not, then identifying the need and assisting in procuring the training from qualified sources is just as important.	Team members need coaching, both from their leader as well as their team mates. They see coaching as helpful for 1) skills improvement, 2) getting to know their leader and team mates better, 3) clarifying their roles and what's expected of them. They also appreciate and benefit from the care and recognition that comes from the leader taking their valuable time to spend with them.
"Sales" Practices		We all agree that "sales" is in reality meeting the needs of our customers, and those needs are often critical. We woud never expect sports teams or medical professionals to be really good at what they do without practice. The dynamic of a customer meeting does not lend itself to analysis and improvement unless it's recorded or observed by third parties that can assist in identifying and practicing improvements.	It is not possible for team members to significantly improve their ability to meet customer needs, and hence sales, without identifying and practicing improvements in their interactions with customers.
Pulse Checking		A weekly visit to a broad sample of team members, which members from all three percentage groups. These need only take about 10 minutes per person and should focus on at least two topics: 1) How are things going for you? And 2) How are things going at work? Simply listen with empathy without judging what they say or defending any part of your point of view. Asking open-ended questions of clarification and paraphrasing them to assure them you understand are healthy boundaries for your participation. Do not accept any upward delegation or solve any problems during these visits. Ask the concerned team member to bring those up during the weekly team meeting.	This is the leading asset of great bosses according to a Gallop poll of one million team members. It assures team members that you value them and are willing to listen to them. It's another valuable and very effective form of recognition. Also, very importantly, it helps you understand at a much deeper level the people you're leading. This will make you much more effective as a leader and it will also remove much of the frustrations you may be experiencing in leading your team.
Meeting Minutes and Action Lists		Simple bullet points that identify topics discussed, decisions made, and tasks and the team members responsible for completing them. They need to be read at the following meeting and the tasks reported on by the responsible individuals. They should be brief enough to fit on one page and should be filed in a binder for later review.	The minutes have three important benefits: 1) Follow up on tasks taken on by team members, 2) Recognition of how far and fast a team is progressing, and 3) To assure team leaders that their team is progressing much faster and more effectively than what they can detect normally.
Time Management		Time management should include a time budget and a tracking mechanism to see how team members are performing against that budget. The time management tool I recommend is a very simple, easy to use planner page that blocks out time for certain activities and uses check marks to keep track of the time spent in each activity. This is a very efficient condensation of the principles I learned from three time management courses.	We wouldn't expect our team members to spend our money without a budget and accountability. We shouldn't expect any less for the time resource we're paying for which, unlike money, cannot be replaced. This tool helps make our team members more efficient as well as reduces the stress created by dealing with too many things at once.
HIRING PROCESS		It's important that we have a process planned in advance to prevent us from the quick and/or impulsive hiring decisions that so often create problems for us. Several interviews over a span of time which includes time spent with team members they'll be working with are important elements in that process. Other very important factors are what they enjoy doing, what their skills are, and how effective they are at making those skills work for your organization.	A new-hire must be a fit or they'll create problems for your team. By fit I mean personality as well as abilities. For example, the wrong "superstar" can destroy all you've worked to build in your team.
Operating Principles			
LEADING THE 60%		Leading the 60%. Catering to the top 20% and trying to eliminate the bottom 20% are a waste of time. The top 20% will excel regardless of how poor leadership is and the bottom 20% is by and large not responsive to coaching; nor are they normally easy to remove from your team.	The 60% vastly outnumber the other two and offer a much better return on your leadership investment than the other two. They, as converts, exert much more influence on the bottom 20% because they don't carry the "management's favorites" labels that the top 20% normally carry. Over time the bottom 20% will disappear from your team either by becoming converts themselves, or by resigning because they can't stand the peer pressure.
Identifying and Meeting Team Needs		"Servant leadership" is a term that has been misperceived by many. It is not "cleaning the toilets". A better description comes from what the level 5 leaders in Jim Collin's book "Good to Great" were. "Servant leaders", or "Level 5 leaders", are those who consider fulfilling the needs, not necessarily the wants, of their team their top priority, even higher than filling customer needs. Their team's number one priority, in turn, is fulfilling customer needs.	Team members want to be great and to be a part of something great. A servant leader simply focuses on making that possible by creating the right environment for teamwork, for individual growth and development and by setting high standards for performance and supporting the team to attain those standards. Teams perform best and feel best about themselves when they have a fire inside of them and a fire under them.
LEAD BY EXAMPLE		John Maxwell calls it the "Law of the Lid", which says that a team will not perform any better than what the leader does. Leaders who criticize their teams for performance shortcomings can almost always find the cause by looking in the mirror. Leaders must model what they expect from the team in terms of integrity, commitment, enggergy and teamwork.	Teams will respect and respond to leaders who walk the talk and will rise to the performance levels established by those leaders.
Stay the Course		Leaders need to be very patient with team development. Much more calendar time than seems reasonable is required for most teams to take ownership of fundamental direction changes.	Patience with team development and time allowed for absorbing certain fundamental concepts will result in a team that can respond very quickly and effectively to direction changes, and can even identify what those changes should be and then take the initiative to respond to them.
POWER OF THE VISION		Fully utilizing the power of the vision. A clearly stated and exciting vision, frequently refreshed, is essential in focusing the energergies and activities of a team.	A team that is focused on one well-defined and exciting vision can ensure that almost all decisions will be in alignment with that vision. This focus results in a vibrant and high-performing team because there are no competing agendas nor decisions that work at cross-purposes with the
Total of all 16 scores	0		
Total of items with all caps	0		
Grand total	0	**Scores are interpreted for the team's _potential_ based on the leader's performance.** Scores of 170 to 220 = world class team performance; 140 to 170 = strong team performance; 80 to 140 = moderate team performance; 50 to 80 = weak team performance; 50 or below = disaster	