

Building Emotional Intelligence
and Leadership Success

Emotional Capital Team Report

ECR Teams

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Number of members:

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Inspired Emotional Intelligence

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EMOTIONAL CAPITAL TEAM REPORT

Introduction

Emotional intelligence is the essential platform upon which high-performing teams are built. This report is designed to provide you with a description of your team's emotional intelligence. The results present a comprehensive assessment of the team's emotional capital and how individual group members recognise and practice the 10 emotional intelligence competencies that support team performance. The aim of the report is to assist the team to gain new and valuable insights into the emotional intelligence competencies that lie behind exceptional team performance, along with tactics for improving team performance.

What is Team Emotional Capital?

The **Emotional Capital Model** of team performance consists of 10 emotional intelligence competencies that when performed effectively create three motivational states associated with team effectiveness:

01 TEAM PSYCHOLOGICAL SAFETY

02 TEAM IDENTITY

03 TEAM EFFICACY

Each of these motivational states are supported by a number of emotional competencies that create valuable emotional capital. High levels of team emotional capital enhance the operation of a group to achieve valuable collective outcomes.

The report is divided into the following sections:

- ✓ ECR Team Core Emotional Capital scores
- ✓ Profile Summary Graph – Provides an overview of the team's strengths and development opportunities across all competencies.
- ✓ Competency Analysis – Provides a definition of each competency and the team's average score, along with an indication of the range of individual responses and potential interpretation. Also included is an Analysis of team member responses.
- ✓ Verbatim Comments – Written comments by individual team members in response to two questions: What do you think are the Team's key strengths? What do you think the team has the opportunity to do better to improve performance?
- ✓ Action Plan – This report is designed to provide you and your team with an opportunity to review your characteristic ways of responding to professional and personal challenges as a team.
- ✓ Appendices listing highest and lowest scored survey questions.

How Does the Team Get the Most Out of the Report?

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| <p>Step 01 Review the descriptions of your team's scores on the ECR Components to obtain a high-level view of the team's level of emotional capital.</p> <p>Step 02 Review the Team Profile Summary. This provides you with your Team's scores on the ten competencies measured by the ECR Teams. Focus on the scores listed as 'Strengths' and use the comments in the report to think about how your team may apply these more effectively.</p> <p>Step 03 Review scores listed as either 'Development Opportunity' or 'Effective Range' and consider the coaching strategies to build your team's capacity in these areas.</p> <p>Step 04 Check the Analysis of Team Member Responses section for each competency to identify how the responses to each question are distributed across the team. This allows the team to see how differently members responded to the questions within each scale. Significant differences among responses suggest that team members are having different experiences to others in the team.</p> | <p>Step 05 Review the 'Team Building Discussion' questions at the bottom of each section and choose one or two to discuss as a team.</p> <p>Step 06 'Review the Coaching Sections that highlight the lowest scoring questions and provide further practical strategies about how to develop these competencies.</p> <p>Step 07 Review the 'Verbatim Section' for further insights into how team members view the team's effectiveness.</p> <p>Step 08 Complete the final section - Action Plan. This section of the report provides you with an opportunity to create a blueprint to build the emotional capital within the team and increase the effectiveness of the team.</p> |
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Given that higher than average levels of emotional intelligence have been found to characterize the most effective teams, the ECR Teams Report benchmarks three levels of functioning:

Score Key

Development Opportunities	<72%	The team's level of emotional capital in this area is likely to be limiting its effectiveness. Developing team skills here is essential to its success.
Effective Range	72%-89%	The team's level of emotional capital in this area suggests there is room to develop this skill to enhance team effectiveness.
Strength	90%>	The team score suggests it has above average emotional capital in this area. Seize every opportunity to lead with this strength to capitalize on the team's success.

Discretionary Comments

The information that is provided in this report should be used as a means of generating hypotheses and as a guide to assessment. Higher scores are associated with greater levels of emotional capital and better performance.

ECR TEAM CORE EMOTIONAL CAPITAL SCORES

Psychological Safety

Team Psychological Safety is a shared belief held by members of a team that the team is safe for interpersonal risk taking. It describes a team climate characterized by emotional awareness, interpersonal trust and mutual respect in which people are comfortable expressing themselves. Team psychological safety is determined by three emotional intelligence competencies: **Team Awareness, Team Trust and Stress Management.**

Team Identity

Team identity is the degree to which individual team members experience a positive sense of being included in the group and share the team's goals and aspirations. It involves taking responsibility for prioritizing the objectives of the team as a collective and being motivated to contribute to the performance of the group. It is characterised by collaboration and mutuality in patterns of team interaction. Team identity is determined by three emotional intelligence competencies: **Team Responsibility, Team Motivation, and Relationships and Teamwork.**

Team Efficacy

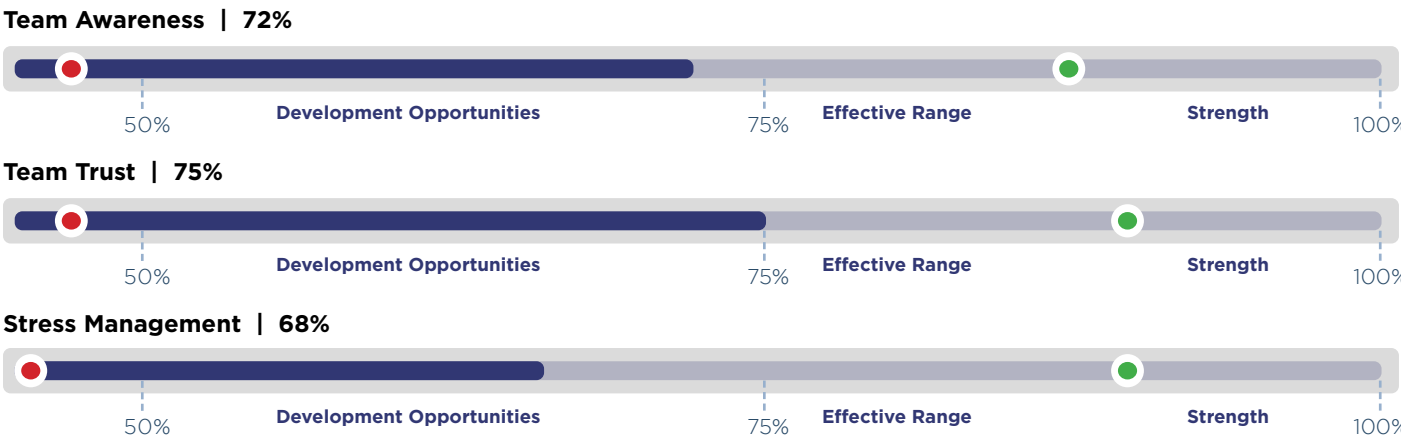
Team efficacy comprises the collective belief of all team members that they have the ability and capacity to work well as a team and accomplish their goals. When team efficacy is high team members are typically more motivated, engaged, and generally persistence in the face of difficulties and challenges and perform better as a collective. Team Efficacy is determined by four emotional intelligence competencies: **Team Confidence, Team Communication, Adaptability and Agility, and Team Optimism.**



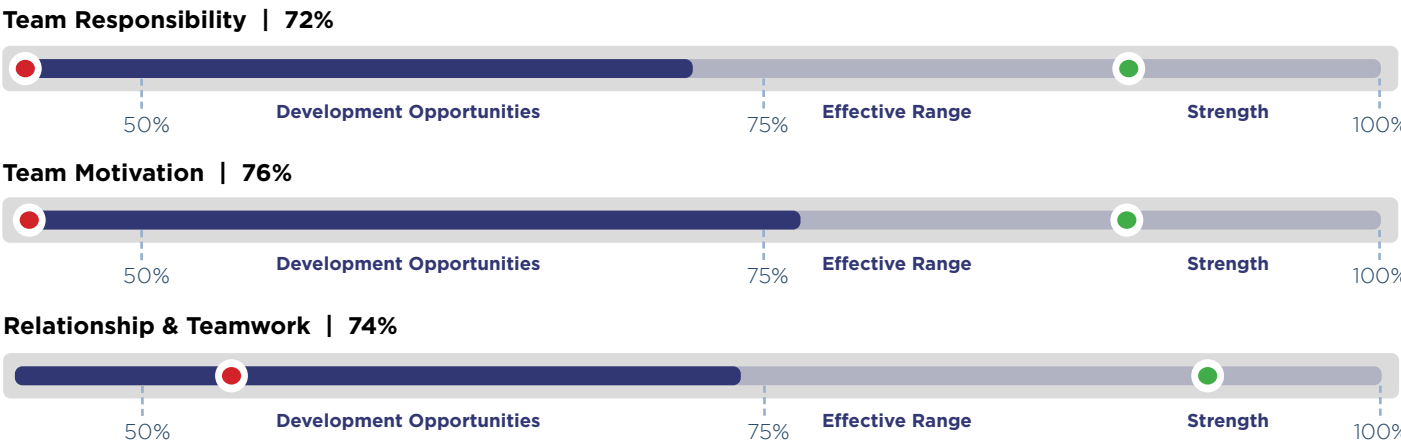
GROUP PROFILE SUMMARY

Total Team EC Score: 73 %

Psychological Safety



Team Identity



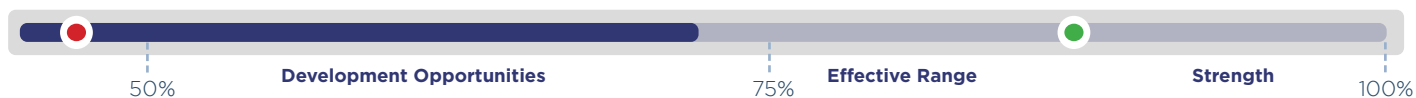
Team Efficacy



PSYCHOLOGICAL SAFETY

Team Awareness | 72%

Emotionally intelligent teams are aware of how the emotions of the group impact the team's behaviour. Team members are clear about the team's priorities and core values. They recognize how emotions impact the personal opinions, attitudes and judgements being expressed.



Team Score

The team's score on emotional awareness suggests that the team likely lacks necessary information about how the emotions of the group impact the team's behaviour. The group is likely to be unaware of or not understand team member's feelings as they occur. Team members may not be comfortable expressing their opinions and how they feel and this potentially undermines the team's experience of psychological safety. This experience is likely exacerbated when the team is under stress, so review the team's score on Stress Management to gauge the potential impact of the team's ability to manage stress constructively.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Awareness	1	2	3	4	5	Ave
21	My colleagues can 'read' the mood of the team quite well.	0	1	1	6	1	3.8
41	My team consciously operates according to a set of clearly defined core values.	1	0	1	5	2	3.8
11	The team is clear about its direction and priorities.	0	0	4	4	1	3.7
1	My colleagues recognise how emotions affect the team.	0	1	3	4	1	3.6
31	My colleagues are good at putting their feelings into words.	0	1	4	1	1	3.2

Team Building Discussion

- ✓ How do emotions influence how we deal with team challenges?
- ✓ How do emotions surface in the group?
- ✓ How can we become more aware of each other's emotional experience and increase team members' feelings of psychological safety?

Score Key

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Team Trust | 75%

Emotionally intelligent teams demonstrate a commitment to understanding each other's feelings and thoughts. They show sincere interest in each other's experience, and trust one another's intentions. They listen well and establish genuine emotional connections with all members.



Team Score

The team's level of trust is likely to contribute to feelings of psychological safety. Team members demonstrate a good degree of confidence in each other's intentions and take each other's feelings into consideration when making decisions. The team listens well to each other and treats members respectfully.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Trust	1	2	3	4	5	Ave
2	Building and maintaining trust is important priority for my team.	0	1	0	3	5	4.3
32	This team treats team members respectfully.	0	1	1	3	4	4.1
42	This team treats team members respectfully.	0	0	4	3	2	3.8
12	My colleagues are sensitive to the way other people feel.	0	1	3	5	0	3.4
22	Taking people's feelings into consideration before making decisions is important in my team.	1	1	4	3	0	3.0

Team Building Discussion

- ✓ How does a lack of trust impact the group's performance?
- ✓ What factors of group behaviour undermine trust and impact individuals negatively?
- ✓ How can taking another person's perspective and considering matters from the other person's point of view improve trust and productivity?

Score Key

1 = Strongly Disagree

2 = Disagree

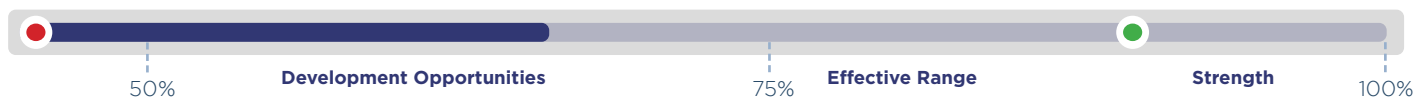
3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Stress Management | 68%

Emotionally intelligent teams manage their emotions well and restrain their actions until they have time to think rationally and consider possible actions. They are able to stay calm in stressful situations and maintain productivity without losing control. They demonstrate patience toward each other and control negative emotions.



Team Score

The team's score suggests that members are vulnerable to stress and do not manage distressing emotions well. The group typically find it difficult to stay calm in stressful situations and this likely impacts negatively on productivity. Negative emotions likely contribute to an increase in tension and at times may lead to irrational decision making. The team would benefit from learning how to demonstrate patience toward each other and control negative emotions.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Stress Management	1	2	3	4	5	Ave
23	As a team we generally stay calm under pressure.	0	2	1	4	2	3.7
13	My colleagues are patient with each other.	0	1	3	4	1	3.6
33	My team is good at controlling negative emotions.	0	2	2	5	0	3.3
43	My colleagues are able to tolerate stressful situations.	0	1	4	4	0	3.3
3	My colleagues can manage tension in the team well.	0	5	0	3	1	3.0

Team Building Discussion

- ✓ How and when has the team folded under stress?
- ✓ How does stress influence the way we treat others?
- ✓ How and when have we handled stress constructively and what behaviours do we need to practise more consistently?

Score Key

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

COACHING FOR TEAM PSYCHOLOGICAL SAFETY

What is needed to build greater Psychological Safety?

The questions below represent the lowest scored questions on psychological safety relative to other questions. To build great team cohesion it is important to develop constructive tactics to improve team member experience.

Five Lowest Scoring Questions

Item	Content	Core Competency	Ave
33	My team is good at controlling negative emotions.	Stress Management	3.3
43	My colleagues are able to tolerate stressful situations.	Stress Management	3.3
31	My colleagues are good at putting their feelings into words.	Team Awareness	3.2
3	My colleagues can manage tension in the team well.	Stress Management	3.0
42	My colleagues are sensitive to the way other people feel.	Team Trust	3.0

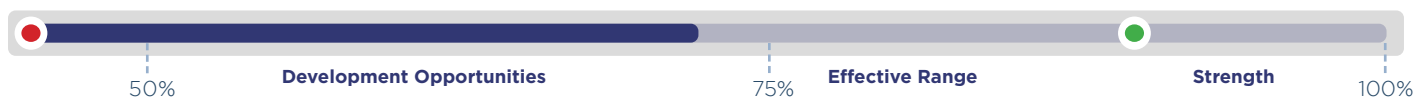
Team Coach

- ✓ Build emotional awareness by checking-in with each other at the outset of each team meeting.
- ✓ Establish a safe space so that each member has complete choice in what they share.
- ✓ Notice and acknowledge emotions as they arise.
- ✓ Acknowledge the mood and atmosphere in team meetings.
- ✓ Engage quieter members by asking: “How do you feel about what is being discussed?”
- ✓ Identify stressful triggers and take control of the emotional reactivity.
- ✓ Broaden the team’s perspective by checking in with each member to build genuine understanding of each member’s experience.
- ✓ Establish ground rules of behaviour for managing stress and tension constructively and enforce them.

TEAM IDENTITY

Team Responsibility | 72%

Emotionally intelligent teams take individual and collective responsibility for both their decisions and for delivering results. Team members willingly accept new responsibilities and hold each other accountable for achieving collective goals.



The group's score on Team Responsibility suggests that team members experience difficulty taking individual and collective responsibility for both their decisions and for delivering results. In general, the team appears to believe that members are reticent to accept new responsibilities and do not generally hold each other accountable for achieving collective goals.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Responsibility	1	2	3	4	5	Ave
44	This team is known for being reliable.	0	1	1	4	3	4.0
24	My colleagues and I hold each other accountable for agreed-on tasks.	0	1	1	6	1	3.8
14	The team takes ownership and responsibility for its decisions.	1	0	2	4	2	3.7
4	Each team member takes personal responsibility to improve the team's performance and achieve collective goals.	0	2	2	5	0	3.3
34	Team members willingly accept new responsibilities.	0	2	4	2	1	3.2

Team Building Discussion

- ✓ How can the team's decision-making process be improved?
- ✓ What gets in the way of fulfilling our commitments to one another?
- ✓ How can we improve team accountability for following through on commitments?

Score Key

1 = Strongly Disagree

2 = Disagree

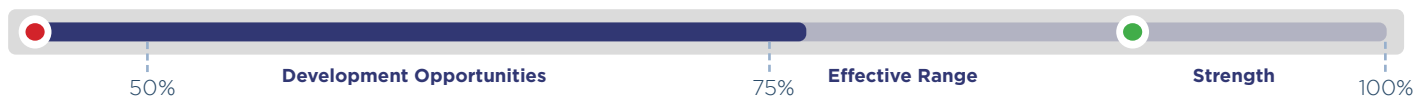
3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Team Motivation | 76%

Emotionally intelligent teams maintain an enthusiastic commitment to setting and achieving their goals. They derive a great deal of satisfaction from their work together and maintain a passionate commitment to achieving both their personal and professional aspirations.



Team Score

The group scored well on Team Motivation which suggests that team members maintain an enthusiastic commitment to setting and achieving their goals. They derived a great deal of satisfaction from their work together and maintain a passionate commitment to achieving both their personal and professional aspirations.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Motivation	1	2	3	4	5	Ave
46	Colleagues of mine derive a great deal of satisfaction from achieving their goals.	0	0	1	4	4	4.3
16	Work/life balance is important to this team.	0	1	0	4	4	4.2
36	My team feel positive about our shared vision and purpose.	0	1	0	5	3	4.1
6	My team is consistently motivated to achieve its goals.	0	2	3	1	3	3.6
26	My colleagues enjoy the challenge of doing something difficult.	1	2	4	2	0	2.8

Team Building Discussion

- ✓ Are team aspirations clear and how can the team's vision and purpose be further clarified to increase motivation?
- ✓ When has the team faced challenges in the past and what strengths did you use to overcome them?
- ✓ Identify ways in which the current challenges have the potential to draw out member's strengths.

Score Key

1 = Strongly Disagree

2 = Disagree

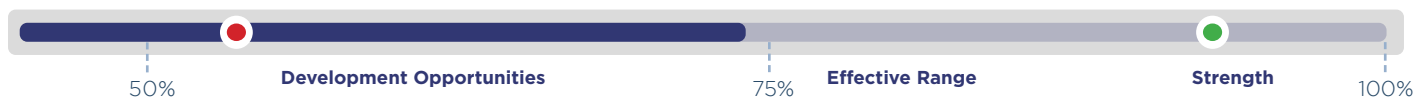
3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Relationships & Teamwork | 74%

Emotionally intelligent teams establish and maintain mutually satisfying relationships characterized by positive expectations. Members work together as equals, support one another and assist each other to achieve collective goals.



Team Score

The team scored well on Relationships and Teamwork which suggests that generally team members maintain positive relationships characterised by mutual respect. Members support one another and are able to give each other constructive feedback to assist each other to achieve collective goals.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. Team responses to the items contributing to this score are reasonably consistent and suggest that most members of the team share a similar experience on this competency.

Item	Relationships & Teamwork	1	2	3	4	5	Ave
48	My team members share their knowledge and expertise.	0	0	4	2	3	3.9
28	Everybody's opinions and contributions are respected.	0	2	1	3	3	3.8
18	We co-operate well as a team.	0	0	4	3	2	3.8
38	My colleagues actively help each other to achieve their goals.	0	0	3	5	1	3.8
8	Team members frequently give and receive feedback.	0	1	4	4	0	3.3

Team Building Discussion

- ✓ What activities would provide the team with opportunities to maintain or improve their relationships and build more positive morale?
- ✓ What methods of communication work best to foster collaboration and what should we avoid doing?
- ✓ How can the team be more open to receiving feedback from one another and/or be more willing to consider matters from the other person's point of view?

Score Key

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

COACHING FOR TEAM IDENTITY

What is needed to build greater Team Identity?

The questions below represent the lowest scored questions on team identity relative to other questions. To build great team cohesion it is important to develop constructive tactics.

Five Lowest Scoring Questions

Item	Content	Core Competency	Ave
6	My team is consistently motivated to achieve its goals.	Team Motivation	3.6
4	Each team member takes personal responsibility to improve the team's performance and achieve collective goals.	Team Responsibility	3.2
34	Team members willingly accept new responsibilities.	Team Responsibility	3.3
8	Team members frequently give and receive feedback.	Relationships & Teamwork	3.3
26	My colleagues enjoy the challenge of doing something difficult.	Team Motivation	2.8

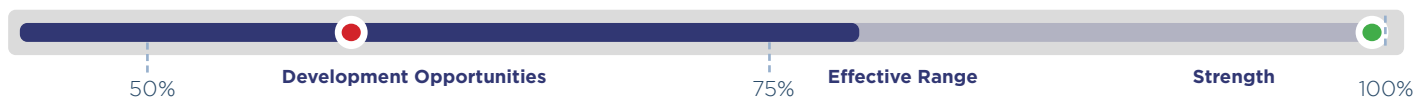
Team Coach

- ✓ Ask each member of the team to consider how they see their current role and clarify each member's contribution and responsibilities to the team.
- ✓ Identify the role and responsibility of the team leader.
- ✓ Clarify individual motivation by asking each team member: "What would a successful outcome on this project look like for you, and what would it do for you, both personally and professionally?"
- ✓ Provide opportunity for each team member to share their vision.
- ✓ Be open to feedback from each other.
- ✓ Recognise and explore individual strengths and differences and identify how these contribute to team identity and to achieving the team's goals.
- ✓ Provide open support and help one another.
- ✓ Provide each other with constructive feedback in a respectful manner and offer support and help to each other.

TEAM EFFICACY

Team Confidence | 78%

Emotionally intelligent teams accept and respect each member of the group and value individual contributions. They are confident in their combined skills and abilities and are sure of the value they deliver to the organisation.



Team Score

The team scored well on Team Confidence which suggests that team members accept and respect each member of the group and value individual contributions. They are confident in their combined skills and abilities and are sure of the value they deliver to the organisation.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Confidence	1	2	3	4	5	Ave
45	My team recognises the value it brings to the organisation.	0	0	1	5	3	4.2
25	As a team we are confident in our skills and abilities.	0	0	3	2	4	4.1
35	Team members' individual contributions are encouraged and appreciated.	0	0	2	5	2	4.0
5	I would describe my team as confident.	0	0	4	4	1	3.7
15	My team has solid self-belief.	0	0	5	3	1	3.6

Team Building Discussion

- ✓ What is needed to strengthen team confidence?
- ✓ What factors of group behaviour can undermine the team's confidence?
- ✓ How has the team contributed real value to the organisation and what more can it do?

Score Key

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Team Communication | 67%

Emotionally intelligent teams express their feelings and points of view openly in a straightforward way. They solicit the views of all team members and are comfortable challenging the views of others. Team members provide honest feedback and deal with conflict constructively.



Team Score

The team score on Team Communication suggests that team members may experience difficulty in expressing their feelings and points of view openly in a straightforward way. Some team members report that, at times, not everyone is asked for their opinion and team members may be hesitant to provide honest feedback and do not always generally do not deal with conflict as constructively as is needed.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Communication	1	2	3	4	5	Ave
39	Team members ask for each other's opinions during meetings.	0	0	5	2	2	3.7
29	We tend to deal with difficult situations in a direct and straightforward manner.	0	1	4	3	1	3.4
49	My team deals with conflict effectively.	0	2	3	3	1	3.3
9	We communicate as a team in a clear and transparent manner.	0	3	3	2	1	3.1
19	My colleagues find it easy to tell each other what they think.	0	3	2	4	0	3.1

Team Building Discussion

- ✓ How do individual team members prefer to send and receive information?
- ✓ What communication challenges do we have as a team?
- ✓ How can we communicate more effectively within the team, as well as what strategies can we use to communicate the value of our work outside the team?

Score Key

1 = Strongly Disagree

2 = Disagree

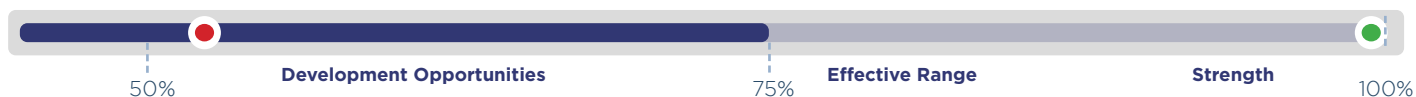
3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Adaptability and Agility | 75%

Emotionally intelligent teams are open to new ideas. Members are tolerant of others and value diversity. They are agile and quickly able to adapt their thinking and actions in response to changing circumstances.



Team Score

The team scored well on Adaptability and Agility which suggests that generally individual members perceive the team to be open to new ideas. Members are tolerant of others and value diversity. They report being agile and are quickly able to adapt their thinking and actions in response to changing circumstances.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Adaptability and Agility	1	2	3	4	5	Ave
40	My team demonstrates tolerance and values diversity.	0	0	0	7	1	3.9
10	My team is open to new ideas.	0	0	5	1	3	3.8
20	My team is quick to adapt to changing organisational demands.	0	1	4	1	3	3.7
50	This team responds to business requirements with agility and speed.	0	1	3	3	2	3.7
30	My colleagues are able to change their opinions.	0	0	5	2	2	3.7

Team Building Discussion

- ✓ When has the team had to adapt to changing conditions in the past and how did you respond constructively?
- ✓ What factors of group behaviour or thinking limit our ability to adapt quickly and effectively?
- ✓ How can the team be more open to new ideas and demonstrate greater responsiveness to external demands?

Score Key

1 = Strongly Disagree

2 = Disagree

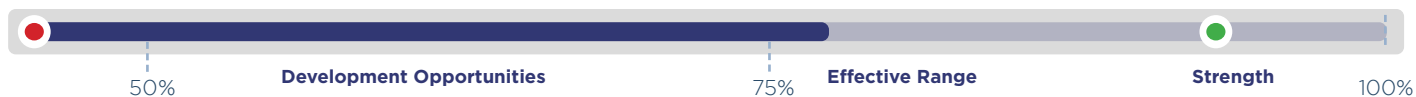
3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Team Optimism | 77%

Emotionally intelligent teams sense opportunities even in the face of adversity and are able to maintain a positive, productive mood. They are resilient and can see the big picture and where they are going. They are able to focus on the possibilities of what can be achieved despite setbacks. They celebrate success.



Team Score

The team score on Team Optimism suggests that generally the team senses opportunities even in the face of adversity and is able to maintain a positive, productive mood. Members are typically resilient and can see the big picture and where they are going. They are able to focus on the possibilities of what can be achieved despite setbacks and celebrate their successes.

Analyses of Team Member Responses

The score on this competency represents the average score of the team. However, individual team members' scores differed significantly from each other. The questions contributing to this score suggest areas that need to be better understood across the team. Check the Analysis of Team Member Responses to identify the distribution of responses to the questions across the team. These are questions that need further discussion to gain a better understanding of why team members responded so differently.

Item	Team Optimism	1	2	3	4	5	Ave
47	My colleagues are good at celebrating success.	1	0	0	4	4	4.1
17	My colleagues are resilient and bounce back from setbacks.	0	1	2	3	3	3.9
7	My team is good at seeing the possibilities of what can be achieved in most situations.	0	1	1	5	2	3.9
37	My team values experience and learns from failure.	0	1	0	7	1	3.9
27	There is a positive energy in my team.	0	1	4	2	2	3.6

Team Building Discussion

- ✓ When has the team had cause to celebrate its success and how was that expressed?
- ✓ How does the team deal with setbacks and what should we avoid doing?
- ✓ What activities would provide the team with opportunities to maintain or improve their team optimism and build more positive resilience?

Score Key

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

COACHING FOR TEAM EFFICACY

What is needed to build greater Team Efficacy?

The questions below represent the lowest scored questions on team efficacy relative to other questions. To build great team cohesion it is important to develop constructive tactics to improve team member experience.

Five Lowest Scoring Questions

Item	Content	Core Competency	Ave
15	My team has solid self-belief.	Team Confidence	3.6
29	We tend to deal with difficult situations in a direct and straightforward manner.	Team Communication	3.4
49	My team deals with conflict effectively.	Team Communication	3.3
9	We communicate as a team in a clear and transparent manner.	Team Communication	3.1
19	My colleagues find it easy to tell each other what they think.	Team Communication	3.1

Team Coach

- ✓ Acknowledge the challenges that the team faces and focus everyone's attention on what strengths the team has to solve it together or to create a 'work around'.
- ✓ Each team member should identify what they see as the challenges in completing their tasks and what other team members could do to help them be more successful.
- ✓ Ask each member how they like to be communicated with and identify what methods will support clear communication.
- ✓ Have conversations with each other directly and communicate as clearly as possible mutual purpose and mutual respect.
- ✓ Anticipate what pressure points the group will face in the near future and describe how the group will respond as a team when these problems arrive.
- ✓ As the question: "What would better look like?" and allow everyone three minutes to share their opinion without interruption.
- ✓ Rather than a tendency to focus exclusively on tasks, focus instead on how the team will work together for greater efficiency by establishing key behavioural indicators; implementing a feedback system, and monitoring the collective resilience of the team.

VERBATIM COMMENTS

The feedback comments recorded below have been provided by each team member to assist the team in clarifying its signature strengths and to identify its potential development opportunities. Keep in mind that they do not represent the absolute truth about the team's performance, but are intended to offer new insights to enable the team to be more effective.

What do you think are the Team's key strengths?

Respondent # 1

Trust, attention to detail, communication, great leadership

Respondent # 2

The key strengths of my team would be teamwork, communication and resilience

Respondent # 3

The team can easily switch off and have a good laugh whilst still getting the job done. Good at asking

Respondent # 4

Values, culture, ambitious, respectful and honest, embraces change.

Respondent # 5

Completing this feedback form was challenging for me because I have observed a disparity among team members when it comes to embodying positive qualities such as being helpful, encouraging, and self-reflective. While some team members exhibit these strengths, there are others who do not embrace them at the moment. The presence of disgruntled colleagues is impacting the team in various ways. However, I remain optimistic that management is actively striving to improve the current climate.

Respondent # 6

Understanding each other, getting the job done.

Respondent # 7

Organised, innovative, open minded, fun, friendly, supportive

Respondent # 8

Collaboration, Empathy & Productivity.

Please identify specific areas where you think the team has an opportunity to improve its effectiveness.

Respondent # 1

Communication and feedback

Respondent # 2

With the amount of agents starting with our company and Chloe on reception as well as Sales Admin, we really need to move her away from reception to out the back so we can have her focusing 100% on the agents and hire another Chloe for reception :)

Respondent # 3

Reliability & taking on ideas and putting them into play

Respondent # 4

Need to improve positivity, time management, being more open to change in systems/programs that benefit the business.

Respondent # 5

A little 1 on 1 when new things are introduced.

Respondent # 6

In order to foster a healthier work environment, open communication is crucial. However, at times, it can feel as though management operates like a secret society, leaving staff members in the dark until the last minute. It would be beneficial for management to be more observant of the overall workplace dynamics, rather than solely relying on staff complaints as indicators of dissatisfaction. Taking prompt action when staff members are disgruntled can help address issues before they escalate. Additionally, it may be beneficial for higher-level management to gain a better understanding of property management as a whole, as there seems to be a disconnect between the two at times. This knowledge can contribute to more effective leadership and a stronger sense of unity within the organisation.

Respondent # 7

Time management, don't put off till tomorrow what can be done today.

Respondent # 8

Conflict resolution, sharing ideas/experience with others, unity

Respondent # 9

Communication, efficiency & motivation.

ACTION PLAN

This report is designed to provide you and your team with an opportunity to review your characteristic ways of responding to professional and personal challenges as a team.

Choose three actions you intend to take improve team effectiveness and be prepared to share them with your colleagues.

Action One

Identify a key strength that you recognise as characteristic of the team and consider how you intend to leverage it.

Action Two

Identify a key development opportunity and describe what the team can do to improve in this area.

Action Three

Identify a key strategy that you can use immediately to improve the effectiveness of the team.

APPENDIX 1

Analysis of Team Strengths

The statements listed below represent the top 10 areas where your team scored highest relative to other items. Understanding and continuing to leverage your team's strengths is as important as identifying and correcting its weaknesses. Please note that statements with an average score 4.5 and above are areas where your team scored particularly high.

Item	Content	Core Competency	Ave
46	Colleagues of mine derive a great deal of satisfaction from achieving their goals.	Team Motivation	4.3
2	Building and maintaining trust is important priority for my team.	Team Trust	4.3
45	My team recognises the value it brings to the organisation.	Team Confidence	4.2
16	Work/life balance is important to this team.	Team Motivation	4.2
47	My colleagues are good at celebrating success.	Team Optimism	4.1
25	As a team we are confident in our skills and abilities.	Team Confidence	4.1
36	My team feel positive about our shared vision and purpose.	Team Motivation	4.1
32	This team treats team members respectfully.	Team Trust	4.1
44	This team is known for being reliable.	Team Responsibility	4.0
35	Team members' individual contributions are encouraged and appreciated.	Team Confidence	4.0

APPENDIX 2

Analysis of Team Development Opportunities

The statements listed below represent the top 10 areas where your team scored lowest relative to other items. To improve the cohesiveness of your team, it is critical that you understand and address these areas. Please note that items with an average score below 3.0 are areas where your team scored particularly low.

Item	Content	Core Competency	Ave
8	Team members frequently give and receive feedback.	Relationships & Teamwork	3.3
49	My team deals with conflict effectively.	Team Communication	3.3
34	Team members willingly accept new responsibilities.	Team Responsibility	3.3
31	My colleagues are good at putting their feelings into words.	Team Awareness	3.2
4	Each team member takes personal responsibility to improve the team's performance and achieve collective goals.	Team Responsibility	3.2
9	We communicate as a team in a clear and transparent manner.	Team Communication	3.1
19	My colleagues find it easy to tell each other what they think.	Team Communication	3.1
3	My colleagues can manage tension in the team well.	Stress Management	3.0
42	My colleagues are sensitive to the way other people feel.	Team Trust	3.0
26	My colleagues enjoy the challenge of doing something difficult.	Team Motivation	2.8