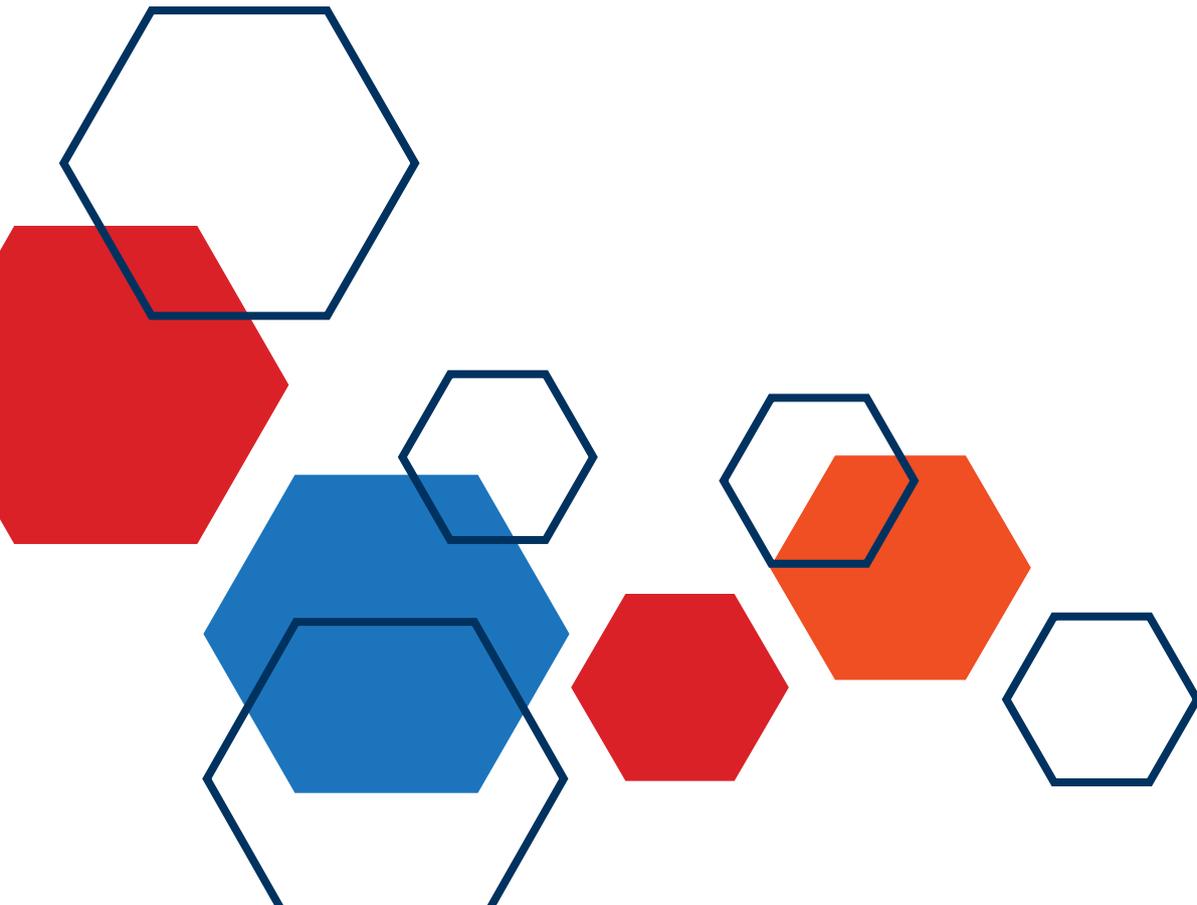


# Investing in Teams

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# Investing in Teams

We desperately need more leadership development and coaching for teams. There is far too much investment in individuals removed from their teams. Individuals might have coaching, be part of a leadership development program or a high potential cohort. Organisations do not get the return on investment unless the individual development is housed in the team, which is their unit of performance.

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**“A team should be defined as three or more people:**

- (a) **who work toward a common goal;**
- (b) **whose performance is interdependent (i.e., what one person does depends on what the others do),**
- (c) **who share common leadership,**
- (d) **who share a common fate that depends on the performance of the team, and**
- (e) **who see themselves as being part of the team with a common goal and a shared fate.”**

**- Dr. Robert Hogan**

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Teams can be anywhere from dysfunctional to high performing. A dysfunctional team destroys culture and performance, while a high performing team builds engagement and delivers results.

Teams need to focus on purpose, passion and performance. The ‘One team’, ‘One dream’ approach is needed where group success is just as important as individual success. The best teams have very high levels of collaboration and accountability.

The most powerful investment in teams is by combining Hogan personality and 360. We capture core personality preferences as well as workplace reputation. By combining the two assessments, we capture the most accurate performance data, and importantly, how to improve performance. The personality and 360 assessments can be presented as group results, so that the team can do some solid action planning. Then we use the High

Performing Team Assessment for individuals in the team to assess both the performance and culture of the team. A score is provided and opportunities for improvement are crystal clear.

Best practice is sharing all three data points which can be done by creating psychological safety, trust and a team culture of mutual support, connectivity and coaching.

The use of people and business analytics can track the impact of a team on the employee experience, the customer loyalty and the achievement of KPIs. The best teams get the best results.

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**“By combining Hogan 360 data with Hogan personality assessment data, we compare the public person with the private person to build strategic self-awareness and career success.”**

**- Dr. Robert Hogan**

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Leaders are not born knowing how to build great teams. On the contrary, their early professional development has a focus on cognitive and technical skills, such as engineers and accountants. With career progression, they then need new competencies around strategy, teams and engagement. The transition is from manager to leader and from operations to strategy. It is about getting the right balance of working ‘in’ and ‘on’ the business.

Teams are the engine room for driving employee engagement, the customer experience and service/operational excellence to deliver the bottom line. Building high performing teams takes a lot of effort, measurement and continuous improvement. Baseline team competencies should include diversity, experience, IQ, and EQ. Teams can play a critical role in creating and executing strategy, business plans and key performance indicators. Effective teams provide stronger decision making and the capacity to navigate increasingly agile and complex business eco-systems. In moving from good to great, teams need a shared purpose, collaboration, and passion about performance. Group success must be more important than individual success.

## When we work with teams, we introduce the three P’s:

### PURPOSE

- Why do we exist?
- What cause do we serve?
- How do we impact people’s lives?
- What social good do we do?
- Why are our jobs important?

### PASSION

- Hiring and retaining the best people
- A great employee experience
- High levels of employee engagement
- Development and career opportunities
- Right people on the bus, wrong people off the bus

### PERFORMANCE

- Employees understand the strategic plan
- The one page, one year plan provides a laser focus
- Managers communicate the plan 7 times, in 7 ways
- Teams deliver their KPIs
- The balanced scorecard delivers financial, people, customer, operational and social outcomes

# Learning leadership to improve team performance

The best leaders are the ones that understand that their team is their reputation. Fortunately, leadership can be learnt. Being a better leader means being passionate about learning and feedback.

The starting point is accurate self-awareness which starts with personality and 360 data. Strategic self-awareness only happens when you can benchmark your results against others. The purpose of the assessments is to deliver behavioural and reputational change to improve individual and team performance around employee engagement and business outcomes. Leadership and coaching need to be science-based and tied to performance outcomes.

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**“Leadership is a resource for the group. I define leadership as the ability to build and maintain effective teams. Leadership should be evaluated in terms of the performance of a team compared to other teams engaged in the same activity.”**

**- Dr. Robert Hogan**

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Hogan personality assessments measure one’s motivations and likely behaviour and captures the inside, the bright side and the dark side of personality, covering the idealised self, an individual’s strengths and their potential derailers.

The Hogan 360 measures workplace behaviour and performance, capturing one’s brand/reputation at a point in time and identifies improvement opportunities. EQ behaviours are measured as are operational and strategic capabilities.

Leadership behaviour drives strategy, team performance, employee engagement and culture. High performing teams should be a goal in business.

There needs to be a strong strategic planning cycle, focusing on both the long term and the short term. A one-page business plan should be used for high level clarity, accountability and communication. Key performance indicators should cascade into second tier teams. A balanced scorecard approach should be taken, which includes a measure of employee engagement.

The focus on strategy and people needs to be connected by understanding that people deliver results and engagement is not an end in itself but the means to delivering superior results. The leader’s team is absolutely the core driver of performance.

# Team Assessment

At PBC, we have been assessing teams for over 10 years and collecting a lot of data. The PBC High Performing Team Assessment (HPTA) measures team characteristics from the perspective of each team member. We measure both performance and culture because culture enables performance. Our team model is as follows:



## Performance

Strategy  
Innovation  
Accountability  
Leading Change  
Results  
Meeting Effectiveness

## Culture

Trust  
Professional Conflict  
Communication  
Emotional Intelligence  
Collaboration  
Resilience

The main applications of the HPTA include, but are not limited to, the following:

- Providing an opportunity to gather feedback from team members on the performance of the team as a whole
- Identifying targeted interventions aimed at improving team effectiveness
- Utilising a diagnostic that can serve as a means of tracking changes and shifts in team performance and culture
- Benchmarking teams within their organisation
- Benchmarking teams against a global comparison group
- Providing input into broader workplace planning and talent management strategies
- Assembling new teams - the HPTA can assist in highlighting the unique strengths and development areas that the team bring together as a collective group.

The HPTA allows teams to gather feedback from team members about how the team is performing. As a result, the HPTA provides useful information that can be used in conjunction with other assessments or tools which help teams understand the different roles and expertise each team member might offer.

# What the best teams do better

Our HPTA research shows that at the executive team level, there are two major competencies that separate the best from the worst teams – **collaboration** and **accountability**. This is a major finding. The research comes from team assessments where members of the team had to vote on team opportunities to improve. The ranking from 1 – 15 reflects the order of importance by the voting. The bottom 25<sup>th</sup> percentile reflects the worst performing teams in our database, while the top 25<sup>th</sup> percentile are the 1 in 4 that get superior results.

What four things would improve the team?	Bottom 25%	Top 25%
<b>MORE COLLABORATION</b> One team approach, no silo's, less them and us, all on the same page, working together with one goal	1	12
<b>MORE ACCOUNTABILITY</b> Challenge each other constructively, correct poor behaviour, stronger KPI reviews, hold people responsible, challenge poor performers	2	11
<b>CLEARER VISION, STRATEGY AND GOALS</b> Clear KPIs, a clear business plan, shared sense of purpose, clear direction, disciplined strategic reviews	3	7
<b>TACKLE THE DIFFICULT ISSUES</b> More healthy debate, challenge each other, discuss the hard issues, don't avoid conflict	4	2
<b>IMPROVE COMMUNICATIONS</b> Open and honest communications, keep us updated, share the big picture, share information, communicate decisions	5	14
<b>SET PRIORITIES</b> Be clear on priorities from the beginning, allocate time according to priorities, better manage competing priorities, honest discussions on priorities	6	4
<b>TEAM BUILDING</b> Understand each other, share our strengths and weaknesses, build self-awareness, team building exercises, understand each other's personality and work style	7	3
<b>PROCESS IMPROVEMENT</b> Streamline processes, standardise processes, continuous improvement, improve internal processes, consistency	8	1
<b>REGULAR MEETING RHYTHM</b> Regular business reviews, regular team meetings, stronger planning process, separate operational from strategic reviews, strategic discussions	9	13
<b>REGULAR FEEDBACK</b> Continuous performance feedback, constructive feedback, ongoing feedback on how to do better	10	8
<b>BETTER MEETINGS</b> Clearer agendas, improve punctuality, better attendance, not wasting time, regular meetings for catch ups	11	6
<b>MORE RESOURCES</b> Need more resources, align resources to business objectives, better resource planning, better sharing of resources	12	5
<b>CELEBRATE SUCCESSES</b> Celebrate achievements, more recognition and reward, recognise good performance, celebrate wins and milestones	13	9
<b>CLEARER ROLES AND RESPONSIBILITIES</b> Clarify exactly who does what, clearly define job descriptions, get people to take ownership, understanding each other's roles and responsibilities	14	10
<b>MORE SOCIAL OCCASIONS</b> Social events, more time together as friends, social activity, regular social occasions	15	15

## **About Peter Berry Consultancy (PBC)**

PBC is a multidisciplinary global consulting firm with 30 years' experience in the delivery of solutions aimed at maximising the potential of individuals, teams, leaders and organisations. We undertake research to support our evidence-based solutions and have a network of partners and distributors globally.

PBC is the Australian and New Zealand distributor of Hogan Assessments and the authors of a range of diagnostics including the Hogan 360 suite, Agile suite, High Performing Team Assessment (HPTA), and co-authored the Hogan Safety Climate Survey.

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