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"What we need to do is learn to work in the system, by which I mean that everybody, every team, every platform, every division, every component is there not for individual competitive profit or recognition, but for contribution to the system as a whole on a win-win basis."

- W. Edwards Deming

To succeed as a team is to hold all of the members accountable for their expertise

- Mitchell Caplan

When a leader needs help to understand what's going on within a team, Team Climate Survey proves an invaluable tool.

MSA Interactive Ltd

T: +44 1223 839476
contact@msainteractive.com

Raise Your Game Case Study The Power of Team Climate

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One of the keys to high performing teams lies not just in the communication of shared goals, but in getting the climate right. Research by McClelland has shown the strong link between the climate in which people work and their level of performance. Another notable result of this research is that an estimated 70% of climate is created by management style. So, if you want to look at team performance you have to look at climate, and if you want to look at climate you have to look at the manager's style.

When we look at the challenges facing most business leaders today they talk about the need to:

- Deal with increasingly uncertain environments
- Create year on year results against increasing competition
- Constantly strive to do more with less
- Get teams to take responsibility and step up to the mark

In order to address these issues Capstone International has designed Team Climate Survey © (TCS) to help teams and their leaders understand their strengths and weaknesses, and significantly improve their performance. TCS enables team leaders, coaches and facilitators to focus their attention on the areas that will make the biggest difference to a team's performance, and provides a vehicle to track their progress along the way. It can also be a useful indicator in predicting the relative performance of teams within a business.

(Indeed, in a large healthcare provider, the use of TCS proved to be an absolute predictor of relative performance across 5 sales teams. Within a global media organisation, the improvements could be positively tracked to changes in team climate).

Based on the work of Beckhart, Schein and Davies, we know that outstanding team performance is driven by the following elements:

- The clarity and relevance of the team's GOALS
- The clarity and deployment of ROLES and the effectiveness of the team's leadership
- The effectiveness of the team's PROCESSES
- The CULTURE; the level of accountability, trust, challenge and recognition within the team
- CONNECTION; the extent to which people feel motivated by the goals and believe in themselves and the team

Examining the benefit has TCS provided to real teams



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**Individual commitment
to a group effort – that is
what makes a team
work, a company work, a
civilisation work.**

-Vince Lombardi



Nick Davies is the Managing Director of Capstone International. Contact us if you'd like to get in touch.

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In conjunction with a team performance intervention, TCS enabled the Director of a Financial Services company to turn a two and a half year backlog around within three months. It focussed critically on the need to square up to performance issues, galvanised the team and its leaders into action, forged and put the spotlight on a common goal and instilled new standards on a previously inefficient group.

In a global media company tasked with integrating five teams into one, TCS provided a start point for their improvement process and gave clarity on key issues facing the merged team, specifically:

- o Enhancing leadership style
- o Refining goal clarity and focus
- o Improving communication

Working groups focussed on each of these areas and developed action plans. Finally a bonus system was developed for managers linked to the positive progress of the climate, making them fully responsible for the climate they created.

Within a complex pensions environment, a major IT project team needed to develop a new platform for their products. The team faced significant challenges including

- o A massive increase in scope (moving the IT platform from one company to a group-wide application)
- o New political influences and changes through being acquired
- o A significant increase in team size

TCS gave the project team a voice; the ability to say what was going right, and what was going wrong. It gave the management team immediate information around what they needed to do to keep the project moving and to cope with the increase in complexity and personnel changes within the team.

Having the information that TCS provided enabled the managers to do something about issues as they arose and to take appropriate action. It allowed the Director to address managerial issues and to make his team accountable. It also enabled benchmarking of improvements in performance over time and the comparisons between teams. This in turn increased managers' accountability to get the climate and performance right. TCS enabled the management team to successfully deliver the project and establish the new IT system as the group's platform.