

# Leadership Team Assessment Report of Senior Leadership Team

XYZ Company

by

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## The 9 Components of Extraordinary Leadership Teams



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## The success of your organisation depends upon the behaviour of its leadership team.

Leadership is a team sport not a solo pursuit. Leadership teams set the culture of the organisation and they are accountable for an organisation's success – or failure.

A dysfunctional leadership team can ruin a business or lead to the break-up of a department. An extraordinary leadership can help an organisation, and its people, to soar.

Every leadership team can be placed on the Spectrum of Leadership Teams and every leadership team can move ever closer to the 'extraordinary' end of the spectrum.



### How you scored the team

Overall, you gave the team an average score across the 9 categories of 3.89 out of 10.

This score places the team in the '**Fragile**' section of the spectrum of leadership teams.



You also said that the team is **unlikely to deliver** its expected results.

## Your Detailed Assessment of The Team

### 1. Respect

Respect is the base foundation of every leadership team.

Without genuine respect for one another, no team can possibly succeed. Not merely respect for one another's title and position but respect for the individual beneath the title. Respect for their values, their expertise, their challenges, their viewpoints.

How you scored the team out of 10:



Respect

*Little genuine respect for fellow team members.*

#### Why you gave this score:

The way some team members interact with one another is nowhere near as respectful as it should be. Sometimes this is because the team member does not understand the business. Sometimes it is an insecurity among the team member who is displaying a lack of respect towards their colleague/s.

#### Development Suggestions:

Congratulations. The first step to resolving any issue is to acknowledge its existence.

Who is not being respected? By whom, when and why? How does the lack of respect among team members manifest itself? General behaviours? Behaviours of specific team members? Behaviours of the leader?

When do you feel most respected by team members? When do you feel least respected? Why?

Respect must be earned. You are personally accountable for earning respect from the rest of the team. What can you do to enhance the respect you receive from your fellow team members?

What could others do for you to enhance your respect for them?

Respect is the foundation of every leadership team.

The only way to improve this is to confront the issue head-on. An independent third party professional can be of enormous benefit here.

## 2. Shared Objectives

The second foundation of any successful team is a clear strategy with clear outcomes that are shared by every single member of team member.

Without such shared objectives, the team cannot possibly work together to deliver the outcomes the organisation requires.

**How you scored the team out of 10:**



Shared Objectives

*Team objectives form a part of each member's incentives.*

### Why you gave this score:

While all of our bonuses are subject to a profit hurdle and multiplier, we all have different objectives and are bonused differently. While we have team goals, our incentives are based on our individual objectives.

### Development Suggestions:

Congratulations. Without shared objectives, no team can possibly work together to deliver the outcomes the organisation requires. They will be pulling in different directions with different agendas.

The team has identified shared objectives and they form a significant part of each member's personal incentive package. It can therefore be inferred that the team's strategy, outcomes and success metrics are clear to all, that each team member is clear about the role they play in delivery of the shared objectives and that every team member values the contribution of their colleagues.

Is this all true?

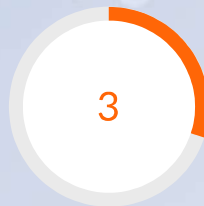
Some extraordinary leadership teams dispense with individual objectives altogether. Each member shares is measured solely on one set of shared objectives.

### 3. Trust

Respect enables Trust.

The members of an extraordinary team trust that their colleagues are coming from a good place, have their back and want them to succeed - because the success of the entire team depends upon it.

How you scored the team out of 10:



Trust

*Perhaps not all team members' motives can always be trusted.*

#### Why you gave this score:

Some team members do not trust others. Not all team members are universally trusted to deliver or collaborate or help a colleague to deliver. This manifests itself in the way people interact - continual questioning regarding when something is going to be delivered or micro-managing.

#### Development Suggestions:

Without trust, a leadership team is doomed.

Trust is a critical pillar of any and every leadership team. Trust that your fellow members have your back and want you to succeed. That they will deliver what they say, when they say and to the expected quality. That they will help you when you need it. Trust that each and every one of your colleagues has the best intentions of the team in mind and are 'coming from a good place'.

How does the lack of trust you perceive manifest itself? General behaviours? Behaviours of specific team members? Behaviours of the leader?

Is there someone specific you don't trust as much as you would like to? Is there someone specific who does not trust you as much as you would like them to?

When do you feel most trusted by team members? When do you feel least trusted? Why?

Like respect, trust must be earned. You are personally accountable for earning the trust of your colleagues. What can you do to earn this?

What would others need to do for you to earn your trust?



## 4. Commitment

Genuine commitment to the team and what it is seeking to achieve.

In the case of Senior Leadership Teams, an acknowledgment that this team is your 'first team'. Cabinet Responsibility. Plus commitment to helping one another.

### How you scored the team out of 10:



Commitment

*Reluctant to commit to this team fully until it improves.*

#### Why you gave this score:

Most team members would say they are committed to the team and that both their departmental team and the top team are important, but in reality I fear their departmental team actually comes first.

#### Development Suggestions:

The members of extraordinary leadership teams are fully committed – to doing whatever is required to help each one of their colleagues, and the team, to succeed.

It appears the members of this team are not fully committed to the team as of today. Why?

Is it because the shared objectives are unclear?

Is it because team members can be successful even if the team isn't?

Or is there another reason entirely?

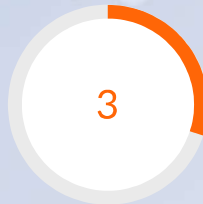
What would it take for you and your colleagues to be fully committed to the success of one another and the team?

## 5. Constructive Disagreement

The ability to have ego-free, robust debates that can get heated - but not personal.

Team members are not afraid to disagree - eager to seek out a diverse range of views to arrive at the best result. No-one is afraid to be proven wrong, as this helps the team arrive at the right decision.

How you scored the team out of 10:



Constructive  
Disagreement

*Different opinions can be perceived as criticism at times.*

### Why you gave this score:

Differing opinions can be perceived as criticism, even when they are not intended as such. Too many times team members tread on eggshells when discussing a topic. Too much blame is either attached or assumed to be attached to comments. Prickly.

### Development Suggestions:

The ability to conduct ego-free, robust debates and discussions is a key pillar of an extraordinary leadership team.

It appears that this team finds it difficult to do that. Arguments can have a tendency to become personal rather than discussing the issue at hand. Team members can be quick to find blame and do not like to be proven wrong.

Why is this?

Write down some examples of recent discussions that did not go well. Who was being prickly - and why?

To correct this situation, the team first needs to admit it is happening and then, without blame or shame, pause debates when people are being too defensive or 'playing the player and not the ball'.

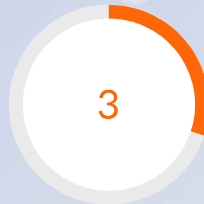
Developing a team code of conduct would be a great first step.

## 6. Active Listening

The ability to listen to understand, not merely to reply.

Members of extraordinary teams listen closely to one another and play back what they have heard in a quest to build a deeper appreciation of the other person's perspective and challenges.

How you scored the team out of 10:



Active Listening

*Members mainly listen to reply.*

### Why you gave this score:

We aren't very good at this. The less experienced members tend to stay silent and the more experienced members don't draw them out of their shell. The more experienced members can tend to talk over one another a bit too much.

### Development Suggestions:

Active listening is the fourth and final pillar: the ability to listen to understand, not merely to reply. Highly-effective team members listen closely to one another and play back what they have heard in a quest to build a deeper appreciation of their colleagues' unique perspectives and challenges. Enhanced understanding leads to better, shared solutions to critical issues.

It appears that the members of the team mainly listen to reply – either staying quiet while others are speaking, before leaping in with their pre-formed opinion, or talking over one another.

Active listening involves asking questions to try to understand precisely what the speaker means, why they are saying it and what they are seeking to achieve.

Members need to pause after a colleague has spoken and ask them questions, with respect, in a quest to understand. And when your colleagues do this to you, embrace it the spirit in which it is intended.

I suggest nominate someone to monitor the team in real time on this.



## 7. Psychological Safety

The four pillars, when combined, create an environment of 'Psychological Safety', of *Zero Fear 100% Respect*. An atmosphere where every team member is able to raise concerns, ask questions and voice opinions without ridicule or punishment.

How you scored the team out of 10:



Psychological  
Safety

*Concerns able to be aired. Still a little nervous to ask the 'dumb question', but we implement learnings without shame.*

### Why you gave this score:

Dumb questions are still treated as reasons for scorn rather than learning. The less experienced members of the team tend not to speak their minds until they see the way the wind is blowing. The more confident members talk over one another. At least we ask why mistakes happen, but there is an under-current of blame attached the vast majority of times.

### Development Suggestions:

Congratulations. Your team seems to be on its way to creating a culture where there is no such thing as a 'dumb' question.

An environment in which members feel sufficiently comfortable and confident enough to air their concerns, point out errors, suggest new ideas and say precisely what they think (in a respectful way) in the full knowledge that they too are respected. An atmosphere where you can all ask questions and voice opinions without ridicule or punishment. And you treat mistakes as learning opportunities, rather than simply opportunities to apportion blame.

Does this ring true to you? If not, why not?

To take this to the next level, we suggest:

- Digging deeper into one another's strengths and weaknesses to understand how they offset one another across the team.
- Questioning whether you encourage true diversity of thought, new ideas and challenge.
- Fostering a culture of continuous improvement. Complacency can be a killer.

## 8. Accountability

Each member must be personally accountable for playing their individual role to the best of their abilities, for delivery of the collective strategy, for the behaviour of the team as a whole and the behaviour of every single one of their fellow team members. The last one can be the toughest challenge of them all.

How you scored the team out of 10:



Accountability

*Clear personal accountabilities and responsibilities.*

### Why you gave this score:

This is a real weakness. I don't even think our personal accountabilities are truly clear let alone the interdependencies between us. None of us have ever thought that we could be accountable for how others behave.

### Development Suggestions:

Successful leadership teams are accountable – as a team and individually. They own it.

Each member is personally accountable for playing their individual role to the best of their abilities, for delivery of the collective strategy, for the behaviour of the team as a whole and the behaviour of every single one of their fellow team members. The last one can be the toughest challenge of them all.

It appears that this team may have a problem with accountability. Personal accountabilities and responsibilities may or may not be clear and there may be few or no consequences for poor team results, perhaps even for poor individual results.

Does some of this ring true for your team?

If so, how does this manifest itself and what do you think are the causes of it, do you think? Is the strategy clear? Are the success metrics clear? Are there significant consequences for the team not delivering? Are there any consequences for not adopting the desired behaviours?

Once you have ascertained the above, we suggest working together to clarify individual and collective accountabilities – and what the team decides to do when a team member does not live up to this critical component.

## 9. Delivery of Results

Delivery of Results is the culmination of every single one of the other attributes in the diagram.

After all, this is the primary reason why the team exists. A leadership team that does not deliver - is doomed. And when it comes to results, there is no individual triumph without a collective triumph. Either the team wins or no-one does.

How you scored the team out of 10:



Delivery

*Both team and individual performance are important.*

### Why you gave this score:

We know the team needs to deliver. But we think that will happen if we each deliver our own little piece. Not enough genuine collaboration.

You also said that the team is **unlikely to deliver** its expected results.

### Improvement Suggestions:

The primary purpose of a leadership team is to deliver the organisation's strategy; to deliver the desired results. There is no individual triumph without a collective triumph. Either the team wins or no-one does.

However, it appears that this team may not be delivering the results that are needed. And within this team, individual performance may trump collective performance. A team member can 'succeed' even if the team does not.

Does this ring true? If so, how does this manifest itself and what do you think are the causes of it, do you think?

Sometimes teams can end up a little like rabbits caught in the headlights – with so many calls on their limited attention, very little ends up being achieved.

A suggestion. Divide what needs to be done into three categories:

1. Five Star Fundamentals (doing the basics well)
2. Medium term
3. Longer term

Ensure each one has clear and costed success metrics, direct initiatives and enablers. Start on #1 immediately. Stagger the start of #2 and begin #3 even later.

## Action

**What I believe the team needs to do to improve its effectiveness:**

**What I am going to do to improve the team's effectiveness:**

**What I am going to do to be a more effective team member:**

The background is a light blue gradient with diagonal lines. It features several large, overlapping circles in shades of blue and white. Scattered throughout are numerous small white dots, some of which are grouped into small clusters.

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