



STARTM

Enhancing Team Performance

Team Leader Report



Strategic Team Assessment Research

TEAM LEADER REPORT

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September 1, 2010

Leadership Work Style

Executive Summary

When placed in a lead role, you actively take charge of people and processes and are not easily intimidated. You make things happen and will be known for the ability to rapidly get efforts unstuck. From time to time, you may move very quickly to a direct and assertive stance when more could be accomplished through influence and positive motivation.

There are indications you may not be completely comfortable in a role which has an extensive requirement to entertain and socialize with others. While you may be able to do this, you likely find it draining rather than exciting. You do not like to get overly friendly until you are sure of where you stand. While you will develop solid relationships with co-workers, this generally happens over time.

You are an “ideas to action” type who possesses strong organizational skills. You have the ability to make connections between unrelated pieces of information, readily generate options in problem situations, and can take your big picture ideas and turn them into solid implementation plans. Because you will sometimes think in isolation (without gathering other opinions before deciding to move to action), your vision may not always be the best conceived in terms of overall feasibility.

You are generally open minded and objective about yourself, are able and willing to make the most of your abilities, and introspectively engage in self-evaluation. You will accept and learn from constructive criticism. That said, you appear to be something of a worrier. While some worry and tension can be a positive, both by serving to fuel your drive and by making you rather conscientious, too much can prove counterproductive and detract from your overall efforts.

You like some autonomy when it comes to carrying out your prescribed roles and duties and can hold strong opinions. Those either working with or under you need to be strong in their own right or content to become followers. Moreover, there may be times when a superior needs to “rein you in”. That being said, you also are objective, highly committed, and will hold yourself accountable.

Problem Solving Style

The following describes your preferred problem solving style.

- ★ Your problem solving approach begins with generating ideas or options for resolving the issue. A high priority will be placed upon innovation and the flow of ideas or options may continue well into and through the problem solving cycle.
- ★ Once an idea is quickly decided upon, there is a very strong sense of urgency in formulating a plan of action and getting it underway – sometimes this urgency may lead to moving to action before an idea (and its long term impact) is fully vetted. Getting to an acceptable result quickly is important to you and this can lead to false starts from time to time.
- ★ When solving problems, you look to data to confirm your ideas. You value data (though you do not obsess over the need for them), will gather and analyze them (when available), and will use

additional data (as they come to light) to help make better decisions. If you do not have data at hand, you will use your gut instincts and past experience as your guides.

- ★ Little consideration will be given to the interpersonal aspects of solving a problem. The above requirements for getting a problem solved will predominate.

High Performance Team Competencies

In order for a team to function appropriately, the team members must be willing to put aside their own self-interests for the good of the project. In this respect, they should communicate and accept needed information, be willing to share personal and project knowledge, trust their teammates, and be willing to rely on others to complete their assigned tasks and duties.

The following six competencies form the basis of high quality team interactions. Your assessment results suggest how you likely perform with respect to these characteristics and provide information concerning how best to maximize your performance in these areas. As you read this information, please keep in mind three things.

- ★ First, everyone has strengths and weaknesses which will have positive and negative performance implications on all competencies.
- ★ Second, it is best to focus on the overall themes of the results rather than any single detail.
- ★ Third, low scores or development needs do not spell doom. The assessment is just one piece of information that can help you to become a better team leader.

Frequency of Communication – You will readily share your thoughts, but prefer doing so either one-to-one or in small team settings rather than out in front of a larger group. Regardless, when sharing, you have no reservations about expressing your views, will discuss your views in a very strong and authoritative manner, and are not easily “pushed around.” You like to get your way and sometimes this can cause interpersonal friction with others.

Knowledge Exchange - You are triply innovative, structured, and action-oriented. You think in possibilities and potentialities. You plan and execute from a future focus. From there, you can readily serve as a change agent and firmly push an agenda as needed. However, persuasively "selling" ideas (launching efforts in a celebratory manner) does not appear to be your forte – instead you prefer to tell others what you plan to do. Knowledge exchange tends to be one way and others will want (and may need) to periodically step in to better ground your ideas in terms of the practical considerations.

Reliance – Your results suggest you are very dependable and committed. Your energy, coupled with your no nonsense approach, make for one who typically delivers as promised. Moreover, you realize that the best results rarely, if ever, occur in isolation and are assertive (and objective) enough to actively reach out and leverage the talents of others toward goal completion. They also know that they can rely on you in kind to get involved and pitch in where needed.

Professional Trust – While others may, at times, find your directness a little off-putting, they also know that they can count on you across a wide spectrum of situations and challenges. You take on much and can readily get collective efforts back on track. They likely often look to you to provide much needed leadership either formally or informally. Your directive and assertive demeanor may inhibit more timid team members from requesting your help.

Collaboration – You value exploring the full range of ideas and possibilities. In this respect, you can be seen as highly collaborative. However, in “round table” type scenarios you tend to want to be in charge (take over), even when the original spirit of the discussion may have been more collegial. Additionally, while you will share essential information, you tend to stick so closely to structure and processes that others may not always feel as if there is room to change direction or otherwise work outside the norm. It is important to make sure others have a forum to share their ideas and that the full range of options is carefully considered upfront as opposed to simply operating from a template.

Cohesion – Teamwork is about putting aside your own self-interests for the good of the team or project and it is important to be willing to lean on other team members and to have them feel as if they can lean on you. While you value the personal side of feeling close and proximal to other team members, your actions do not always lead to true team cohesion. Again, there may be times when you see things hierarchal (and want to be deemed the leader) when the situation simply calls for an integrated team effort with you as an important member and key contributor.

Leadership Development Suggestions

The first part of this report was designed to help you understand how you likely perform in a team and/or project-based situation. As a leader in your organization, it may be useful to use your data to examine your strengths and opportunities for development as they relate to a rise through the management and executive ranks.

Different competencies are required as you lead an organization. Some things that are important at a management level (e.g., hiring and staffing) become less significant at an executive level. More importantly, some things that might have had relatively less import in management become critical as you take on a more complex executive role (e.g., the ability to deal with ambiguity). Recent research suggests the movement through the management/executive ranks require expertise in the following areas. Here and are some suggestions for your personal development.

Thinks Strategically

A leader provides the forward looking impetus to any organization. He looks beyond what is to what could be. He formulates a vision, communicates that vision to others, and motivates them to want to come along.

You tend to focus on the big picture. You bring intelligence, creativity, and a keen logic to the table. These skills help you build a rational and objective future vision. While you excel at thinking strategically, your social style (i.e., dominant, forceful, somewhat opinionated) may hide your true enthusiasm and

interpersonal involvement in these ideas -- factors that will cause others to want to follow your lead. You should not under-estimate the importance of social motivation associated with your position.

Solves Difficult Problems

In an executive role, the leader recognizes that "the buck stops here." Consequently, he must be prepared to call upon a variety of resources to arrive at the best possible solution when difficult problems emerge. This likely means practicing a problem solving style that allows for input from others, calls upon reason and logic, and considers new and different alternatives.

You appear to place your focus on innovation and action -- thinking up new ways to solve a problem and devising plans to quickly move forward. While you are capable of analyzing considerable information and arriving at reasoned conclusions, you do not always lean on past data or tradition and others may find it hard to follow your complex thoughts. Others will be more willing to follow your lead if you can make a connection between current undertakings and the past -- many people cling to the past and "how we do things here." It is important to acknowledge this while clearly moving forward. Again, serving as a change agent appears to be your forte. However, maintaining excellence by enhancing morale and forging relationships appears to be an area for ongoing fine-tuning on your part.

Deals with Ambiguity

An executive must be able to make sense out of limited information, anticipate what might be, make decisions without a clear picture, and "shift gears" quickly. Your scores suggest you have some of the characteristics that would help you to do this.

You are an independent and self-directed individual. While you appear to be someone who can make decisions with limited information, you also want some level of structure and control. You prefer to bring some order and structure to your everyday tasks and duties. While this is commendable, you will need to be aware that you may not have the predictability and clarity you might like in an executive role.

Takes a Broad Perspective

A leader must be able to broaden his focus. He will almost always be dealing with the "big picture." If he gets "lost in the trees," his effectiveness will suffer.

You have the capacity to take a very broad perspective, while also focusing some time and energy on detail, though you appear to be willing and able to delegate such tasks. You display an openness that suggests you will explore alternative ideas, actions, and values. You appear to be someone who enjoys thinking about new and different ways of doing things. It is likely you can demonstrate the kind of perspective that will be required at an executive level.

TEAM LEADER ACTION PLAN

Area of Development Focus (Select ONE)

- Communication
 Reliance on Others
 Professional Trust
 Positive Energy
 Knowledge Exchange

Describe the CURRENT Situation	Describe the DESIRED Situation

ACTION PLAN:			
SPECIFIC ACTION	DESIRED OUTCOME	<i>RESOURCES NEEDED</i>	TARGET DATE