



The Profitability Formula, LLC



SELF ASSESSMENT-MANAGER: DO I HAVE A HIGH PERFORMING TEAM IN PLACE

Charles H. Bishop, Jr., PhD

Research background of the link between Leadership/teamwork and Profitability:...Surprisingly, there is no direct demonstrated link between the two; however, there are 'mediating variables' (meaning steps 'in between') that can lead us to conclude we are on the right path and there can be a relationship.

The path to Profitability ...is the following:...there are-

Three 'mediating variables'—Process Measures: ...*tough to measure but easily fixable*

- Leadership/teamwork
- The Workforce Experience leading to Engagement, and
- The Customer Experience leading to Retention; and

One Outcome Measure: ...*easy to measure, tough to fix if just by itself.*

- Profitability!

Fred Smith, the founder and acclaimed CEO of FedEx, as the company was formed, expressed this link in a mantra that played a role in helping those in the organization fully understand that importance and how practices produce profits to sustain the organization and 'keep the dream alive'

The Assessment: The purpose is to assist you in assessing whether you have in place a high performing team. To that end you will be provided with two scales that collectively help you assess (**The What**—results expected) and **The How** (the feelings and motivation of your team). Following this a summary chart will help you plot your scores and them,. At the end you will be able to relate the scores to a picture of a 'High Performing Team'.

* The model presented here is an expanded sub-report of the 360 degree instrument we use in coaching—**The Leadership Versatility Index**. The original research was by Rob Kaiser and compares feedback from the 'full circle'—superior, peers, subordinates and self-perception. And, is marketed by Kaiser Leadership Solutions.



The Profitability Formula, LLC



INSTRUCTIONS...YOU WILL BE RATING **PRODUCTIVITY** AND **VITALITY** OF YOUR IMMEDIATE TEAM

As you rate **Productivity**, you have hard numbers as to what is produced and how good (quality) and how much (quantity); with

Vitality it is a little harder to rate in that you are speculating as to how ‘they see things’; however, there is a great deal of data out there as to how their peers like/dislike to work with their team; whether there is undue turnover or whether individuals want to work in that unit—hard to recruit into that unit...or not.

If you *do not know...ask around*—get some feedback

- Ask your peers—ask HR—ask your boss...show them the scales...ask them how they think the team would rate the individual factors;

The Profitability Formula, LLC

Rating the **productivity** and **vitality** of your direct team

Part A-1: Rate the Productivity of the team you are directly responsible for:

Quantity of output

Output in economics is the "**quantity** of goods or services (amount) produced in a given time period, by a firm, industry, entity," whether consumed or used for further production... It is a **part of** the value-added services.

below expectations exceeds expectations

1	2	3	4	5

Quality of output

How good is the final output/product: employees who understand why they are performing certain functions, and how those functions contribute to the company's objectives, and have the skills to perform are more proficient and productive on the job.

unacceptably low extraordinarily high

1	2	3	4	5

Overall Results per Unit time.....

Productivity is an average measure of the efficiency of production--quality + quantity...over time;

doesn't get much done gets a great deal done

1	2	3	4	5

The Profitability Formula, LLC

Self Rating the **productivity** and **vitality** of your team (Cont.)

Part A-2: Rating the Vitality (how the team you are directly responsible for...how they 'feel'):

Morale on the team is.....

...the emotional or mental condition with respect to cheerfulness, confidence, 'spirit', zeal, etc., especially in the face of opposition, hardship, etc.

Engagement with the work, the team is.....

... the relationship between this organization and its **employees**. An "engaged **employee**" is defined as one who is fully absorbed by and enthusiastic about their work, 'committed' and so takes positive action to further the organization's reputation and interests... **'acts like an owner'**.

Team cohesiveness, the team exhibits.....

... -the degree to which **individual members** want to contribute to the group's ability to continue as a functioning work unit; they will work well toward a common goal...peers would hopefully describe the team as exceptional in how they work together.

low exceptionally high

1	2	3	4	5

Low committed Highly committed

1	2	3	4	5

Does not work well together Works very well together

1	2	3	4	5

The Profitability Formula, LLC

PART B: PLOTTING YOUR RATINGS OF (YOUR DIRECT REPORTS) THE TEAMS PRODUCTIVITY AND VITALITY)

...

Average the scores; then, on the Matrix,, connect the intersect to give you a composite..

Organization Vitality

...average – enter on scale

- Morale
- Engagement
- Team Cohesiveness

High=5

3-Norm

Low=1

1=Low

3-Norm

High=5

Productivityaverage – enter on scale

- Quality of Output
- Quantity of Output
- Overall Results/Time

The Profitability Formula, LLC

Leadership ...leaders build Outstanding Teams And Teamwork... *Have An 'Edge'*
 ...Create **organization vitality and productivity** 50th Percentile

Organization Vitality ...comes from

- **Morale** (Confidence-Team Spirit-Enthusiasm-'can-do')
- **Engagement** (Connectedness-Commitment...'a sense of ownership')
- **Cohesiveness** (The force within the body, the 'glue', uniting parts to coordinate for a larger outcome.)

**LEADERSHIP-
 ...AFFECTS
 VITALITY**



Low

Inordinate Satisfaction of People (How) is overdone ...with results <u>(the What)</u> taking a backseat. ...OK for a while, but results will not be forthcoming and then...!!!	'High Performing' Organization Innovation, Growth, Stakeholder loyalty Retention, Energy++ Sustainability over time
Marginally Performing Team ... <u>noise in the system</u> , <u>EE turnover</u> , <u>Customer turnover</u> Poor Performing Team	Inordinate focus on Results (What) overdone with (How)-- <u>people</u> ' taking a backseat...leadership is lacking ... ultimately a train wreck...waiting to happen!)

50th Percentile

Low

Norm

High

LEADERSHIP ...AFFECTS PRODUCTIVITY

Productivity comes from...

- Quality of Output (How Good)
- Quantity of Output (How much)
- Overall Results/Time (Quality and Quantity 'working together' – deliverables...to meet customer expectations)



The Profitability Formula, LLC



THANK YOU...WE HOPE YOU FOUND THIS ASSESSMENT HELPFUL!

If you would like to discuss your results or if you would like to explore how we might be able to assist you, or our team-

Please contact us;

Thank you,,

Charlie Bishop,...the Profitability Formula

Charlie@theprofitabilityformula.com

312-267-2924—office

847-404-7015--cell