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SELF ASSESSMENT-MANAGER: *DO I HAVE A HIGH PERFORMING TEAM ?**

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

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

People-Service-Profitability...in other words,

- As leaders...take care of your People...they will take care of your Customers and , THEN we will be Profitable!

Key beliefs about leadership and teamwork playing the central role in producing a high-performing team

- Leadership should be defined and assessed by the teams that they form and have in place—this is solid research and the conclusion reached by **Dr. Robert Hogan**...the world's foremost researcher in Leadership and Personality;
- As a leader you must 'work both sides of the street'—focusing on people (the How) and the results (the What) to create 'teamwork'
 - If one area is over-emphasized a leader might be successful for a while, but will ultimately fail
 - Too much results focus on What and not enough focus on How you get there--- the 'people' part, or
 - Too much 'people' part –How, and losing site of the results—the What

The Assessment: The purpose of this assessment is to assist you in assessing whether you have a high performing team in place. To that end you will be provided with scales to assess the What (results expected) and then the How (the feelings of your team). Following this a summary chart will be provided to assist you to plot your scores and then, finally...a way to relate your 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 conducted by Rob Kaiser, et.al. This instrument compares feedback from the 'full circle'-superiors, peers, subordinates and self-perception and is marketed by **Kaiser Leadership Solutions**.



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1st: Self Rating the **productivity** and **vitality** of the team...*that I have*

Rate the productivity of the team that I am 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...as **a part of** the value-added services.

below expectations exceeds expectations

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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

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1 **2** **3** **4** **5**

Overall productivity/Results.....

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

doesn't get much done gets a great deal done

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1 **2** **3** **4** **5**

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2nd: Self Rating the **productivity** and **vitality** of the team...I have (Cont.)

Please rate the **vitality** (*how the team 'feels'*) ...the team that you are directly responsible for:

Morale on the team is.....

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

low exceptionally high

1	2	3	4	5

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'*.

Low committed Highly committed

1	2	3	4	5

Team cohesiveness, the team exhibits.....

...**Team cohesion** -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...your peers would *hopefully* describe the team as exceptional in how they work together.

Does not work well together Works very well together

1	2	3	4	5

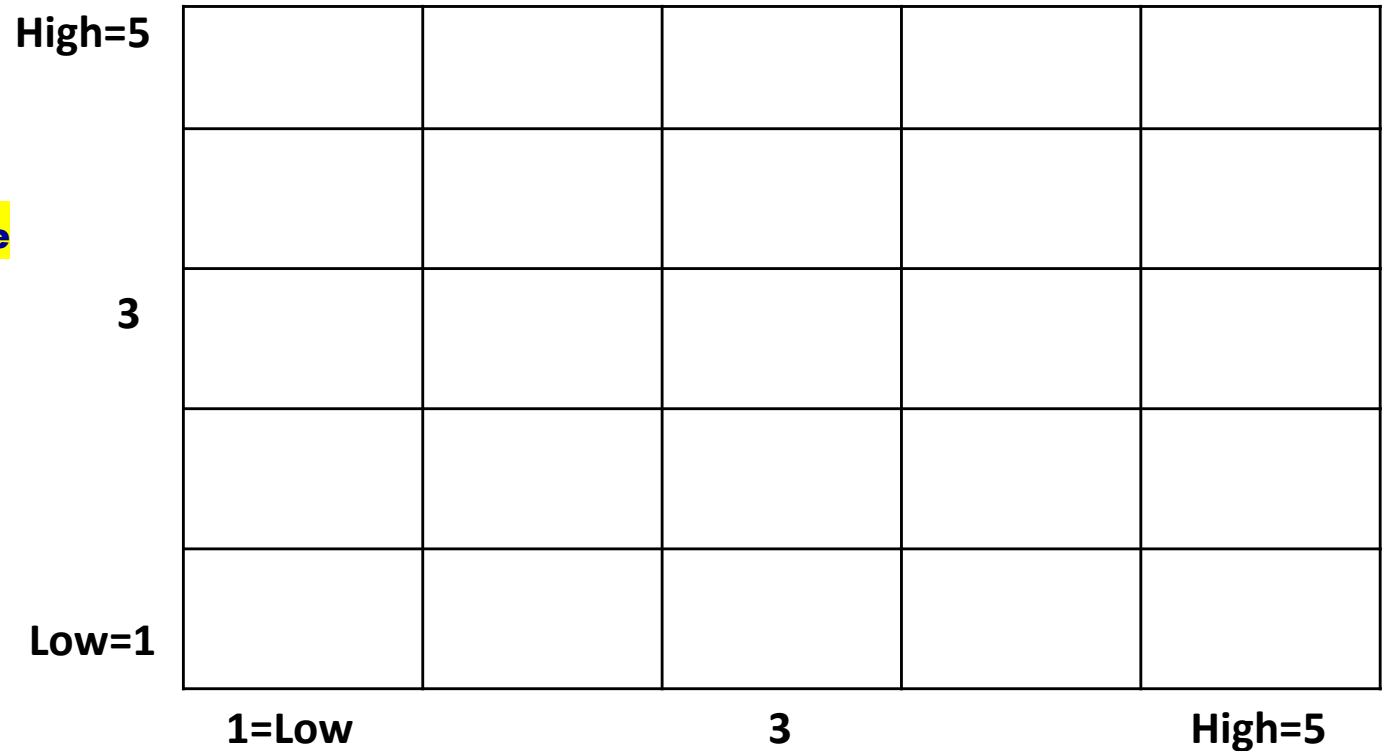
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3rd: Plotting my ratings:

...**organization vitality and productivity**

Organization Vitality
...*average* – enter on scale

- Morale
- Engagement
- Cohesiveness



Productivityaverage – enter on scale

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

After plotting the Average score for the two areas of Vitality and Productivity...connect the dots!

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Understanding Your Ratings:

...Creating **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**



High

Norm

Low

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

50th
Percentile

Low

Norm

High

LEADERSHIP -...AFFECTS PRODUCTIVITY

Organizational 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)



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TO HELP YOU IMPROVE YOUR TEAMWORK

If you would like to discuss your results, or desire to improve your team, please contact;

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