The Lisk Associates Team-Building Challenge

I have formally spent over 12 years building my team toolkit and 30 years informally building it. I have leaders tell me all the time, "Ryan, building a team is hard." Here's the thing…almost all of the leaders I work with have the capacity and capability to build the team, but it takes skills most leaders don't have in their team-building toolkit because they just haven't intentionally been trained or coached on it.
Team-building takes an intentional effort, it's not automatic. I've worked with great teams and I have worked with teams I would describe as a team in name only (they didn't act like a team). However, when you master teamwork, it is arguably the #1 competitive advantage in organizations.

This challenge is designed for you to determine how strong your team is in nine different areas. If you realize you have "work to do" in a particular area, I am happy to help you "put the work in" and fill your toolkit.

Following are 9 categories and you will score your team from 1-10 in each category. For the first 8 categories, the scale is 1=a low score and 10=a high score. For category #9 called "INTERFERENCE", the inverse is true where a lower number is a more positive score.

For each of the first eight categories, an average score of:

9.0+ = MASTERED. The team is excellent in this team-building area.

8.0-8.9 = SOLID. The team is solid in this area, but may benefit from occasional reminders.

7.9-7.0 = JUST OK.   The team is just OK in this category.

6.9 and less = WORK TO DO. The team has work to do in this area.

Is your team ready for the challenge? Let's get started.

Category #1:   WORK TRUST

My definition of work trust is: "When I ask a person on my team to complete a work task, I trust it's going to be done correctly and on time." I realize this category could be person-specific, but think about your team as a whole.

- On a scale of 1-10, what is your current level of work trust with your overall team?

    My score_____

Category #2:   PERSONAL TRUST

My definition of personal trust is: "I trust my teammates as people; they are honest and ethical. In addition, my team knows me as a person and care about my personal well-being."

- On a scale of 1-10, what is your current level of personal trust with your team?

    My score_____

Category #3:   ANALYTICS

Analytics is a way of adding data to your team-building and development. Analytics generates more objective data from tools such as personality assessments, 360's, customer satisfaction surveys, best places to work, and any other area where real data is generated. Hint: Having your team complete this challenge is a simple way of generating analytics.

- On a scale of 1-10, how would you rank your team's use of analytics to strengthen the team?

    My score_____

Category #4:   PROFESSIONAL WORK CONFLICT
Professional work conflict is the team's ability to openly debate about issues or as we may say, it's the team's ability to be hard on the issues and soft on the people. Debate is encouraged while relationships are maintained. Problems and opportunities are openly discussed without fear of repercussions.

- On a scale of 1-10, how would you rank your team's ability to have professional conflict?

  My score_____

Category #5:   TALENT
Talent is the level at which people are able to perform their roles.   Some questions to consider on talent are: Does the team "get it"? Does the team pick up on vision and things quickly? Does the team have the professional skills to do their jobs? Do we have the right people in the right roles?

- On a scale of 1-10, how talented is your team?

  My score_____

Category #6:   ROLE-CLARITY
For this category, the focus is on the job. Role Clarity measures how clearly each job on the team knows what it's accountable for, where each job should be spending its time, and what results each job is supposed to generate.

- On a scale of 1-10, how much role clarity is on your team?

  My score_____

Team Category #7: COMMITMENT
We don't all have to agree, but we all have to commit. This is also known as "Buy-In".
Once a decision is made or a goal is set, our team is able to buy-in and commit to the
decision or the goal.

- On a scale of 1-10, what is your team's level of commitment?

    My score_____

Category #8:   RESULTS
As much as you may like your team, ultimately the team has to deliver results. I worked
with a college basketball coach who built a team he called, "The best team I have ever
had off the court." The problem was, the team only won 8 games and he got fired at the
end of that season.

- On a scale of 1-10, how would you rank your team's ability to deliver positive
  results?

    My score_____

Category #9:   INTERFERENCE
Every team has to deal with interference. Interference comes in many different forms
such as roadblocks to any of the first eight team categories, influences from other people
outside our team, high-stress situations and/or deadlines, and individual team members'
personal issues outside of work.

- On a scale of 1-10, how much interference influences your team? (1 = no
  outside interference, 10 = outside interference has a tremendous influence
  on our team).

    My score_____