

EXERCISE: TEAM FUNCTIONALITY ASSESSMENT

Instructions

1. Read the Competency Descriptions below for each of the competencies that are relevant to the Functionality you are assessing.
2. Consider the Team's strength from this perspective and what you believe this may imply for how well this team will demonstrate this aspect of the Functionality you are assessing.
3. Designate a spokesperson and prepare to share your observations and conclusions about the Team's likely performance on your Functionality

Key Definitions

Propensity — Natural preference to reason, relate, and act in a particular way or to be drawn to and succeed at particular activities

Functionality — The capacity to perform an activity or fulfill an intended purpose

Your Functionality to Assess

The project team is required to bring about a significant change. This functionality requires strength in five specific competencies.

- Embraces Change
- Drives Achievement
- Leads Decisively
- Promotes Compelling Vision
- Thrives in Chaos

How to interpret the Scores

Use this interpretive key to help you assess the team's behavioural strengths

1-19	20-39	40-59	60-79	80-99
Least natural behavior & takes the most effort to demonstrate, so only used if no alternative exists	Less natural behaviors & takes a lot of effort to demonstrate, so unlikely to use unless intentionally needed	Somewhat natural behavior & requires some effort to demonstrate, but used as needed from time to time	Natural behavior & takes little effort to demonstrate, so use often & consistently	Most natural behavior & takes no effort to demonstrate, so use almost all the time.

THE SUCCESSFINDER COMPETENCY MODEL

Competencies that Enhance Solutions

Approach to understanding problems and generating solutions

Reasons Critically — Tackling intellectual ambiguity by using logic, quantitative support, and consequential thinking to identify common sense solutions. This competency embraces sophisticated problem solving that requires a contextual, logical, quantitative approach. Individuals who possess this competency contribute clear processes to complex work involving many participants. They can constantly update and improve processes amid changing situations and unanticipated challenges.

Seeks Innovation — Thinking expansively and demonstrating intense imaginative insight to identify wise but innovative solutions. This competency thoughtfully and intuitively generates, nurtures, and shares novel ideas and unusual insights. Individuals who possess this competency keep others refreshed and open to growth with their unique points of view.

Thinks Conceptually — Having a curiosity to search for root causes, a desire for intellectual complexity and a holistic perspective on problems. This competency seeks to satisfy personal and group curiosity around questions of purpose (why?) and methodology (how?). Individuals who possess this competency help teams find identity by translating concepts into actions and aligning activities with ideas.

Communicates Clarity — Offering persuasive and articulately written recommendations. Believing problem solving requires subtle verbal sophistication. This competency exercises language directed at understanding context. Individuals who possess this competency lead conversations that focus and align around vision, priorities, and values.

Competencies that Enhance Relationships

Preference for relating to and influencing others

Establishes Alliances — Prioritizing camaraderie among co-workers. Establishing bonding social networks that reflect interpersonal intimacy. This competency desires and fosters friendly interconnectedness of both a personal and professional nature. Individuals who possess this competency support reliability on teams by fostering the forthright sharing of information that allows team members to learn about each other's strengths, challenges, and preferences.

Builds Consensus — Preferring to work in teams, to be compromising, democratic, sensitive, and understanding toward others. This competency that seeks cooperation and accommodation of others as a matter of course. Individuals who possess this competency sustain mutual regard on teams by non-judging acceptance and interpersonal tolerance.

Exercises Political Influence — Establishing political liaisons with a keen sense of social diplomacy when negotiating with people who have hidden agendas. This competency with both obvious and subtle agendas and influences in order to negotiate the best deal for all parties. Individuals who possess this competency ensure that resources are in line with the organization's commitment to the team's mandate and allocated to meet priorities and team members' needs adequately.

Demonstrates Community Consciousness — Committing to improving the quality of one's community and environment by volunteering for community duties. This competency focuses on making meaningful contributions to the welfare of people and communities, including the environment. Individuals who possess this competency enhance team dynamics by serving team needs ahead of their own and encouraging others to do the same.

Utilizes Humour — Demonstrating humour and maintaining an informal attitude that prioritizes leisure and the expression of spontaneous pleasure. This competency expresses physical and verbal humour to relax the atmosphere and help others detach from interpersonal and situational stressors. Individuals who possess this competency foster spontaneity by appropriately taking liberties with conventions and constraints.

Inspires Others — Seeking the opportunity to influence others through a socially impactful image. Expressing views persuasively. This competency forcefully captures people's attention and exerts influence over their point of view. Individuals who possess this competency refresh others by naturally recognizing and expressing their celebration of their own and the team's accomplishments and successes.

Competencies that Enhance Motivation

What keeps motivation up and on track to accomplish things

Drives Achievement — Desiring to achieve exceptional results under competitive scenarios for high ambition's sake. This competency passionately identifies and expects stellar personal career success. Individuals who possess this competency lead teams to explicit assumptions that value exemplary accomplishments and prioritize success at all costs.

Focuses on Results — Making personal sacrifices and expending extraordinary dedication and work ethic for one's career. This competency enjoys immersion in work with total effort and achieving the maximum capacity of that effort. Individuals who possess this competency contribute to disciplined execution of work with their unflagging energy and willingness to continue contributing until the work is complete.

Leads Decisively — Demonstrating a strong and forceful leadership style and a readiness to directly influence others. This competency confidently marshals power and decisiveness to exercise influence and control. Individuals who possess the competency support teams by setting ground rules, assigning roles, settling issues, and keeping teams focused on the work at hand.

Promotes Compelling Vision — Having a long-term perspective while identifying the shorter-term steps that will lead to results and to the actualization meaningful, challenging, and worthwhile goals. This competency engages with cultural context, as well as personal team and organizational intent. Individuals who possess this competency help team members orient by translating these factors into meaningful strategies and plans.

Demonstrates Energetic Enthusiasm — Committing to an enthusiastic, fast-paced life and being excited and passionate about one's work. This competency focuses on physical and mental wellbeing which produces personal energy and stamina. Individuals who possess this competency contribute to the team's staying power through enthusiastic perseverance.

Competencies that Enhance Productivity

Approach to prioritizing and completing tasks, manage time and effort

Embraces Change — Being responsive and open-minded in unpredictable times with a willingness to adapt to rapid change. This competency embraces what is coming, and desires to influence others in the midst of change. Individuals who possess this competency help teams anticipate, accept, and prepare for change and will encourage teams to challenge the status quo.

Maintains Accountability — Assuming full accountability for what happens and being first to invite criticism and personal responsibility. This competency assumes responsibility for delivery of personal and shared outcomes contracted with others. Individuals who possess this competency contribute to team's execution of tasks by taking seriously both the loyalties within team relationships and the activities that comprise the team's mandate.

Establishes Order — Managing the orderly flow of work with a commitment to practical systems and advanced planning. This competency organizes and prioritizes task and participants in shared tasks to achieve maximum efficiency. Individuals who possess this competency align teams to prevent waste or duplication and add to the disciplined execution of complex tasks.

Thrives in Chaos — Enthusiastically thriving under seemingly chaotic demands and overlapping priorities. Displaying a preference for multi-tasking. This competency multi-tasks with enthusiasm whenever results demand it. Individuals who possess this competency contribute to team synergy by their relaxed speed and stamina and often their apparently bottomless capacity to continue responding in the face of increasing demands.

Sustains Profitability — Seeking profitability and personal wealth with a keen sense of risk in order to achieve financial success. This competency understands money as the pivotal resource and measure of effectiveness. Individuals who possess this competency provide teams with business leadership by paying attention to revenue and costs in every facet of work and by demonstrating constraint as required when meeting fiscal targets.

Strives for Excellence — Striving for impeccable standards and the best quality possible through devotion to meticulous excellence. This competency pursues attention to thoroughness and detail across all components of tasks. Individuals who possess this competency will support teams in achieving clear integrated goals by their focus on the quality of team dynamics and the work the team is doing.

Competencies that Enhance Personal Success

Approach to self-management and use of inner resources

Overcomes Adversity — Optimistically pursuing difficult challenges and being positively motivated in the face of adversity. This competency perseveres and even intensifies effort in the face of barriers to success or the possibility of failure. Individuals who possess this competency support team synergy by overcoming situational restraints and encouraging others through their own optimism and the passion of their commitment.

Manages Self — Seeking a deeper understanding of one's inner self and maintaining an attitude free of self-blame. This competency anchors a person in a definitive and grounded self-awareness. Individuals who possess this competency support team membership by creating a space that

encourages others to self-assess more accurately and connect to their potential contribution on teams.

Manages Stress — Performing well under stress without unnecessary worry or sensitivity to criticism. This competency sustains high levels of functionality even under extreme stresses. Individuals who possess this competency lead teams to surpassing results through their calm and abject refusal to give in to unnecessary worry or catastrophic thinking.

Initiates Independently — Demonstrating a preference for taking action, pursuing high risks, and initiating projects independent of prior approval or requests. This competency reacts independently within a personal assessment of situational requirements. Individuals who possess this competency contribute to spontaneity and exceptional results by their unhesitating initiative when unexpected challenges or opportunities arise.

Demonstrates Character — Maturely honouring interpersonal commitments while maintaining high-minded convictions and playing by honourable rules. This competency aligns actions with a personal sense of virtue, rules, conventions, and values. Individuals who possess this competency build team member trust in each other's reliability through authenticity and integrity that sets and sustains a standard for the group.

Competencies that Respond to Specific Emerging Organizational Needs

Organizational approach to working with people

Demonstrating Empathic Inclusion — Empathic Inclusion is a capacity to recognize and intimately relate to the emotional pain experienced by individuals who are marginalized or excluded in work settings or more broadly within society. It is a desire to ensure inclusion of all voices, concerns and sensitivities and willingness to lead by example in making a difference. It reflects a deep belief in the value of human life, treating everyone with dignity and respect when responding to the needs of others. Inclusion includes the power of extending a helping hand to make the world a better place for all.

Connecting with Customers — Connecting with Customers means effectively satisfying the needs of those receiving services and includes both satisfying stated needs and helping clients identify other services that may be helpful to them. It is based on the understanding that customer service is grounded in the quality of the client relationships being created. This natural propensity extends beyond the narrower definition of 'customer experience' to include a willingness to return the many advantages and opportunities received from one's community and society.

Identifying & Developing Talent — Identifying and Developing Talent means seeing emotional growth and fulfillment of potential as inherently valuable. Because self-actualization is a primary motivator in their own lives, they seek out individuals with leadership potential and foster their development in order to build organizational capacity for the future. Focusing on building bench strength rather than solely on achieving good results, they delegate meaningful tasks and provide the coaching, mentoring, support and guidance needed by others to learn and succeed.

Your Observations and Conclusions

1. What are your observations and conclusions about how well this team will be able to bring about a significant change?

2. What recommendations would you have for the Project Manager?