

The DATA : Do we have effective teams? What do high-performance teams look like?

This survey utilises data from a self-assessment psychometric test to measure individual strengths. We used strengths analysis data from approximately 400 senior executives across Nine organisations. (CEO's, GMs, Senior Leaders, Managers) (61% male, 39% female)

We provided executives with the Cappfinity Strengths online self-assessment exercise, which covers 60 strengths. The report categorises the strengths into four categories, focusing on performance, energy, and use. This is a comprehensive test with 180 validated questions, researched over ten years and sampled from 30,000 professionals. The four categories:

- Realised strengths
- Learned behaviours
- Weaknesses
- Unrealised strengths

The report also categorises the data into five separate strength families. These families provide a framework to help individuals assess potential blind spots and areas for improvement, while highlighting their strengths profile.

- Being our way of being in the world
- Communicating How we give and receive information.
- Motivating Our Drive Towards Action
- Relating How we relate to others.
- Thinking Our approach to situations

We emphasise the importance of communication as a key factor in high-performing teams. The analysis below aims to evaluate an individual's potential as an effective team member and leader by examining data related to certain traits that fall within the "communication family" of strengths analysis. Within the communication family, there are eight strengths:

■ Listening ■ Counterpoint (seeking wider perspective) ■ Feedback ■ Spotlight	■ Narrator ■ Writer ■ Humour ■ Explainer
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Research shows us that high-performing teams focus on Performance, Capability and Capacity (Katzenbach, Clutterbuck, Champoux), and evidence points us towards specific criteria that define a high-performing team, namely:

■ High level of Trust ■ High level of respect ■ Clear and common purpose ■ Willingness to manage conflict ■ Curiosity and appropriate challenge ■ The right people in the right roles	■ Supportive organisational context ■ Alignment of authority and accountability ■ Positive attitude towards change ■ Focus on using participants strengths ■ Secure, competent leader
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The top highlighted strengths above that sit with the communication family of strengths (Listening, counterpoint (wider perspective), and feedback were chosen as they all involve a more comprehensive systems approach, i.e. interaction with other stakeholders. They are not individually focused traits and are critical to a high-performing team. In our analysis, we added “curiosity”, which we believe dovetails with counterpoint in taking a broader perspective. A combination of the above: listening, feedback, counterpoint and curiosity would lead to deeper (High performing teams):

■ Collaboration & teamwork ■ Creativity ■ Cognitive diversity ■ Inclusiveness	■ Innovation ■ Growth mindset ■ Trust ■ Feedback & accountability
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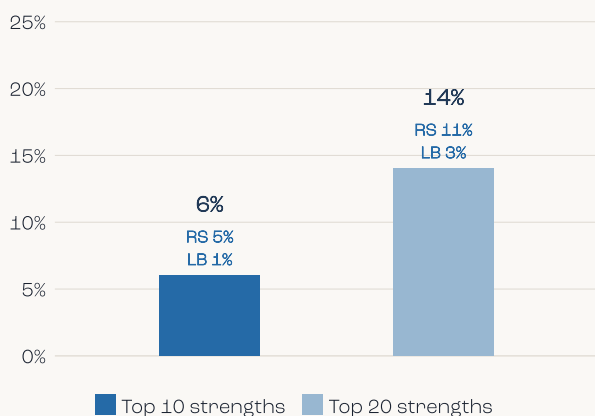
The Data:

We analysed how many individuals had listening, feedback, counterpoint and curiosity in their top 10 and 20 strengths. This predominantly sat within the following categories:

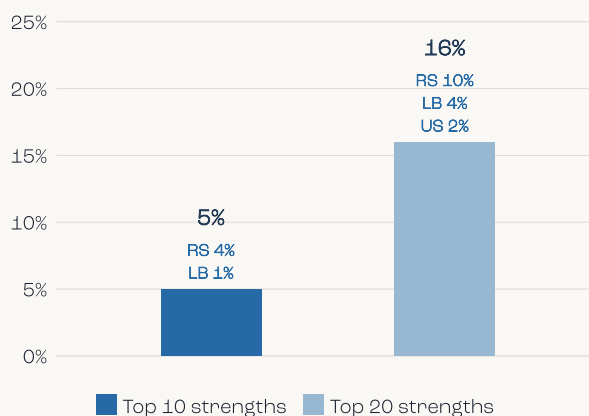
RS	Realised strengths
LB	Learned behaviours
US	Unrealised strengths

A sample of 400 executives across Nine organisations

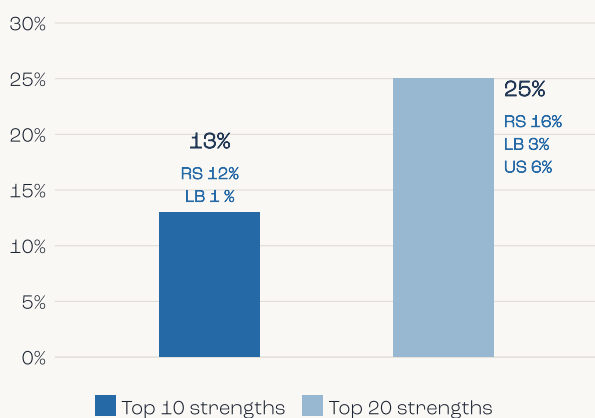
% of Participants with **Listening** in top 10 and 20 listed strengths



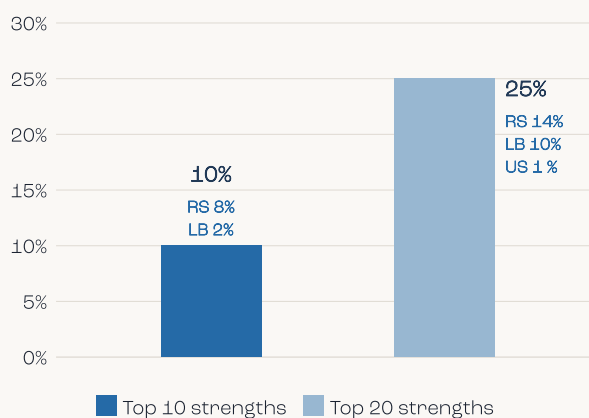
% of Participants with **Feedback** in top 10 and 20 listed strengths



% of Participants with **Counterpoint** in 10 and 20 listed strengths

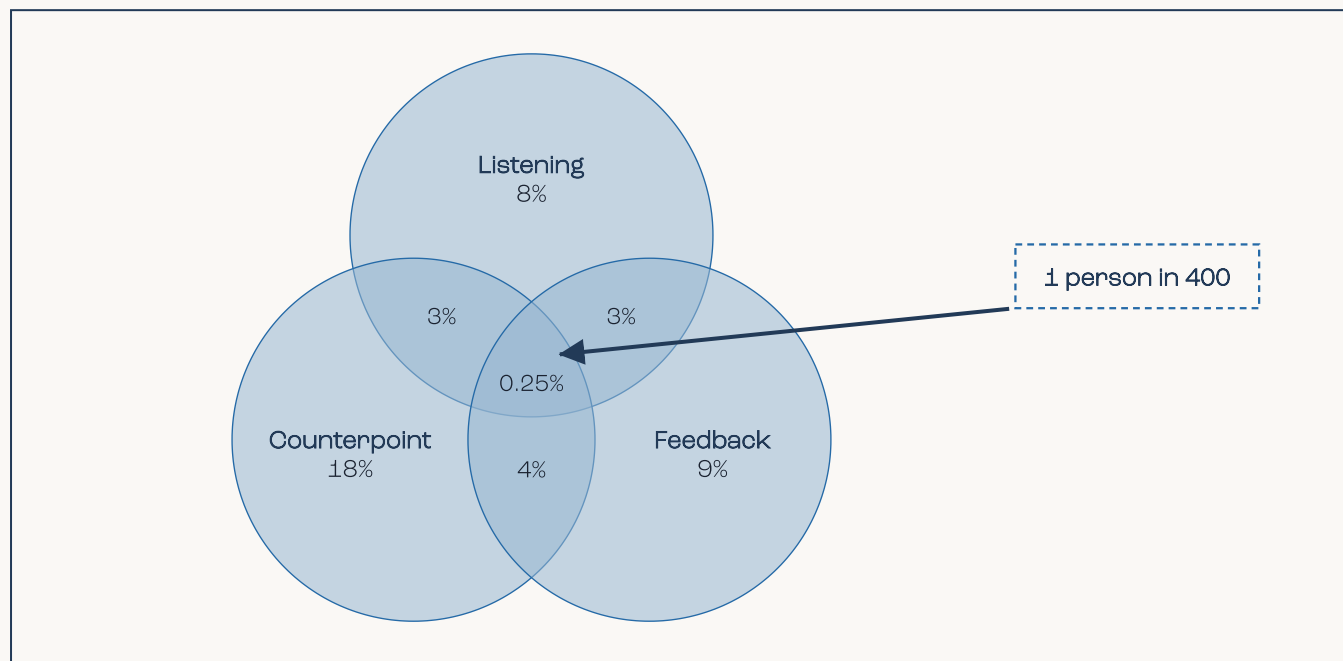


% of Participants with **Curiosity** in top 10 and 20 listed strengths



We took the analysis a step further, examining how many participants possessed more than one of the communication traits as a strength to be an effective team player and leader. Noting, listening, feedback, and counterpoint are key in the strengths communication family. Sample size: 400 executives.

**% distribution of participants that had these
communication strengths in their top 20 Strengths**



Our conclusion

- The data shows alarmingly low levels of key competencies in the communication family of strengths for individuals to be effective as a team leader or part of a high-performing team. Only 14% of the sample had listening in their top 20 strengths, and 6% in their top 10 strengths.
- We believe this is the unintended consequence of the strength “Resolver” (the fix-it Bias). We note from Cappfinity’s recent research that this strength, as identified in a sample of 50,000 individuals, was ranked in the top 10 more than any other strength.
- We note that the communication traits of Listening, counterpoint, Feedback and curiosity are very low.
- We also note in our research the following:-
 - The lack of self-awareness of these underperforming traits by individuals- i.e. their “blind spots.” During individual debriefs.
 - We also observed that females had a significantly higher level of self-awareness than their male counterparts.
 - We also observed from our data, when analysing the male-female demographic, that females had significantly lower ratings of the following traits than their male counterparts: (Self-belief / Courage / Competitive / Resilience).

Potential opportunity

- Improve team effectiveness through structured coaching and mentoring programs.
- This data can also be used in recruitment and onboarding processes when evaluating potential candidates.
- 3Qetc utilises tools and frameworks to foster greater self-awareness through self-audits within our programs.
- 3Qetc uses strengths when improving the effectiveness of “teams”.
- This sample covers nine organisations and 400 executives. The results indicate very low levels of communication traits necessary for high-performing teams. Since this benchmark is low, the opportunity for organisations to improve on this is key. It is achievable with the appropriate interventions in leadership education, coaching, and mentoring. This will enhance internal engagement within an organisation. Improvements here will also benefit organisations in their interactions with external stakeholders, such as clients and suppliers.

Note that we can, on inception, cut our data by teams and provide a Team and Manager report for strengths.

Team Report

Managers and facilitators use the Team Profile to enhance team performance by maximising opportunities for the growth of individuals and the team as a whole. It features dominant team strengths, individuals at a glance, and a SWOT Analysis.

Manager Report

The Manager Report supports people in getting the best from their teams by summarising and developing their direct reports' key strengths. It is ideal for managers and leaders to develop talent and have effective onboarding conversations.