



Team Review: Creative Designs Senior Management Team

69%

Responses to date: 12 team member and 6 stakeholder responses

Executive summary



Your team received a good review.

Your overall score was **69%**. This is the average of your self-assessment and your stakeholders' assessment (if you included them in the review) and puts you in the top half of our database.

You can always improve, though. Use the recommended exercises based on your report - and push yourself to get into the top quarter or top 10%.

What's in this report



- * A detailed team analytic, benchmarking your team against 2000+ team reviews.
- * Your signature strengths and challenges as a team.
- * A list of development needs pinpointed by team members and stakeholders.
- * Links to our recommended exercises based on your report.
- * Comments from people who completed the questionnaire.

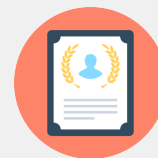
Resources to use alongside this report



Team Leader's Guide

A practical guide with all you need to feel confident about running a 'review & improve' session with your team.

[Team Leader's Guide](#)



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

[Expert Guidance](#)



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How to use this report



Step 1: Review the report before meeting with your team.

What themes have been brought out? What do the team indicate that they would like to work on? Think about where you'd like to get to by the end of the meeting.



Step 2: Click the links in the report to the recommended exercises,

or browse the [Expert Guidance](#) section to find out more about your suggested areas of development.



Step 3: Meet as a team, and talk together about your report.

Review and agree together what you would like to work on.



Step 4: Encourage dialogue.

Use the [Team Leader's Guide](#) for support to help you have a great discussion together. Your organisation may have access to trained facilitators too.



Step 5: Work on the recommended exercise

or see where the session takes you. Listen carefully to each other. Remember to keep an open and constructive tone to your discussions.



Step 6: Agree actions.

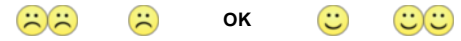
Finally, conclude by agreeing who will do what, by when, to improve your team processes. Agree a date to check you have followed through. The more effective your team, the more engaged and fulfilled you and your colleagues will feel.

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Your Detailed Team Profile



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○ This score is in top 10% of team scores in the database ○ This score is in bottom 10% of team scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

Your Signature Strengths

Your Team's view - highest 4 scores (see previous page) as rated by your team:

- 94% The team delivers what it says it will
- 94% We have ambitious and measurable team targets
- 94% Team members have a significant degree of autonomy over their work
- 92% Our team puts great emphasis on delivering what customers want

Your stakeholders' view - highest 4 scores (see previous page) as rated by your stakeholders:

- 79% We value the work the team does
- 79% We get clear decisions out of the team
- 75% The team puts great emphasis on delivering what customers want
- 71% Team members can talk about it if things go wrong

Your Challenges

Your team's view - lowest 4 scores (see previous page) as rated by your team:

- 31% In team discussions no-one is too dominant or too quiet
- 35% The team talks about everything it needs to and disagreements get resolved
- 35% We can talk about our mistakes in the team
- 44% The team respects minority views

Your stakeholders' view - lowest 4 scores (see previous page) as rated by your stakeholders:

- 33% The team communicates its vision and priorities in an inspiring way
- 38% The team seeks our view on how they can improve
- 46% The team has an ambitious vision
- 54% The team bounces back quickly if things don't go to plan

Suggestions for Development

The questionnaire asked each respondent to pick up to three areas for the team to prioritise for development.

Team member suggestions for development:

The list below show areas that were picked by more than one team member:

10 votes Ensuring no-one is too dominant or too quiet in team meetings

Recommended team exercise link: [Ensuring full contribution to team discussions](#)

9 votes Talking openly about mistakes

Recommended team exercise link: [Encouraging open discussion](#)

5 votes Fair treatment

Recommended team exercise link: [Increasing fair treatment](#)

3 votes Having open conversations and resolving disagreements

Recommended team exercise link: [Handling disagreements](#)

2 votes Respect for minority views

Recommended team exercise link: [Increasing inclusion](#)

2 votes Team members listening well

Recommended team exercise link: [Active listening](#)

Stakeholder suggestions for development:

The list below show areas that were picked by more than one stakeholder:

3 votes Adapting flexibly to change

Recommended team exercise link: [Adapting flexibly to change](#)

3 votes Communicating the vision and priorities in an inspiring way

Recommended team exercise link: [Inspiring people](#)

3 votes Having ambitious and measurable team targets

Recommended team exercise link: [Developing team targets](#)

3 votes Delivering continuous improvement

Recommended team exercise link: [Delivering continuous improvement](#)

What does the team do really well?

Team members say:

"We're lucky - our success means it is easy just now to be optimistic. Certain people bring more to the table than others. Speaking personally, I find it to be a great place to work and the team functions as it needs to. More of the same is needed."

"Simply put, we perform. We have a very good reputation in the industry."

"We're dynamic, great with our customers and make quick decisions as a group. It's great that there isn't too much beating around the bush - when things need to get done, a direction is set and we get to it."

"We know exactly what we're trying to do and are getting tremendous results."

"Most of the team pull together when there's a problem. We have built up a very good reputation, and have very good relationships with our customers - we get great feedback from them and deal with complaints very quickly."

"We tend to be individually target-minded, and have clear deadlines, but this doesn't happen on a team basis. Maybe it doesn't need to?"

"The whole business is very good at its job, and people like to work here. We give our customers a superb service."

"We have won awards in the industry, and are well respected. We are all very clear about what we are trying to achieve and are successful, so we must be doing something right!"

What does the team do really well?

Your stakeholders say:

"The team always gives us a good service and is highly motivated. We get good creative solutions from them."

"They keep their show on the road despite being very busy - very impressive from our point of view."

"They always keep us well informed about what is happening as our designs are developing. They are a confident and capable team in a very successful organization. Excellent."

"They have a very clear idea of what they do well. They give us options and suggestions and are very flexible. They don't get defensive if we don't like the first ideas they put to us."

"Their work for us is first-rate and the company has an excellent reputation for reliability and innovative ideas. Their senior management team must have a lot to do with that, but I don't know all of them - so have left some questions blank."

What could the team usefully improve?

Team members say:

"There isn't a great balance of voices in the team at the moment. Some people talk more than others. I find that it's difficult to make a point sometimes when the team is in full flow. I'd like us to work on that."

"We're very good at getting results for this year, but don't spend enough time thinking about where we want to be five years down the road."

"The can-do attitude is stronger in some departments than others - we should communicate better across the whole company. Also, some people don't contribute enough at team meetings. Some people feel overlooked in the team - we should do something about that too."

"Sometimes when people raise questions or concerns that go against the 'flow', they get shut down. I don't think people intend to do it, it's just that there are strong personalities in the team that can dominate."

"I think we could make a better job of managing upwards. People above us are not always as supportive as they might be. We could do with more measures on issues that affect everybody - eg staff satisfaction, finance, business plan timetable."

"We could do with better information from finance - they seem to think we can't cope with the figures, which is not a helpful attitude."

"There is a tendency for certain people to dominate our discussions - we don't make decisions together as a team. Often this is for the best, but sometimes problems could be avoided if we made more decisions together."

"Some people feel a bit like second class citizens in the team. It's not intentional, but it might help to discuss it round the table."

"We should be more of a team and less a collection of individuals. We could get much more value from the team if we discussed more together. We also have different customers with different needs and sometimes one customer will get preferential treatment. It would help if we talked this through as a group."

"Certain members of the team get quite competitive, especially when the sales quarter ends. There can be a bit of blame between people when something doesn't work."

"Susan is not always good at communicating until the last minute. She has great ideas but could take the rest of us with her a bit more sometimes."

"Team meetings are often a catch-up rather than a proper management meeting. I am clear about the direction we're moving in, but not sure we spread the message enough throughout the organisation."

What could the team usefully improve?

Your stakeholders say:

"I think some of the recent changes in their company are taking time to settle in. They seem to have some internal tensions to work through, although we have very good experience of the team overall."

"As a client, I'm not very clear about their long term aspirations, or innovations they are thinking of, but they have made a very successful business to build on. It would be good to know a bit more about where they feel they might be in a few years time."

"I sometimes feel their creative side is stronger than their business-mindedness."

"Sometimes it seems like there's an "inner core" to the team. When we're working with them everything gets done, and any problems get sorted, quickly. The more junior members of the team can be pulled onto other work sometimes, which can be irritating when we have deadlines."

"They could tell us more about what is going on in their world - e.g. how social media and digital are affecting design. They are not actually great at their own PR to customers - which is interesting given that's part of what they help us with. Their overall profile in the design world is very good, though."