



## Background to the case study

JTI are using the HPT as a way of evaluating the performance of teams within their global organisation. Specifically, this case study shows how the HPT was used by one such department with teams in Manchester (UK), St Petersburg (Russia) and Kuala Lumpur (Malaysia).

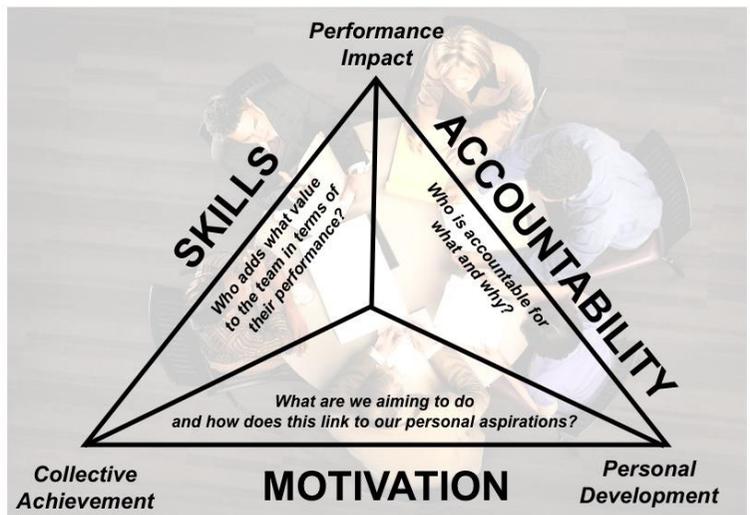
The High Performing Team (HPT) is being used by Japanese Tobacco International (JTI) in order to:

Evaluate the effectiveness of teams within specific business units.

Provide vital management information to team leaders.

Act as the basis for the development schedule that is uniquely created for each team.

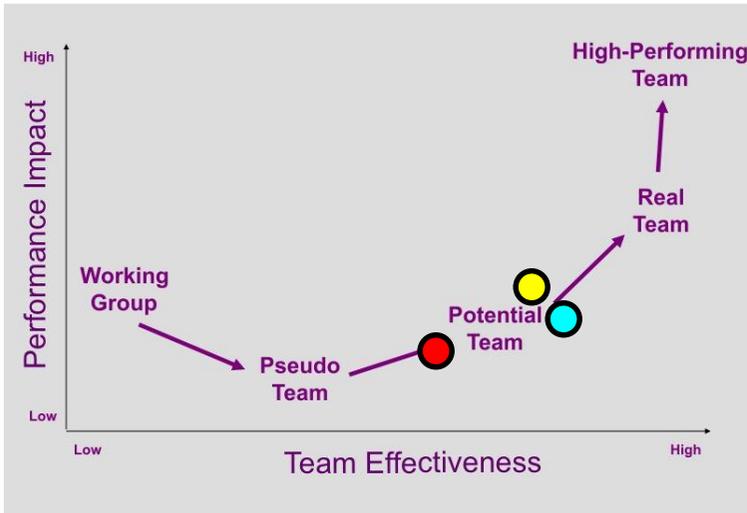
Allow for the consistent, ongoing evaluation of the team's performance.



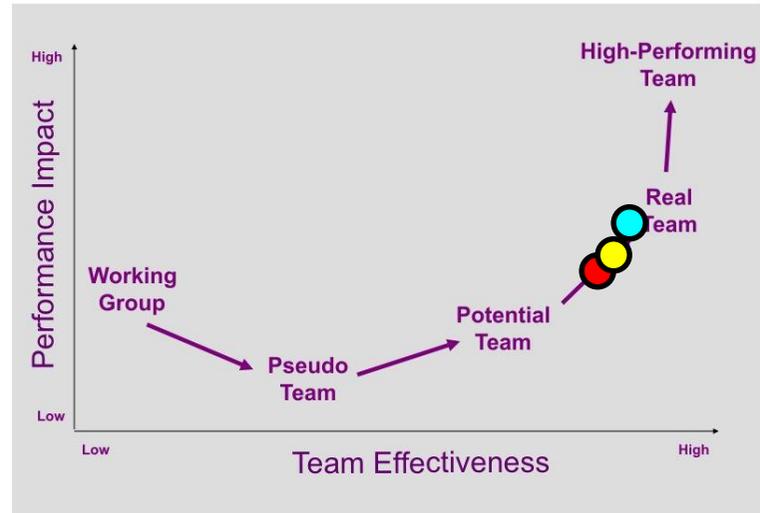
The focus of the HPT is to allow team leaders access to vital management information that will help them design a bespoke developmental strategy for their respective team. It is based on the concept of high performance developed by Douglas Smith and Jon Katzenbach in their book 'The wisdom of teams'.

The HPT was used by the case study department to evaluate relative team performance in December 2009 and then annually to assess improvements and help design further developmental strategies to increase team performance even further.

# Using the High Performing Team evaluation to develop team effectiveness



**Scores as of December 2009**



**Scores as of December 2011**

**Key:**

- Manchester team
- Kuala Lumpur team
- St Petersburg team

In total, 350 people took part in the evaluation over 3 continents and time zones. They all completed the evaluation within a pre-set time frame and the completion of the process was monitored remotely so that completion rates could be assessed as well.

The output of the HPT allows team leaders to assess where their relative team sits on a continuum of team performance. Thus, they will gauge how close their team is to being a high performing one.

The diagrams above show the relative positions of the 3 teams involved in this case study at the beginning of the process and 2 years on.

The initial evaluation demonstrated, in 2009, that the department had significant development needs. However, the specific needs of each relative team varied. Therefore, a bespoke development strategy that combined both leadership development for team leaders as well as tailored team development solutions for 'intact' teams was sponsored. The roll out of this process started in May 2010.

The HPT was integral to this development strategy as it allowed a consistent, valid and reliable measure to be used. All participants within the department were asked to complete it and they did so for both their whole team (eg Manchester) as well as their sub-team (the normal working team).

## Using the High Performing Team evaluation to develop team effectiveness

The data that the HPT generates allows team leaders to assess what their teams' are performing well at and where there is most room for development. The 20 criteria chosen for this evaluation process are drawn from extensive research about the qualities of high performing teams.

Team performance aspect	Your score	Narrative
Assessment	73.6	Your team will tend to review its performance inconsistently and sporadically
Atmosphere	77.8	Your team atmosphere is inconsistent in focus between sometimes positive and sometimes negative
Cohesion	74.5	This team sometimes works in a cohesive style but also operates in a fragmented way from time to time
Commitment	77.1	Team member's motivation sometimes varies and they are not always fully committed to the end result
Communication	75.7	The quality of communication is inconsistent in the team which affects our understanding of each other
Conflict	72.1	When conflict arises, we deal with it in an inconsistent way depending on the situation
Cooperation	80.7	We work well together in a unified style and will always help each other when such help is required
Creativity	77	We spend some time thinking creatively although this is sporadic and not consistent
Decisions	76.5	We make some decisions as a collective and have an amount of decisions forced upon us
Feedback	71.2	The team gives some feedback about its performance well but has areas where such feedback is not given

This page shows the data generated for one sub-team at Manchester within this case study as at December 2011. It highlights areas of good team performance (in green) and inconsistent team performance (in orange). There are, on this example, no areas of poor team performance (shown in red on the HPT).

This data is used by team leaders as the basis for their bespoke team development plans.

Thus, the HPT was used to generate unique development schedules for each sub-team across the department with these objectives linked to the Performance Management schedule of the respective team leaders. Through this process, a fully integrated solution was generated.

Team performance aspect	Your score	Narrative
Feedback to leader	73	Our team leader accepts some feedback to assist performance but is reluctant to hear all our views
Goals	71.1	We occasionally discuss our team's goals but there is still a lack of absolute clarity about them
Identification	76.7	Some team members have a sense of belonging to the team and a positive relationship with it.
Leadership	76.5	Our team leader contributes to our team's success but could do more to really assist us in this challenge
Mutual respect	75	Some team member's have an inherent respect for each other but this is not consistent across the team
Openness	72.4	Some team members believe they can be totally open with each other but this is not consistent
Pride	79.3	Some team members are proud of being part of this team and others are not quite so
Recognition	68.8	Achievements are occasionally recognised and rewarded but not as often as they might
Support	80.4	Team members openly support each other and have an inherent sense of protectiveness about each other
Trust	71.8	Trust is periodically demonstrated but it is not a constant and this leads to occasional disharmony

The development schedule is ongoing but already, in just 18 months, the results shown by the evaluation have improved significantly. In addition, business performance has increased within the team against every matrix it uses and staff turnover has reduced from 23% to less than 10% per annum.

Finally, if this case study is of interest to you but you want more information about it, please contact us using the details shown overleaf.



**“If you don't go after what you want, you'll never have it. If you don't ask, the answer is always no. If you don't step forward, you're always in the same place.”**

Nora Roberts

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