



Guide to Conducting and Analyzing a Team Assessment



INVESTMENTS

FOR INSTITUTIONAL USE ONLY - NOT FOR DISTRIBUTION TO THE GENERAL PUBLIC.

This guide provides detailed steps to help you conduct, analyze, and use your team assessment to take action and implement change.



- Ask each team member to complete a team assessment.
- Determine in advance whether the results should be open or anonymous.
- Use this worksheet to compile the scores and make some observations.
 - How closely aligned are the scores for each question?
 - Are there questions where there is wild disagreement among team members? (ie. a lot of 2s and a lot of 5s on the same statement)
 - Highlight questions where scores are wide-ranging for exploration and/or discussion.
 - Examine the composite scores for each section and stack rank the composites from low-to-high.
 - What observations can you make?
 - What would you like to share with the team?
- Set a team meeting, a meeting of the senior leaders, or both to discuss the assessment.
 - Ask all team members to bring their assessment and be prepared to address the discussion questions.
 - The purpose of this meeting is:
 - to begin to develop a unified view as to the state of the practice
 - to discuss areas where there are varying perspectives
 - to begin to identify opportunities for improvement
 - to prioritize items for action
 - to create owners and accountability for change initiatives

Note: We recommend devoting at least 90 minutes to the initial meeting, ideally outside market hours. It can be done as pre-work and a component of your annual team meeting or as a stand-alone meeting.

- Create a follow-up plan and timeline following the meeting. Depending on the size and makeup of your team, it may be helpful to name an owner for the overall change project and ask that person to coordinate with those leading various initiatives.
- It is easy to become overwhelmed, especially if your team identified a number of opportunities for improvement. As a leader, you will need to guide the team in setting realistic goals for change. Prioritization is key. Encourage the team to set priorities for:
 - Immediate action items (quick changes that can be implemented without much effort)
 - Short-term initiatives (items that can be completed within the next year that may require vetting, analysis, and recommendations for approval)
 - Long-term initiatives (items that may require a multi-year effort and a significant amount of effort, capital or both to complete)

We encourage you to look at the assessment, discussion, and action-planning process as a journey, not an event. This effort can create a helpful forum for honest discussion that helps facilitate a culture of engagement. In addition, it can help set your team up for the kind of positive change that leads to the sustainable growth that high performing teams enjoy.



1. Shaping the Battle Space – Focus on Mission

Name (optional)	Question						
	1	2	3	4	5	6	7

Name (optional)	Question						
	8	9	10	11	12	13	14

Shaping the Battle Space – Culture of Engagement

Name (optional)	Question					
	1	2	3	4	5	6

2. Plan the Dive, Dive the Plan (Planning and Preparation)

Name (optional)	Question				
	1	2	3	4	5

Name (optional)	Question				
	6	7	8	9	10

3. Jack of All – Master of One (Specialization)

Name (optional)	Question						
	1	2	3	4	5	6	7

4. Hot Wash (Debriefing)

Name (optional)	Question				
	1	2	3	4	5

5. Mindset of Continuous Improvement (Growth Mindset Practices – Practice, Team Members, Self)

Name (optional)	Question					
	1	2	3	4	5	6

Name (optional)	Question					
	7	8	9	10	11	12

Team Composite Scores

Use the following grid to compile the team’s composite scores for each section and calculate your average score for each.

Name (optional)	Shaping the Battle Space (Focus on Mission)	Shaping the Battle Space (Culture of Engagement)	Plan the Dive, Dive the Plan (Planning and Preparation)
Total Composite Score			

Name (optional)	Jack of All, Master of One (Specialization)	Hot Wash (Debriefing)	Mindset of Continuous Improvement (Growth mindset practices)
Total Composite Score			



INVESTMENTS

"New York Life Investments" is both a service mark, and the common trade name, of the investment advisors affiliated with New York Life Insurance Company.
FOR INSTITUTIONAL USE ONLY - NOT FOR DISTRIBUTION TO CLIENTS OR TO THE GENERAL PUBLIC.