THE ACADEMY OF HIGH PERFORMANCE TEAMS

Are you a Team or a Meeting?

Assess your team

PURPOSE

On a scale of 1–5, to what extent do you agree with each of the statements below? Please give a rating to all the statements	Purpose rating 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree
1 Our team understands the unique value we create together – things we couldn't achieve on our own	
2 Our team has a clear aspiration for what we want to be known for	
3 We understand what makes our work personally meaningful to each of us	
4 Our stakeholders value our team's purpose	
5 I feel inspired by the purpose of our team	
Purpose total	

INNER GAME

On a scale of 1–5, to what extent do you agree with each of the statements below? Please give a rating to all the statements	**Inner game rating** 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree
6 Our team is aligned around shared objectives	
7 Our team is the right size for achieving its purpose	
8 We focus more on team success than personal wins	
9 We make time to connect as people, not just colleagues	
10 It's safe to speak up and challenge each other respectfully	
11 We are not slowed down by too many people being involved in decisions	

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On a scale of 1–5, to what extent do you agree with each of the statements below? Please give a rating to all the statements	**Inner game rating** 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree
12 We have committed to standards of behaviour that guide how we work together	
13 We deal with tough issues directly, rather than avoid them or take them offline	
14 We're honest about what we each need to get better at	
15 When we decide something as a team, I am confident that we will all stick to it	
Inner game total	

OUTER GAME

On a scale of 1–5, to what extent do you agree with each of the statements below? Please give a rating to all the statements	**Outer game rating** 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree
16 Our team has a strong reputation for high performance within the organisation	
17 We know who our key stakeholders are	
18 We check in with what our stakeholders need and adjust our approach if necessary	
19 We dedicate time to build our own capabilities and share what we learn with each other	
20 We scan for external insights and trends that can improve how we work	
21 We stay alert to changes in our industry and look for ways to stay ahead	

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On a scale of 1–5, to what extent do you agree with each of the statements below? Please give a rating to all the statements	**Outer game rating** 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree
22 We try out new technologies to work smarter and be more innovative	
23 At the end of meetings, we agree on key messages so we all say the same thing	
24 We can confidently represent each other's areas when needed	
25 We back each other up and never undermine a teammate	
Outer game total	

WELLBEING

On a scale of 1–5, to what extent do you agree with each of the statements below? Please give a rating to all the statements	**Wellbeing rating** 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree
26 Team meetings leave me feeling more energised and focused than when I came in	
27 Our team prioritises our workload effectively to ensure it remains manageable	
28 We often acknowledge and celebrate each other's contributions	
29 We handle team changes (new joiners and leavers) with care	
30 We bounce back quickly when things go wrong	
Wellbeing total	

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OVERALL SCORES

	Total
Purpose total	
Inner game total	
Outer game total	
Wellbeing total	
Overall total	

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How did you do?

0–60

A brand new team or a team in trouble

This team – or, more accurately, this meeting – appears to be operating at the competition or communication mode. Interactions have devolved into routine formalities, with little meaningful engagement or productivity. The prevalent lone wolf syndrome means that team members focus primarily on their own individual tasks, showing little concern for the outcomes or progress of others, provided their own responsibilities are managed. There is a notable absence of strong leadership to provide the team with clear direction or instil the necessary sense of personal accountability. Without this guidance, the team is unable to move beyond this stagnant phase and achieve its full potential. To turn this team around, visit the section on the First 100 Days of Being a Team in Chapter 10 of Are You A Team Or A Meeting?

60–90

Inconsistent performance

This is a team capable of coming together and performing effectively, particularly during periods of crisis when urgency demands collective focus. However, outside such high-pressure situations, the team tends to exhibit inconsistencies – missing critical deadlines, struggling to make timely decisions and often becoming bogged down by internal gridlock. Within this dynamic, smaller sub-groups or “teams within the team” often function well independently, achieving results despite the broader team’s inefficiencies rather than because of its processes. The inefficient workflows and excessive effort required to navigate challenges can lead to significant exhaustion and burnout among team members, ultimately threatening their overall wellbeing and the sustainability of their performance. Begin by revisiting the team’s purpose and making difficult yet necessary decisions to eliminate work that does not align with it.

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90–120

Steady performance with potential for improvement

This is a team that likely boasts several hard-earned victories, forged through challenging experiences that demanded tough conversations about priorities and personal accountability. These shared trials have strengthened the team members' cohesion, compelling them to invest the time and effort to understand each other's strengths, areas for growth and working styles. As a result, they have developed a deep empathy for one another that feels instinctive, fostering a sense of trust and collaboration. Moreover, the team has cultivated an outward-facing perspective, enabling them to identify emerging trends and critical inflection points that are relevant to their goals and objectives. This situational awareness positions them to adapt and respond proactively to external changes. However, there may still be room for growth in their discussions, ensuring that their conversations consistently generate fresh ideas and innovative solutions, rather than simply reiterating familiar themes or previous strategies. Strengthening this aspect will help them shift their collective performance.

120–150

A team that strives for high performance

This is a team that devotes equal energy to scanning and understanding the external environment as to nurturing strong internal relationships and maintaining effective governance. Their balanced approach has earned them a stellar reputation for reliability and delivery within their organisation. They are a group that can consistently be counted on to achieve their objectives, and their performance sets them apart as a dependable and high-performing team. Team members skilfully balance their individual responsibilities with a genuine commitment to the success of their colleagues. They are not afraid to engage in robust debates, tackling issues head-on with a shared focus on finding the best possible solutions. Their discussions are driven by the pursuit of excellence rather than personal agendas, creating an environment where disagreement is constructive.

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Once every voice has been heard and concerns acknowledged, team members fully align with the collective direction, even if it differs from their original or preferred stance. This team also serves as a magnet for talent, attracting individuals eager to be part of their success. However, attention must be given to how new members are integrated into the team and how departures are managed. Ensuring that new additions can actively contribute rather than merely assimilate is essential for maintaining their high standards and unique dynamic. This focus on inclusion and contribution will ensure that the team continues to evolve and excel.

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