

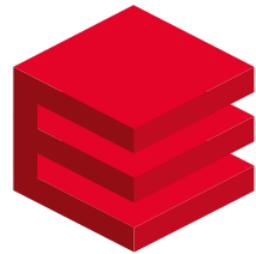
# Creating Team Edge<sup>©</sup>

## Profile Report

for

**Britain Thinks**

(February 2021)



PERFORMANCE  
EDGE

# Contents

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## Report Layout

- Introduction - An overview of the 'Creating Team Edge Profile' (CTEP) diagnostic instrument.
- High-level Overview - This provides an overview of your team's results. The questions used in the survey describe the key attributes of 'great team working' and therefore a strong 'favourable' score would indicate those areas where the team are working and functioning well together and unfavourable ratings can be used to signpost potential areas for continued development
- Detailed Results - This section allows you to explore each of the team survey elements in detail and analyse the specific responses for each question in the survey. It shows exactly where each team member rated and merges ratings together to provide summative favourable, neutral and unfavourable scores.
- Top, Middle and Bottom - These tables show highest, middle and lowest scoring items for the team. The scores will help the team to identify areas of strength to be celebrated, any areas of uncertainty and further development opportunities.
- Summary Comments - Free text comments that capture generic strengths and opportunities for further development

### Contributors

- |                              |                       |
|------------------------------|-----------------------|
| ● Deborah Mattinson          | ● Jenny Summers       |
| ● Viki Cooke                 | ● Drew Still          |
| ● Lucy Farrow                | ● Rachel Rowlinson    |
| ● Sarah Cheesebrough         | ● Max Templer         |
| ● Andy Barker                | ● Raph Malek          |
| ● Cordelia Hay               | ● Julia Ridpath       |
| ● Anastasia Knox             | ● Lucy Morrell        |
| ● Carol Macnaughton-Nicholls | ● Helen Mason Belshaw |
| ● Ben Shimshon               | ● Richenda Devereux   |
| ● Heather Young              |                       |

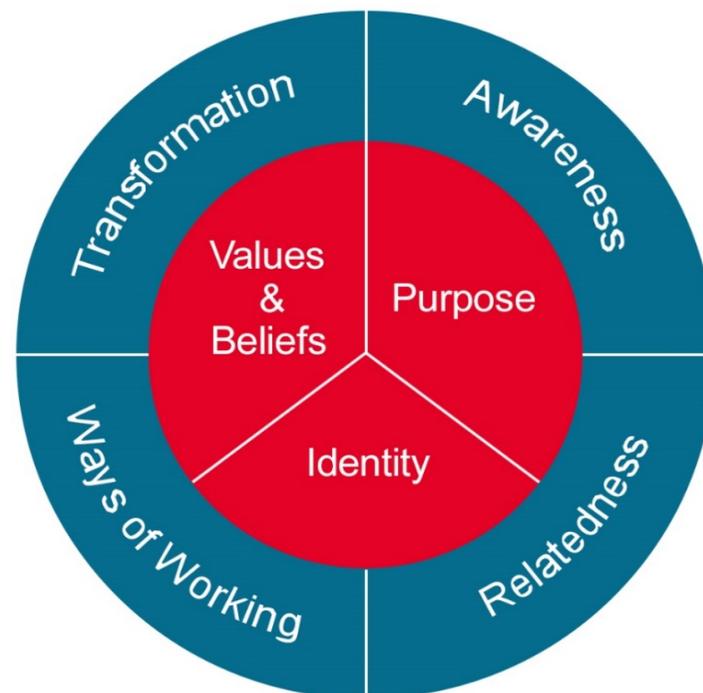


# Introduction

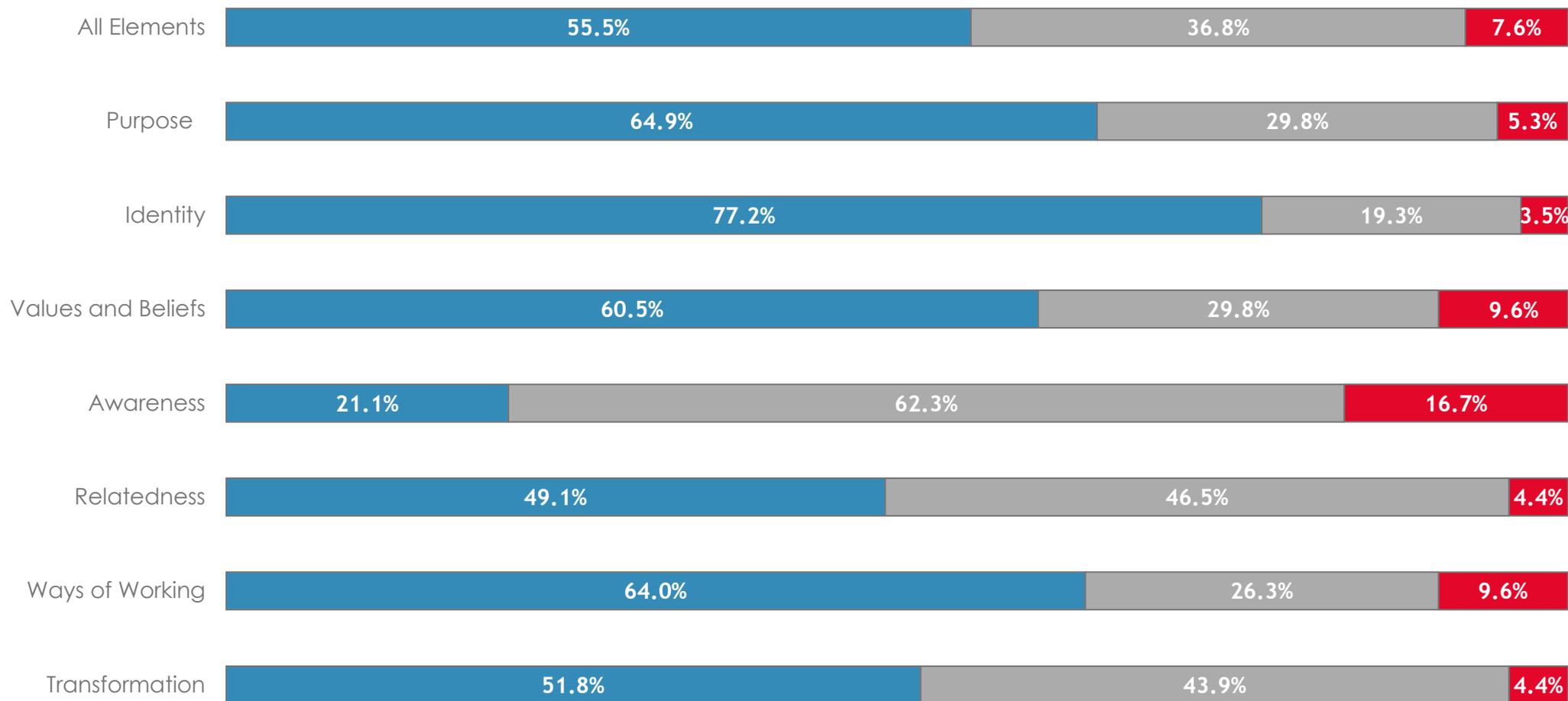
The 'Creating Team Edge Profile' (CTEP) is a diagnostic tool based on our research into what it takes to be considered a high performing business team that consistently delivers results.

Collectively we have over 60 years' experience of working with teams from a wide range of sectors, from small organisations to large global corporate businesses, with Board Teams to teams led by a Front Line Manager. From this valuable experience, as well as swallowing a library of books on the subject of successful teams (Peter Hawkins, Simon Sinek, Khoi Tu and many more), we have compiled this tool based on what we have found to be the characteristics of the most successful teams over the long term. We have all been part of many teams and indeed led them at a senior level with some amazing brands and although we didn't know it at the time, it's all been part of our rich, research journey.

Completing the CTEP is a first step for you to explore the Creating Team Edge model with your team, in order to find the best route forward on the journey to future success. The CTEP gives you insight into how your team currently shapes up against the model and helps you identify priorities that require immediate attention if you and your team are not only to survive, but thrive at work, now and in the future. Whilst all teams have natural strengths and weaknesses, the skills required to be a high performing team are open to be developed by any team. The challenge for teams interested in development and performance improvement is knowing what to develop, so that efforts are efficiently spent in improving the right areas. Our research and experience combine to tell us that there are 7 areas to consider: Purpose, Identity, Values & Beliefs, Awareness, Relatedness, Ways of Working and Transformation.



# High-level overview



Key:

**Favourable Ratings**

(The combined results of those who selected either 'I strongly agree' or 'I agree')

Undecided

**Unfavourable Ratings**

(The combined results of those who selected either 'I strongly disagree' or 'I disagree')

# Purpose

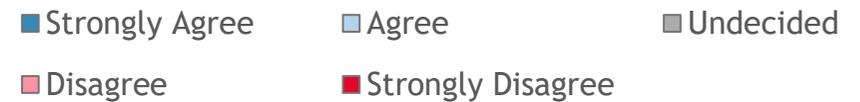
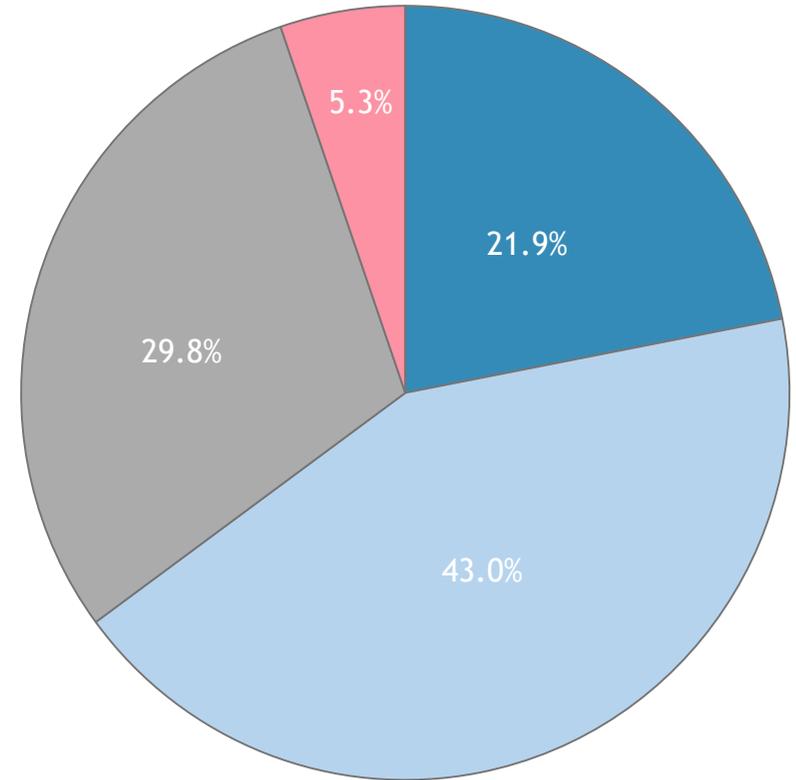
## Element Overview

To create a team capable of excellent collective work, all team members need to know that they do something important and that they are going somewhere worthwhile and challenging.

They need to know how the work of the team connects to the ambitions of their organisation.

Team members understand that satisfaction and motivation depends not merely on having objectives, but on having the right objectives.

They need to see that their work has meaning and that they are contributing to the success of the business or organisation.



# Purpose - Summary of responses

## Questions

1 . This team has a clear and compelling reason for existence – its work is both meaningful and challenging.



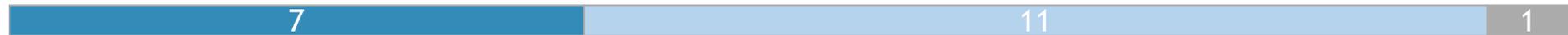
2 . Expectations around personal performance and behaviour in the team are clear.



3 . Each team member understands how the work of the team contributes to the vision and goals of the organisation.



4 . The work of this team is 'worthwhile' and has a positive impact on the overall goals of the business or organisation.



5 . Each team member understands how they personally contribute to the team's success.



6 . This team is clear about its overall direction and priorities.



Key:

Strongly agree

Agree

Undecided

Disagree

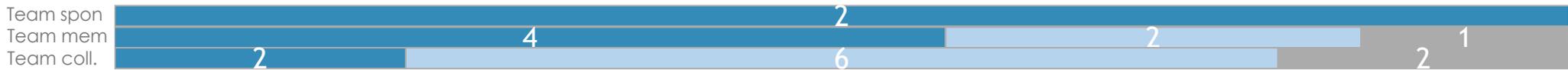
Strongly disagree



# Purpose - Responses by group

## Questions

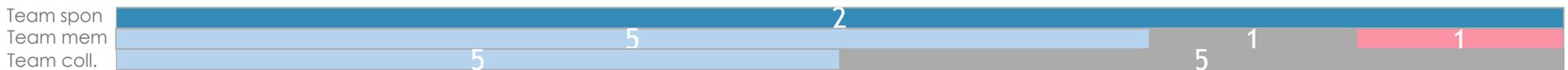
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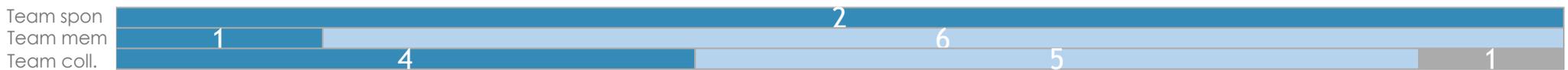
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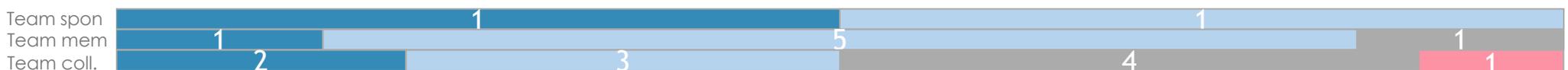
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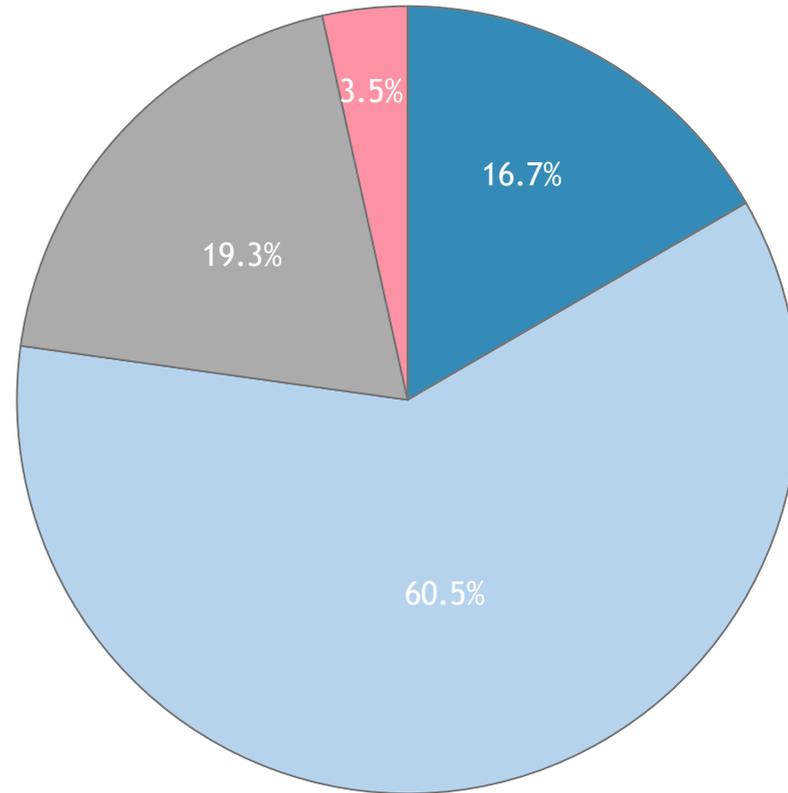


# Identity

## Element Overview

The team identity is so strong that it is recognised and admired by both those inside and outside the team. This identity binds the team together and constantly reinforces the team energy and motivation.

The team has a unique and distinctive character and builds its reputation consciously. Internal and external customers love working with the team because of their positive mindset and their appetite for learning and growth.



■ Strongly Agree    ■ Agree    ■ Undecided  
■ Disagree    ■ Strongly Disagree



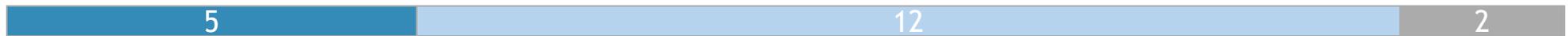
# Identity - Summary of responses

## Questions

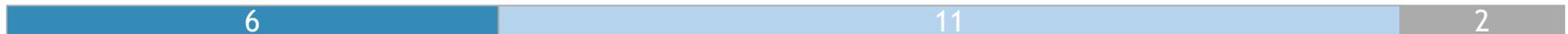
7 . This team has a unique character and personality that I am proud to identify with.



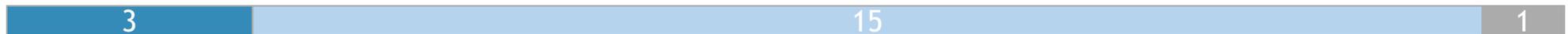
8 . People want to come and work in this team because of its reputation for delivering success and the positive work environment it creates.



9 . This team has a reputation for delivering excellent work among its stakeholders and partners.



10 . People from outside the team tell us that we are great people to work with – they can count on us to do what we say we will do.



11 . This team has distinct methods of working, which ensures it delivers impact for internal and external customers.



12 . We are known for the passion and energy that we bring to our work, every day.



Key:

Strongly agree

Agree

Undecided

Disagree

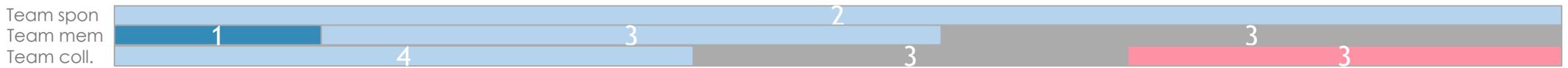
Strongly disagree



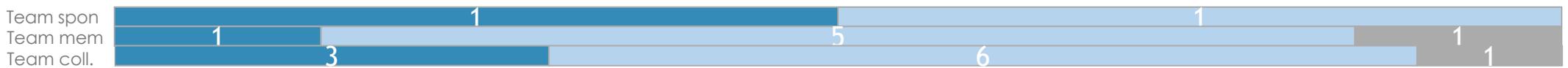
# Identity - Responses by group

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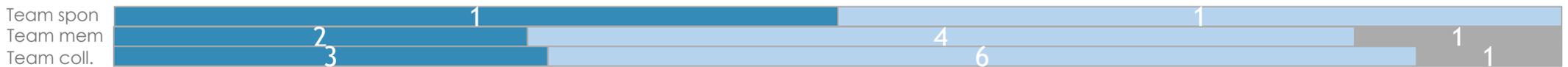
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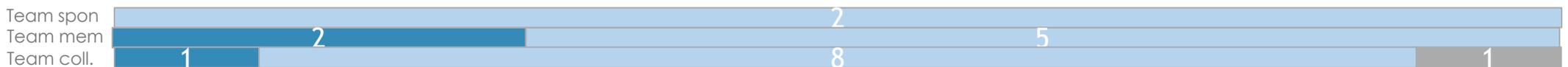
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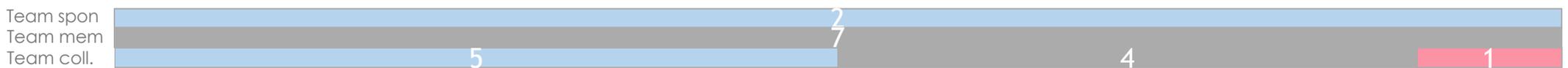
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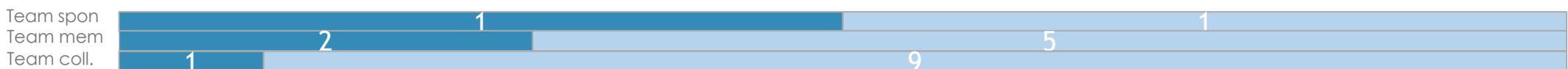
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Key:

Strongly agree

Agree

Undecided

Disagree

Strongly disagree

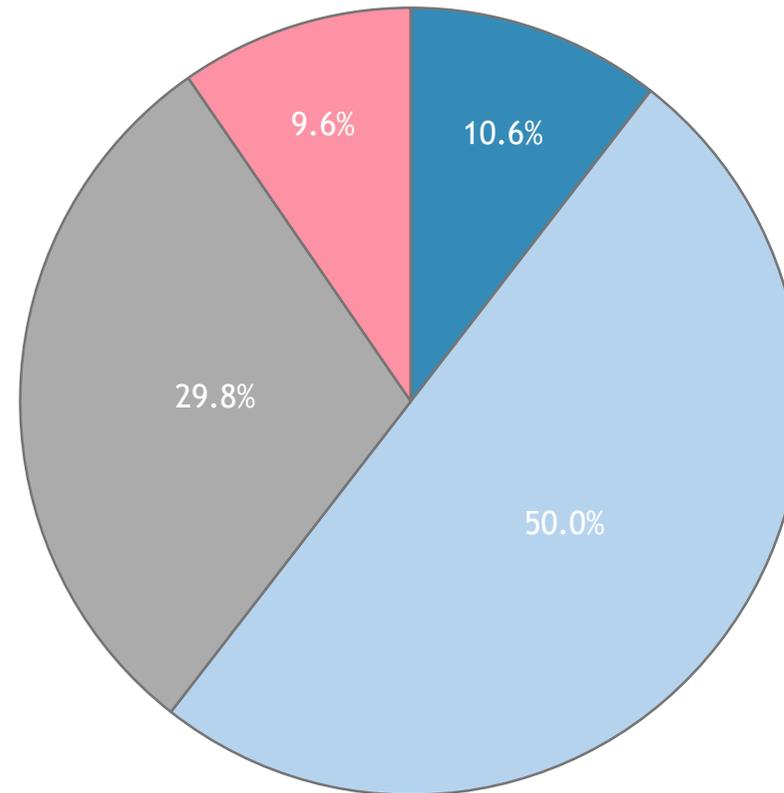


# Values and Beliefs

## Element Overview

Values and beliefs in teams provide a sense of what is right and wrong. Team values are about the culture you desire, the standards you should have and the principles that should underpin the team's efforts.

Teams with edge take responsibility for their performance and results. In challenging situations they are prepared to act; they anticipate problems and seek out solutions; they don't shy away from making the tough calls because they know what they stand for.



■ Strongly Agree    ■ Agree    ■ Undecided  
■ Disagree    ■ Strongly Disagree



# Values and Beliefs - Summary of responses

## Questions

13 . This team has a shared set of values and beliefs.



14 . Team members treat each other with dignity and respect.



15 . This team's values and beliefs shine through in all its work projects.



16 . This team places a high value on ethical standards and practices.



17 . Team members value collective success more than individual achievement.



18 . This team has a clear and shared sense of what is right and wrong in its approach to work.



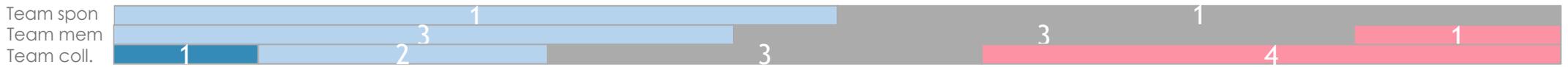
**Key:** Strongly agree Agree Undecided Disagree Strongly disagree



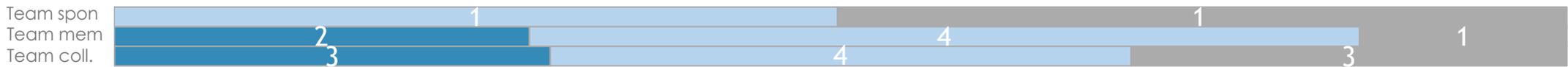
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## Questions

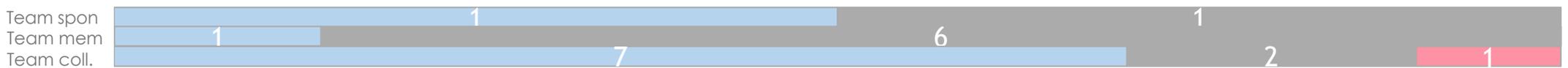
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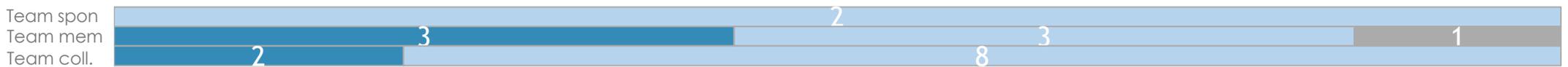
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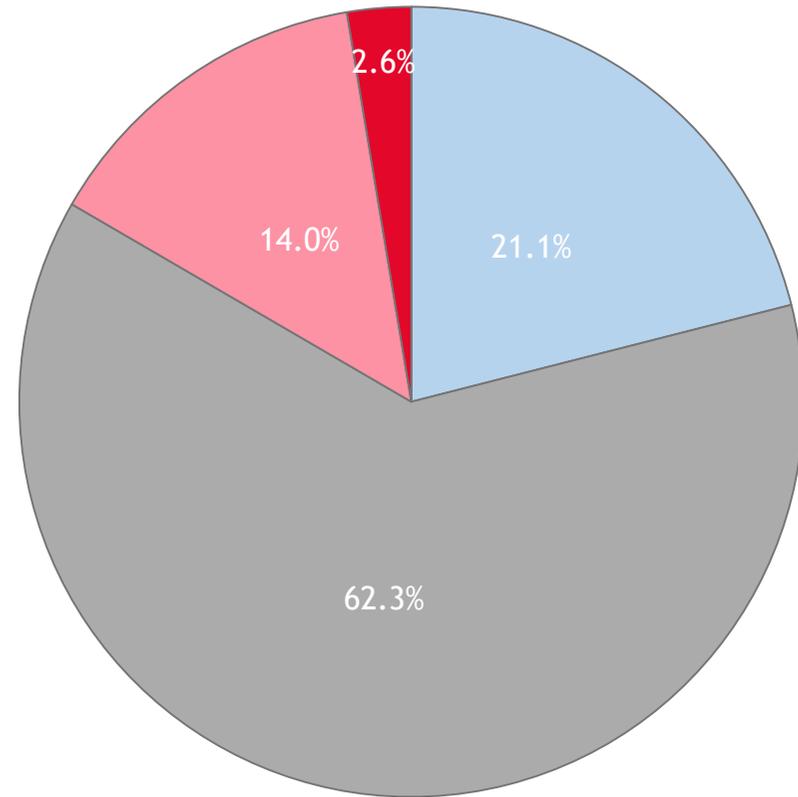


# Awareness

## Element Overview

In teams with edge, team members are conscious of each other's strengths and personal preferences, and how to work with them for the benefit of the whole.

Personal development plans are discussed openly and support is provided from inside and outside the team. Team members are aware of the progress they are making and the strength of the contribution they are making to the team goals. From this awareness confidence builds and results follow.



# Awareness - Summary of responses

## Questions

19 . Members of this team understand each other's areas of strength and how to access these for the overall benefit of team performance.



20 . Exceptional performance is recognised, reinforced and appropriately rewarded in this team.



21 . Members of this team understand each other's personal preferences and working styles in depth.



22 . Performance problems, including failure to meet one's commitments are addressed quickly and fairly.



23 . Each person in this team has a personal development plan and shares progress openly with other team members.



24 . I know what I need to work on to make a stronger contribution to this team because of the feedback I receive from my colleagues and manager.



Key:

Strongly agree

Agree

Undecided

Disagree

Strongly disagree

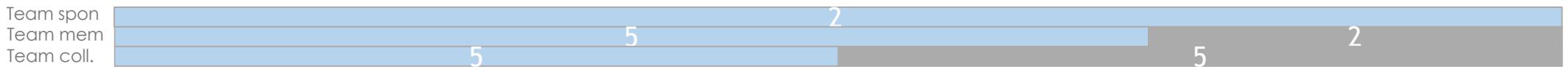
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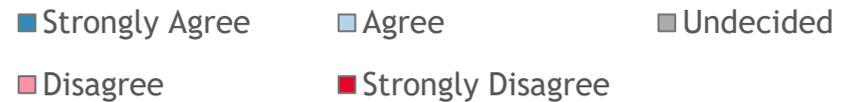
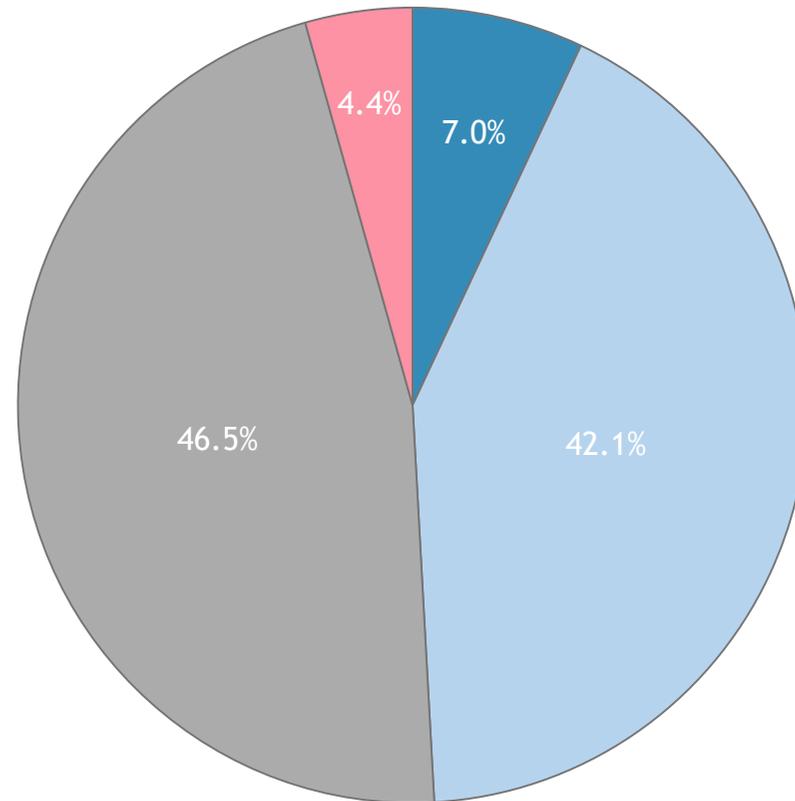
Strongly disagree

# Relatedness

## Element Overview

A sense of unity with others and relationships, not based on achievement of outcomes but on mutual trust, support and understanding, characterises teams with edge.

Team members know they can't be successful alone and set about doing things that increase the likelihood of relationships – to colleagues, to customers, to stakeholders and to the business making a difference. Investing time in these conversations and helping each other to be successful, in a considered and systematic way, is a priority – not a 'nice to do'.



# Relatedness - Summary of responses

## Questions

25 . When conflict occurs, the team confronts and deals with the issue before moving to another subject.



26 . Relationships in the team are built on trust - we are open and honest with each other.



27 . We are never shy of having tough conversations about the quality of our work in this team.



28 . Team members exhibit high levels of mutual accountability.



29 . Team members are aware of each other's goals, and degrees of progress being made towards achieving these goals.



30 . We are committed to helping our internal and external customers to deliver their picture of success.



Key:



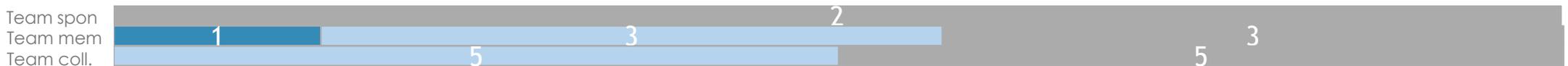
# Relatedness - Responses by group

## Questions

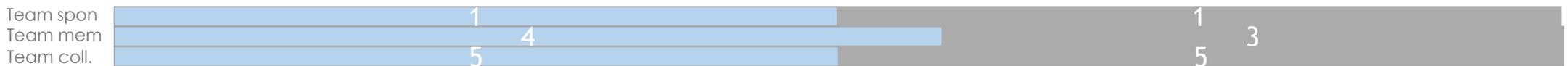
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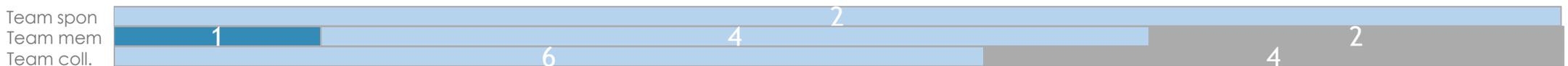
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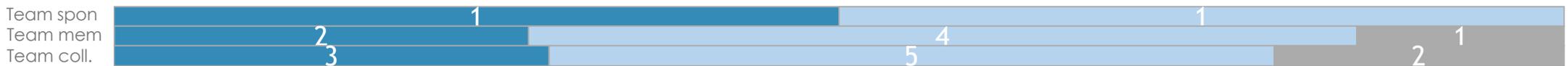
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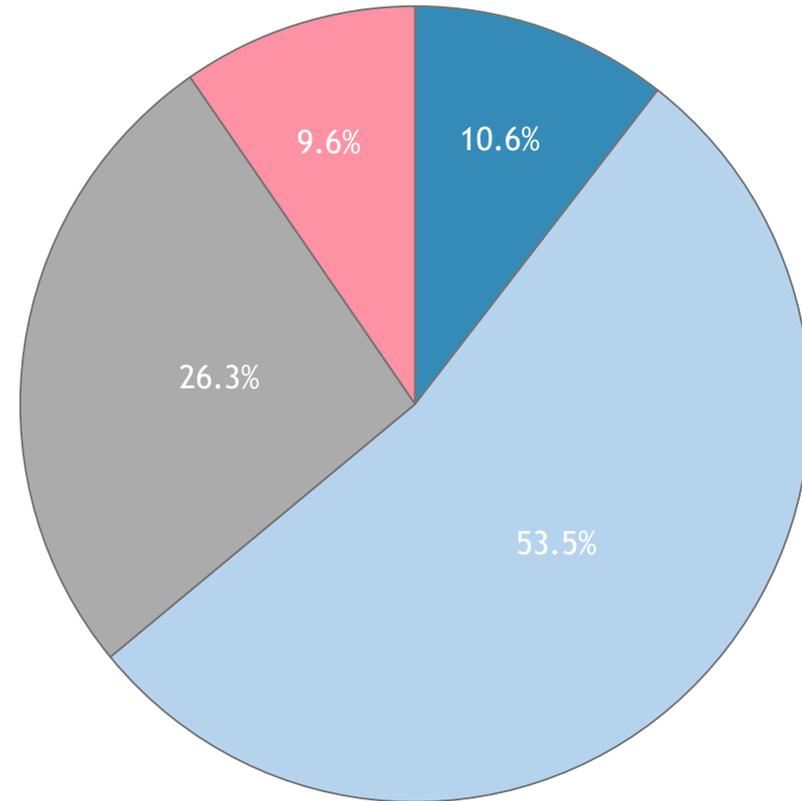
# Ways of Working

## Element Overview

Investing time in setting up the team for success is critical.

Do we have the best possible blend of talent in the team in order to deliver on our goals? Do we have the best systems and processes in place to enable the team to make confident decisions? How can we structure our meetings better in order to deliver concrete outcomes?

These are the questions successful teams consistently ask themselves – they are never still and love to set the change agenda.



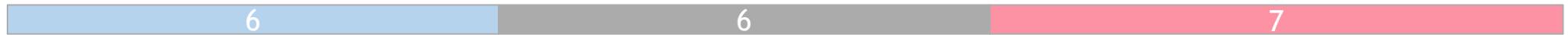
■ Strongly Agree    ■ Agree    ■ Undecided  
■ Disagree    ■ Strongly Disagree



# Ways of Working - Summary of responses

## Questions

31 . This team is known for the effectiveness of its meetings – they are thought provoking, engaging and always result in a clear set of actions.



32 . When the team makes a decision, team members commit to the decision wholeheartedly.



33 . Information is exchanged between team members in a clear and accurate manner.



34 . This team is continually in touch with its customers and stakeholders and is committed to helping them succeed.



35 . Team members offer unprovoked, constructive feedback to one another.



36 . This team is known for its ability to adapt and deliver in the face of challenge and change.



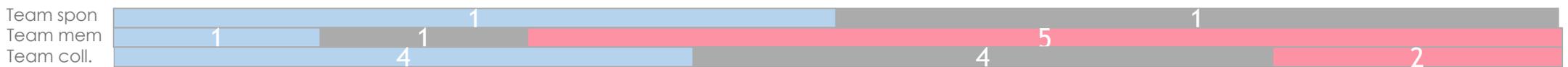
Key:



# Ways of Working - Responses by group

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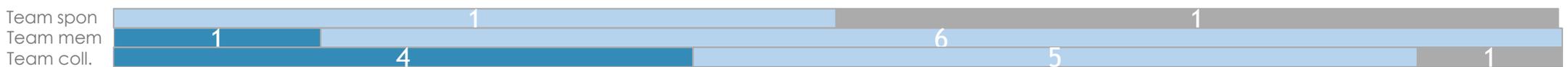
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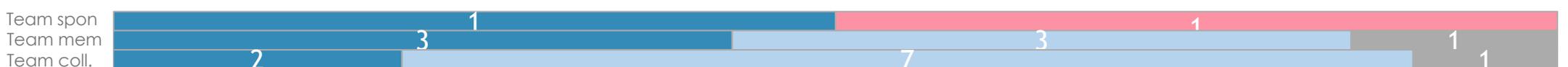
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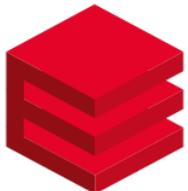
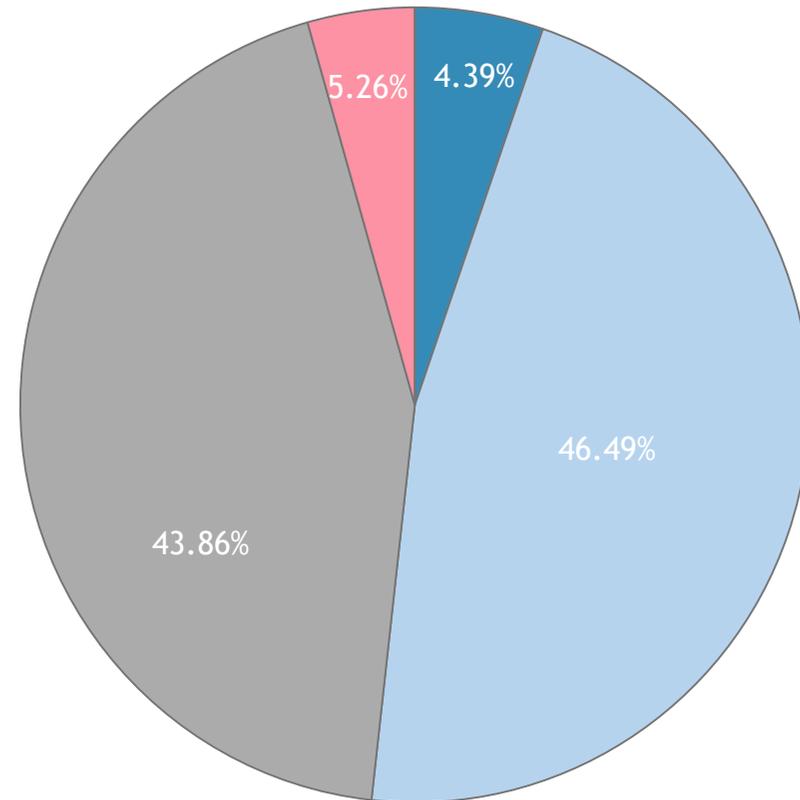
# Transformation

## Element Overview

Teams with edge are confident in their chances of success but they also know that they can get better.

They are relentless in pursuit of changes that will make a difference to their performance. They accept challenging opportunities to test their abilities. They look for innovative ways to improve how they work.

Performance is reviewed rigorously and plans are put in place aimed at delivering improved confidence and growth.



# Transformation - Summary of responses

## Questions

37 . This team gets together frequently in order to identify new ways that it can grow and sustain its development.



38 . This team embraces change and is known for designing and delivering new and innovative working practices that have a positive impact on the bottom line.



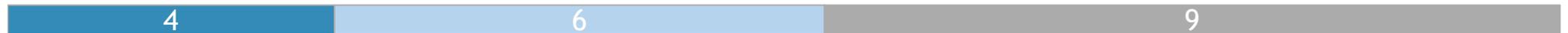
39 . We regularly review our performance using a clear and relevant set of metrics.



40 . Team members leave meetings confident that everyone is committed to actions focused on improving our performance.



41 . Everyone in the team is committed to exploring how good we could be.



42 . When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.



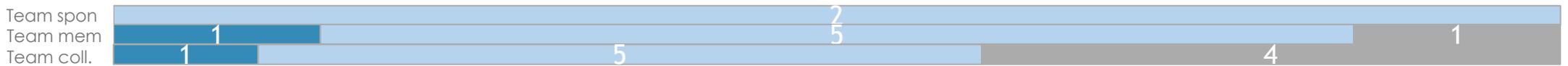
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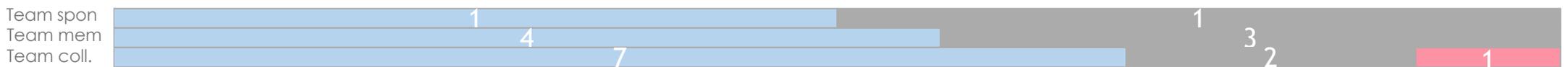
# Transformation - Responses by group

## Questions

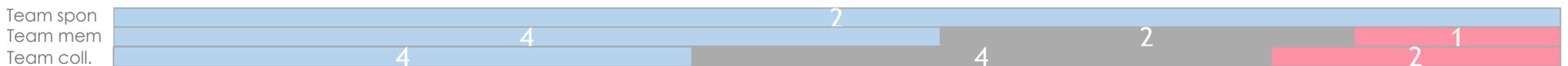
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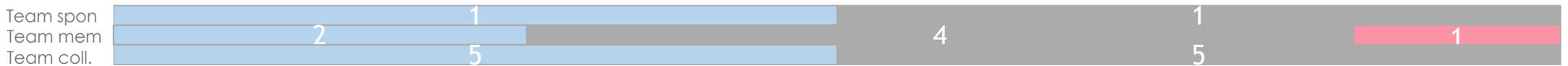
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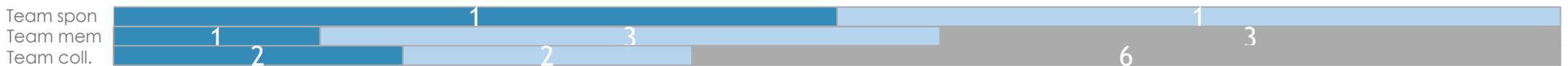
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42 . When the team fails to achieve collective goals, each member takes personal responsibility to improve the team's performance.



Key:



# Top, middle and bottom

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## Top 7: Areas to Celebrate

**Areas to Celebrate:** The following shows the top 7 statements rated most 'favourably' (combination of those rating 'agree' and 'strongly agree'). This list is ranked with the highest result at the top.

4.	The work of this team is 'worthwhile' and has a positive impact on the overall goals of the business or organisation.
1.	This team has a clear and compelling reason for existence - its work is both meaningful and challenging.
9.	This team has a reputation for delivering excellent work among its stakeholders and partners.
12.	This team is known for the passion and energy they bring to work, every day.
16.	This team places a high value on ethical standards and practices.
8.	People want to work in this team because of its reputation for delivering success and positive work.
30.	The team is committed to helping internal and external customers deliver their picture of success.



# Top, middle and bottom

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## Middle 7: Areas of Uncertainty

**Areas of Uncertainty:** This table is based on the 'sitting on the fence' ('neither agree nor disagree') responses and highlights (in a ranked sequence) those areas where there is most uncertainty within the team.

3.	Each team member understands how the work of the team contributes to the vision and goals of the organisation.
18.	This team has a clear and shared sense of what is right and wrong in its approach to work.
20.	Exceptional performance is recognised, reinforced and appropriately rewarded in this team.
38.	This team embraces change and is known for designing and delivering new and innovative working practices that have a positive impact on the bottom line.
26.	Relationships in the team are built on trust – team members are open and honest with each other.
27.	Team members are confident in having tough conversations about the quality of work in this team.
5.	Team members understand how they personally contribute to the teams' success.



# Top, middle and bottom

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## Bottom 7: Development Opportunities

**Development Opportunities:** The following (ranked) results are based on the statements that were rated most 'unfavourable' (combination of those rating 'disagree' and 'strongly disagree'), highlighting the team's development opportunities

22.	Performance problems, including failure to meet one's commitments are addressed quickly and fairly.
19.	Members of this team understand each other's areas of strength and how to access these for the overall benefit of team performance.
29.	Team members are aware of each other's goals, and degrees of progress being made towards achieving these goals.
31.	This team is known for the effectiveness of its meetings - they are thought provoking, engaging and always result in a clear set of actions.
24.	Team members know what they need to work on to make a stronger contribution to this team because of the feedback they receive from colleagues and their manager.
21.	Members of this team understand each other's personal preferences and working styles in depth.
23.	Members of this team have personal development plans and share progress openly with each other.



# Summary text

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## Our strengths - things we should continue to do:

Project management, business development, learning more about each other with a commitment to work well together

Managing an enormous workload and keeping the wider team on side and meeting their personal development goals. Really good quality thinking across the team.

Very genuine commitment to their colleagues across the business and keeping their interests front of mind always.

Being open to growth and development as a team

Client focus and commitment to overall success of the business

Regular communication; friendly and informal way of working; respectful of one another; flat and co-operative

\* Being pragmatic, constructive and balanced when discussing issues.

\* Not being territorial and being open about who does what.

Fleet of foot: swift in adapting its approach to address new challenges and good at juggling multiple issues. Caring: about the company, the people who work in it and the impact of decisions on them

Supportive: for the most part, team members are good at offering help when someone is very busy

Sharing ideas: for the most part, people are open to asking for help, sharing knowledge and building on each other's work in a very positive way

I feel we are working well together; we engage well in meetings; we also have clear shared goals as a company, distinct strengths and experiences to bring, and a nice mix of structure and flexibility when it comes to daily communication. I think if someone new to the company joined a call we were all on, they would get a sense we are a 'team' just from the fact we have some shared styles and seem generally to be a nice, smart bunch (I hope!)



# Summary text

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## Our strengths - things we should continue to do:

Open conversations; Adding to each others' ideas; making things happen

Coming across as approachable and open to the ideas of more junior colleagues. Being transparent about business performance and communicating this openly and regularly to all staff.

Transparency  
Development of staff  
Thought leadership

Monthly company meetings are good

I think the team listens and responds to suggestions from junior team members well  
I think there is an openness to innovation in the team that is good and can help solve problems when identified

\* Delegating responsibility for Team management to RDs/ADs.  
\* Listening to RDs/ADs when they flag any concerns about the wider team/ capacity etc.

With the team as a whole being relatively new, I think we are yet to see fully how they work together but I'd say they are currently doing the following well:

Good communication across different mediums; meetings, email, Teams.

Clear objective setting for the organisation

Creating an inclusive environment at all levels to make all staff feel like they are part of the company vision

Good communication channels. Keep speaking, having informal chats and using the Teams channels.



# Summary text

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## Those aspects that get in the way - things we should stop doing:

Each can tend to put individual performance ahead of the collective. It is a particular challenge to get to know each other, given the pandemic/ working remotely etc

It's a very new team that's still forming and I'm not sure how comfortable people will be about having challenging conversations openly and constructively.

I worry that until people really understand each other's personal styles there's a risk of criticism being taken out of context and becoming overblown.

Personal egos getting in the way of collective success and effective team working.

Some reticence about stepping on each others toes?

Working without defined roles can blur lines of accountability

Lack of clarity about roles and ownership of different streams of activity

\* Meetings don't always have clear aims and outcomes and it's not necessarily clear who is in charge of making sure that they do.

\* The fluidity of our roles (i.e. the fact we all do the same thing, but with different clients, and without any distinction in

Not bringing in all voices / listening effectively: there are lots of people with big personalities and strong views in the team. That can lead to people talking over each other and also means that the quieter team members' views aren't always heard

We are such a new team, we have a long road to travel to really get going. Naturally, I would hope that we are going to work even more effectively as a team as we get to know each other, as well as how to delegate to our strengths. Not being able to meet in person probably has a negative impact, but hey, that's 2020/21, we will get around it. It will be interesting to see if or how we go through another period of transformation and change once we can meet in person and are in the office environment. But I appreciate the efforts we are making via coaching to work as effectively as we can despite limitations.

# Summary text

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## Those aspects that get in the way - things we should stop doing:

Agenda-less meetings; uncertainty about treading on each others' toes; uncertainty about internal-facing roles in the company; uncertainty about our role vis the RDs

I think communication from the team to the rest of the organisation can be a little confused and unclear. Things can sometimes not be communicated when they are important or communicated in a confusing way that diminishes the impact of decisions  
I think the team are for the most part good at responding to challenges when they are raised but aren't very good at identifying what could be difficult or problematic for junior team members in advance of the decisions they take. This can be made worse by decisions that are taken quickly to respond and be flexible to client challenges.

Not always practicing what they preach, particularly in relation to promoting an acceptable work life balance for agency life. The fast pace and nature of projects does require a level of out of hours work but some senior team members appear to be working virtually non stop which filters down as expected practice to the more junior members of the team. Efforts have been made to communicate that this is not the case but it's an area that still needs some work.

Perception of senior team members working all hours and having very little work/life balance.



# Summary text

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## Ideas for action - things we should start doing

More working together, (and socialising together) to better understand each others strengths

We've shifted from personal accountability for business development to collective accountability - creating a culture in which people are really happy to work like this is how we will achieve our goals without burning out all our senior teams - but it requires a different way of working.

Investing time to get to know each other with genuinely open minds. Looking for the best in each other and understanding personal foibles and preferences to help encourage great working relationships.

A little more structure and clarity about our individual and collective responsibilities

Clearer roles, better understanding of different strengths and styles

Gaining better knowledge of each other's personalities, experiences and strengths; clarification on roles and ownership/ leadership of roles

\* Getting a better understanding of each other's experience, interests and strengths - as a very, very new team, we don't yet know that about one another which makes it hard to know who could/should be doing what.

Building mutual understanding and trust: it's a very new team, many of the people in it don't know each other well (The newness also makes it hard to assess the answers to many of the questions in this survey!)

Ensuring effective comms: e.g. by circulating notes and actions after meetings so those who mis them know what was discussed

Opportunities to directly work together on initiatives and projects in smaller cohorts, so we can observe and absorb our personal ways of working, and learn from each other, especially as we remain in lockdown and unable to do so via more informal means. Continue to clarify the purpose and role of the AP team (and each member) as we develop together. Continue to focus on and share strategies and plans for growth so we can cross-pollinate opportunities (most of these are continuations of things we haven't really been able to start yet but will).

# Summary text

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## Ideas for action - things we should start doing

Clarity on internal roles in the company;

I wouldn't say that I'm particularly aware of collaboration among this team. I'm aware of outputs, but I don't necessarily have a sense that this is one unified team with a clear ethos and vision. It may be the case, but it could be better communicated.

Consulting more widely when they have annual reviews (i.e. more than just two junior people). The ways they work effect the largest amount of people in the company and they are the hardest to give feedback on, especially for more junior members of staff.

I think taking a step back every month or so to think about how the way we deliver work might have shifted/changed would help them to anticipate and mitigate against problems. Regularly asking how the nature work of the work we are delivering looks at that moment and the impact it might have on the wider team could help ensure that work is

\* Make it clearer what the responsibilities are for the Partner team vs. wider RD group - and what gets discussed and decided at both levels.

Pitching in and supporting each other.

