

Team Health Check



...a better way to manage

the
happy
manager

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HOW TO BE A BETTER MANAGER

Team Health Check

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How to be a Better Manager...

Team Health Check is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess
Directors, Apex Leadership Ltd

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1 The Health of a Team

Teams have many things in common with living organisms. They can grow or stagnate, flourish or struggle, endure or expire. As with other living things, teams will only grow and flourish when the conditions are right. Of course there is more to building a successful team than simply providing the right conditions.

Teams are complex and, as with other complex organisms, to flourish they need to be properly managed and cared for. Where a team operates without proper **conditions** and **care**, the result will only be ill-health. This e-guide has been designed to help you manage a healthy team. It will show you how to evaluate the current state of your team's health and how to deal with your findings.

Conditions

Teams are most likely to succeed when four critical factors are addressed:

1. Individuals flourish as they use their **Strengths**.
2. When people build strong working relationships, the result is effective **Teamwork**.
3. This combination of individual strengths and teamwork should make it easier to achieve **Results**.
4. Team leadership should focus on the **Alignment** of these elements to ensure the results achieved are team-oriented and meaningful.

These factors form the basis of our STAR team performance model (**S**trengths, **T**eamwork, **A**lignment, **R**esults). The STAR model recognises that teams do not exist in a vacuum - much team activity can be strongly influenced by external factors. So the fifth element of the model is outside and organizational factors. The STAR model forms the basis of the Team Health Check. It's crucial to ensure each is considered if you want to create the right conditions for your team to flourish.

Care

In addition, there are several other things to consider, if you want to ensure your team is properly cared for. These are addressed in the other health check categories:

- Management – how things work in the team.
- Leadership – how the team is led.
- Motivation – how willing are team members?
- Development – what is their attitude to development?
- Happiness – do team members enjoy working together?

Together these 10 categories will provide you with a comprehensive team health check. Use it to build a clear picture of the team's current state, its strengths and weaknesses, and to plan future action.

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2 Health Check features

In order to get full value from the Team Health Check, first give some thought to the structure of the process, and to the ten categories that make it so effective. This section introduces those categories, explaining what each means and its relationship to the overall team health check process.

Each category also explores a number of key questions which you should also be addressing during your team health check. Consideration of each category, and the questions that relate to each, will provide you with a robust assessment of your team's health – a key aim of the Team Health Check.



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Team Health Check Paired Statements

MANAGEMENT

Team members are unclear about their roles and responsibilities	1	2	3	4	Responsibilities are clear and the team is flexible in adapting their roles to the situation
Managers plan and/or make decisions without involving the team	1	2	3	4	Managers and their team plan together. Where appropriate, decisions are made by the suitable people in the team
Individuals need to be monitored and closely controlled	1	2	3	4	Individuals have flexibility in how they do their work and are trusted to perform
The team and its resources are managed ineffectively	1	2	3	4	The team and its resources are effectively managed

LEADERSHIP

Team members do not share a vision of what the team is there to do	1	2	3	4	There is a clear vision of the team's purpose, shared by the team members
Leadership is directive and controlling	1	2	3	4	Leadership is participative and collaborative
Leadership is the responsibility of one leader	1	2	3	4	Leadership is encouraged in others. Different team members provide leadership in their areas of expertise
Poor levels of trust apparent, with controls and checks in place rather than delegated responsibility	1	2	3	4	The team is trusted to deliver and allowed/encouraged to do so

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4 Summarizing your team’s health

1. After you have answered all 40 questions go back to the questions in the first category on management. Add your score for each set of paired statements in that category, by adding the value of each number you circled together.
2. Next note the overall score for Management in the table below. Do the same for each category, then add all category scores and enter the total score at the bottom of the table. Then follow the instructions after the table to see how you can interpret and use the results of the check.

Categories	Score
Management	
Leadership	
Motivation	
Team learning	
Results	
Strengths	
Team-working	
Alignment	
Organizational factors	
Happiness	
TOTAL	

Table 1: Category Scores

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Updates

For more information on the content of this e-guide, and other related topics, visit: www.the-happy-manager.com

Join the community: subscribe to the Happy Manager Newsletter for regular updates and advice on better ways to manage.

Join the conversation: bookmark the Happy Manager blog.

(www.the-happy-manager/blog) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

Titles available:

How to be a Happy Manager
Have a Good Workday
How to Build a Happy Workplace
Workstyle, Lifestyle

Build a Better Team
Team Building Exercises
Team Health Check
The Problems with Teams
Why is Teamwork Important?

Leadership Essentials
Defining Leadership
Leading with Style and Focus
Leading Insights

Transformational Change
Sustaining Change
Making Change Personal

It's All About Performance
15 Performance Management Tips
Managing Performance and Potential
Performance Management Skills
Performance Management Toolkit
Conducting a Performance Review
Manage Your Own Performance
Motivating Performance

Managing for Strength to Strength
Managers Make the Difference
Re-defining Middle Management
Do More with Less
Managing Time and Priority
Extreme Thinking: Unlocking Creativity
SMART Goals, SHARP Goals
Making Better Decisions
What's the Problem?

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