

# Getting to grips with tools

## Team self-assessment

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Megan Edwards, Research Fellow, IES



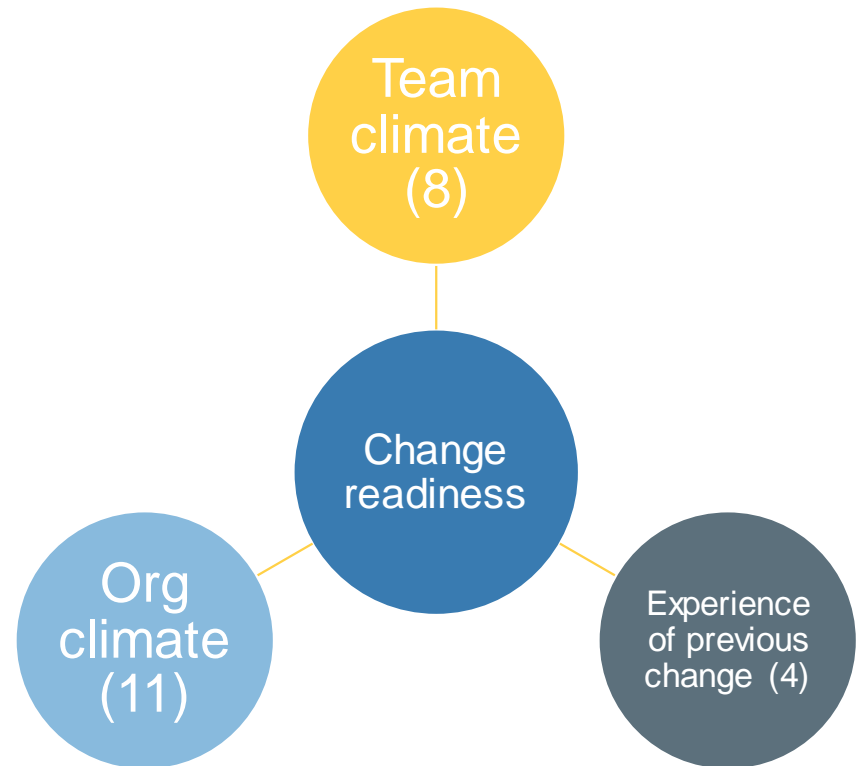
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# About the tool

- 23 item survey
- Measures three aspects of change readiness
- Self-report
- Can be self-administered or distributed by an HR team



# How can you use it?

- Two approaches to using the tools: from an HR perspective and as a team member
- Teams can use the survey in a number of ways:
  - As a snapshot of their change-readiness at a given point in time
  - To identify enablers and barriers to change
  - Shape discussion about what you can do, as a team, to become more ready for change
- Teams might arrange a team discussion or way-day around the three themes
- If using the survey to prompt a structured discussion, you might want to invite team members to warm up their thinking by completing the survey before your discussion.

# Practice exercise

- From the perspective of a team member
- Spend about 5 minutes completing the questionnaire individually
- As a table, focusing on the 'team climate' section, use each item to guide the flow of the discussion
- For each item ask:
  - How are we doing?
  - What are we already doing to help ourselves here?
  - What can we do to make it even better?

# Top Tips for your team

- Having an open discussion and listening to everyone's views will help you to develop a positive climate in your team.
- Focus on what you can do to help yourselves. This will help you feel more ready and able to deal with change.
- With the organisational items, think about what you **can** do – Are there any areas where you could begin to influence this for yourselves?
- Remember, it's the discussion rather than the survey results that is important.
- Try a pulse check on team climate every few months to keep it live.

# Getting to grips with tools

Team discussion questions

# About the tool

- We developed an interview guide which invited team members to reflect on their team's readiness and ability for change.
- We held fourteen 30-minute phone interviews with volunteers drawn from across the nine participating teams.
- We pulled out the enablers and disablers and reviewed these with project team members to sense-check them.
- You can see some of the questions we asked opposite. This is followed by some suggestions on how **you** can use it with your team.

# Example questions

**Q1. Thinking about your whole team, how ready and able are you to deal with ALL the change you're experiencing at work?**

**Q2. How would you rate that on a scale of 1–10?** [1 = *not-at-all* ; 10 = *fully ready*] PROBE: What makes you say that?

**Q3. What is helping your team to feel ready and able for change?**

PROBE: What is it about your team, and the way you work together, that is helping here?

**Q4. What is preventing your team from feeling more ready and able for change?**

PROBE: What is it about your team, and the way you work together, that is getting in the way here?

**Q5. Thinking about the rating you gave earlier what are 2 or 3 things that could help you to push it up by 2 points?**

# Practice exercise

- On your table there is a flipchart with 1 – 10 on it
- Thinking about your team, how ready and able are you to deal with ALL the change you're experiencing at work?
- Put a dot or a circle on their rating, explaining why you put it there.
- As a team, consider what is helping your team feel more ready and able for change. Be specific – what is it about your team and the way you work together that is helping? Capture these items on a flip chart.
- Consider, what is preventing your team from feeling more ready and able for change?
- Capture real, specific actions from everyone.

# Feedback

- On average, what were was your tables change readiness?
- What is helping your team feel more ready and able for change?
- What is preventing your team from feeling more ready and able for change?

# Top Tips

- Allow at least twice as much time for Q3 than Q4. Positive psychology suggests that focusing on what's working can raise performance.
- Don't try and solve everything in one go. Think about small, do-able actions that will help you to nudge your self-assessment.