



Building your Transformation Team: The Team Assessor Tool



concentre

TEAM ASSESSOR TOOL

Your team is the driving force of any change you want to bring to your organization. If you know that there are going to be changes take a proactive approach to building the team you need to be successful. This starts with using Concentre’s Team Assessor to make sure the right people are in the right seats.

ASSESSING THE CAPABILITIES OF YOUR CHANGE TEAM

List the names of each of your potential change leaders in the table below. Now, use the Team Assessor to evaluate the capabilities of your change team across two dimensions:

- 1. Capability to Lead Change:** The capabilities required to lead change are specific to the change in front of you and the organization. Evaluate the capabilities of your team by ranking how capable each person is of driving the change on a scale of 1 – 10, where 1 is the lowest and 10 is the highest. Document your ranking in the *Capability Rank* column in the table below.
- 2. Readiness to Lead Change:** Now, evaluate the readiness of each individual to drive your change. Consider the level of passion and desire they possess to drive the effort. Have they bought in or do they remain skeptical? Make this determination and rank the readiness of your team on a scale of 1 -10, where 1 is the lowest and 10 is the highest. Document your ranking in the *Readiness Rank* column in the table below.

Leaders	Capability Rank	Readiness Rank
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		

FOUR QUADRANTS FOR CHANGE LEADERS

The assessment places each person into four quadrants.

- 1. Roadblock – high capability, low readiness:** In many cases these people possess a low readiness to change because they are not passionate about the direction that you are laying out. These are effective, capable change leaders, so if they are not aligned with your direction you must recognize their resistance and invest time to engage in open dialogue to bring them on board. If that does not work, and you find these individuals have still not bought in, then they are likely to slow your ability to drive change. Is there another team in the organization where they would be a better fit?
- 2. Driver – high capability, high readiness:** These people are likely to be the most critical leaders in the change ahead. However, because they are very effective change leaders you will need to continuously bring new challenges and recognition, or they will be more likely to leave.
- 3. Speed Bump – low capability, low readiness:** These team members will not significantly slow change, but they will not help either. This is due to their low capability to drive change, which means they are unlikely to engage and lead others to prevent the change from happening. What they are doing is using up a leadership team spot that could be used on a more effective leader.
- 4. Cheerleader – low capability, high readiness:** These are great people to have on your team as long as they are not leading the most important parts of the change. While these people will be strong proponents of change and will keep their teams engaged in the overall effort, they are unlikely to deliver significant change results by themselves.

Some people will fall directly within one quadrant, while others will be borderline between two. The best course of action to take for the team members bordering the edges of the “Driver” box is to assume they *can* be “Drivers”.

Test your assumption by finding an appropriate assignment to confirm these people have what it takes. Remember, some of the best change leaders just need the right opportunity to prove themselves.

How does your team stack up? Use the rankings documented above to plot each person’s name in the leader assessor table on the next page.

LEADER ASSESSOR TABLE

Capacity to Lead Change	10	1	Roadblock					2	Driver				
	9												
	8												
	7												
	6												
	5												
	4												
	3												
	2												
	1	3	Speed Bump					4	Cheerleader				
		1	2	3	4	5	6	7	8	9	10		
Readiness to Lead Change													

Do the relative placements (each team member relative to the other) make sense? Did the results come out as you expected?

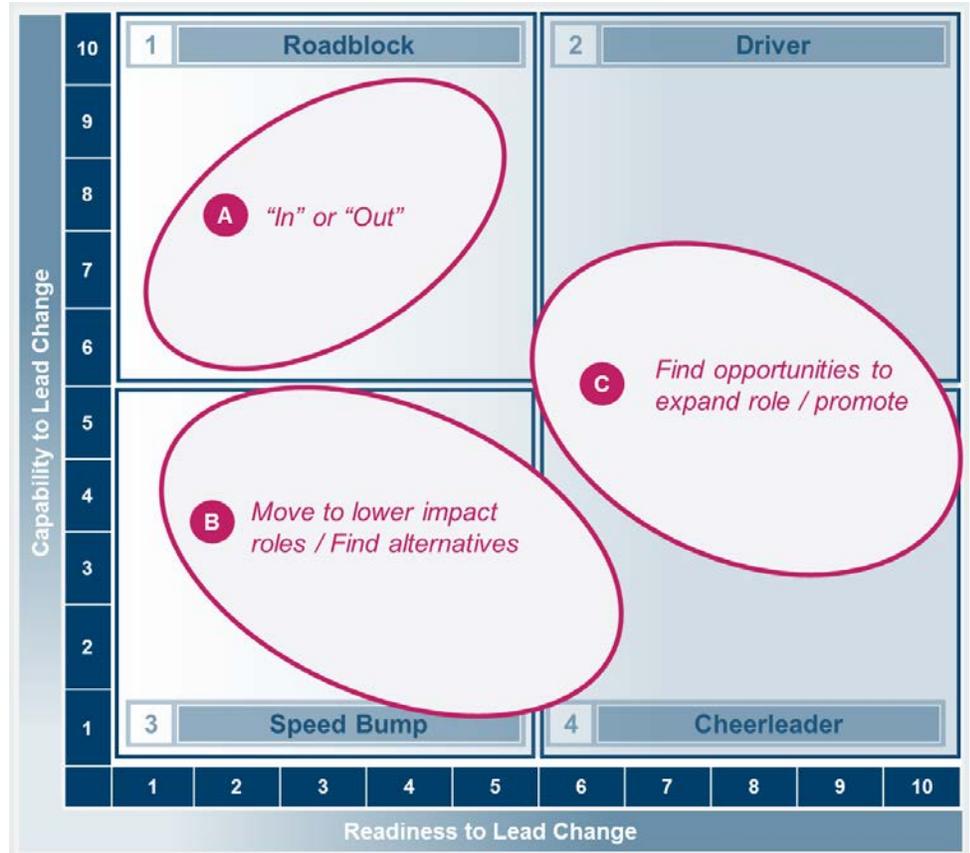
DETERMINE THE ACTIONS YOU'RE GOING TO TAKE

Now that you know where your team stands, determine what actions you will take next and how to sequence them.

Take a look at which team members fall within the highlighted areas below. You will need to make some decisions about the scope, depth, and breadth of their roles in your change transformation.

A. "In" or "Out": Those firmly in the Roadblock quadrant will either help or hurt your ability to drive the change in front of you. Having an action plan along with clear dates will ensure that there is no "drift" in this area.

B. Find alternatives: People placed within this radius may be better suited in other parts of the organization or in areas with a lower need for change. As they have both a low capability and readiness to lead change they are taking a position that an effective leader could take on. A clear action plan to move them to alternative positions and executing that action plan will highlight to the rest of the team that the change has started.



C. Opportunities to expand role / promote: These people are potential Drivers who just need the opportunity to show what they can do to effectively drive change. Where can their skills be most effectively be deployed?

Some of the decisions you will have to make will be harder than others. Keep in mind that these decisions must be made in the best interest of you, your organization, and most important, your employees. Position your change efforts for success by making sure you have the right people in the right seats who are well positioned to drive your change transformation.

CONCLUSION

Right people, right seats

Proactively build the team you need to be successful by evaluating the capabilities and readiness of your team to lead change.

Test your assumptions

Some of the best change leaders just need the right opportunity to prove themselves. Find the appropriate assignment to test and grow their capabilities.

People are your driving force

Your people are the driving force behind any change you want to bring to your organization. Don't underestimate the impact of the change to their organizations.

Inflicting change on your team all at once can create significant turmoil in any organization. The Team Assessor tool can be an effective action if the change required is radical, but there is always the risk that there will be a gap in getting started in the change where there are open leadership positions.

We tend to overestimate what we can get done in a short period of time and underestimate what we can get done in a longer period of time. Having the right people in the right seats with a clear action plan will ensure you're working with a team who is passionate, dedicated, and committed to successfully driving your change efforts.

If you need guidance on your change or transformation journey, Concentre is here to help. Whether you're just getting started, are nearing the finish line, or have come up for air only to find that you have stalled, we're here to achieve successes.

Speak with one of Concentre's transformation experts today!

