

## The Accomplice Team Audit

### The Approach

1. The Accomplice Team Audit [ATA] provides an assessment of a Team's stage in development.
2. The assessment is made using confidential electronic questionnaires completed by:
  - team members to provide an internal perspective

and, ideally:

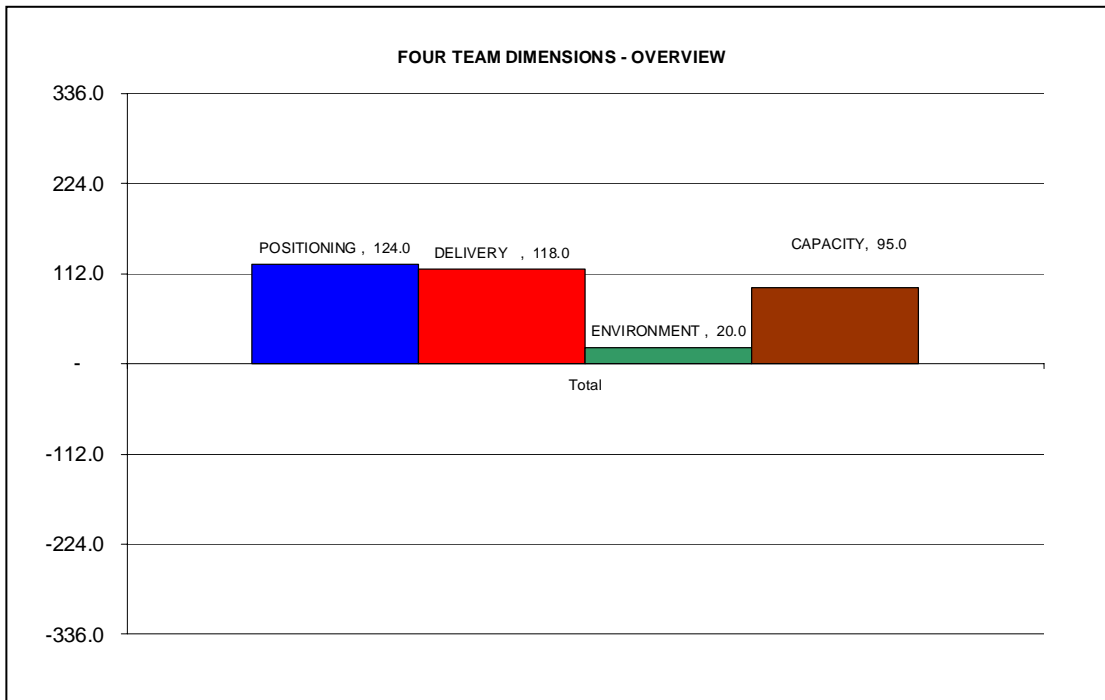
  - a selection of stakeholders; members of the same and partner organisations/services; customers and clients etc, to yield a 360 degree perspective and validation
3. The generic questionnaire can be customised to the client's situation. For example, incorporation of references to the Team's specific tools, area of technical expertise or clients etc.
4. In addition, this initial assessment may, on occasions, be supplemented later by one-to-one interviews or focus groups to enrich findings in one or more areas – with team members and/or stakeholders.
5. To provide the most robust results, it is essential that all parties complete the questionnaire:-
  - a) fully
  - b) answering questions as they are posed without changing the meaning
  - c) independently and without reference to others; views are notably subjective
6. The Tool is currently has been piloted. In due course, benchmarking facilities will be offered.
7. Packages are customised and prices reflect the approach taken and number of participants involved.

### The Tool

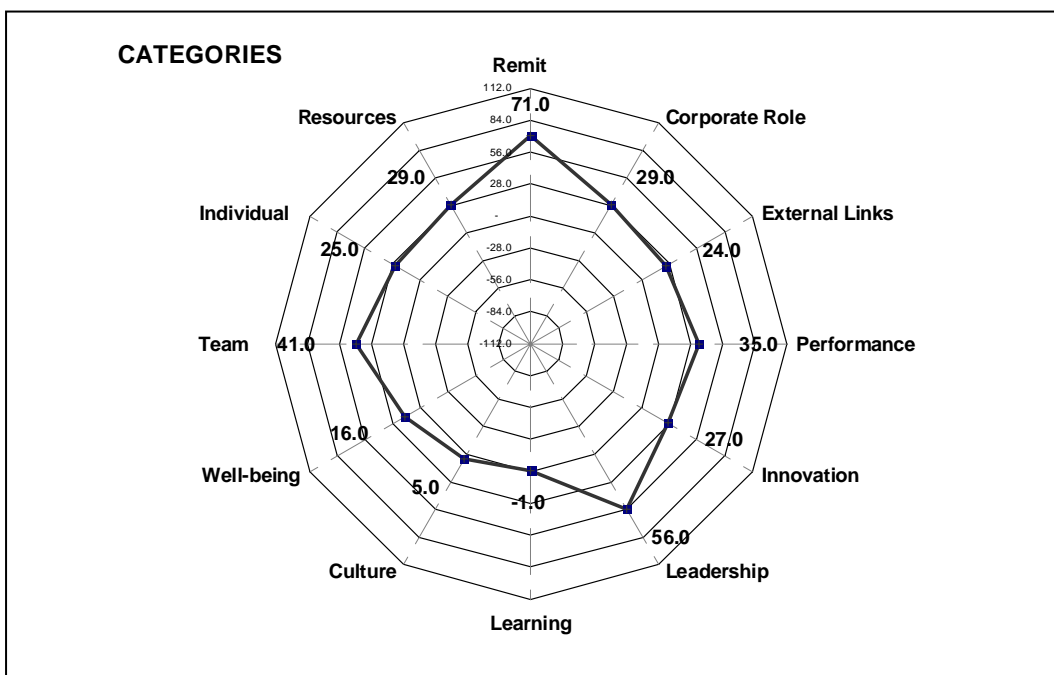
1. Based on research into the characteristics of effective Teams<sup>1</sup>, four dimensions – each with three or four categories – are measured through a team survey of about 60 questions.
2. The four dimensions present a sense of the Team's strength in relation to its:-

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- a) **Positioning:** the Team's remit is understood – and the Team is well-connected and used appropriately by the rest of the organisation – and others outside
  - b) **Delivery:** the Team delivers against expectations and is fit to continue doing so in the future
  - c) **Environment:** the Team itself provides a positive and supportive experience for its members and their activities
  - d) **Capacity:** the Team can access the full range of competencies and resources required to deliver its remit
3. Each of the four dimensions contains three categories – each giving a more detailed picture of Team strength – and, importantly, areas for improvement.



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- a) **Positioning:**
  - i) Remit: the Team has a clear remit and plan, knows what this is and so do outsiders
  - ii) Corporate Role: the Team's identity and role within the organisation is clear and understood
  - iii) External Links: the Team has evident links and liaises well with external bodies
  
- b) **Delivery:**
  - i) Performance: the Team delivers its goals and promises and is viewed as effective
  - ii) Innovation: the Team evidences the appropriate levels of innovation and creative capacity
  - iii) Leadership: the Team Leader behaves in ways that support Team delivery and development
  
- c) **Environment:**
  - i) Learning: the Team learns together and takes time to reflect on performance and practices
  - ii) Culture: there is a constructive team culture within which members can flourish; members are supportive of each other and mature in their approach to resolving difficulties and problems
  - iii) Well-being: there is a strong sense of Team spirit; members value and respect each other and feel good working in the Team
  
- d) **Capacity:**
  - i) Team has the right competencies and can access those required – they use each other as a resource
  - ii) Individuals within the team contribute equally and are able to deliver; they invest time in personal development and have sufficient incentives to improve
  - iii) Resources buildings, facilities, tools and work space are fit for purpose

### The Feedback

1. Findings are relayed to the Team for review and validation, usually as part of a Team workshop from which the development plan emerges. The written and oral presentation includes :-
  - a) a summary of the methodology and any issues arising within the analysis. For example, completion issues, variations in responses across the Team
  - b) the emergent strengths of the Team
  - c) the likely areas of development (with a sense of any clear priorities)