Expert Insights

Creating a Team-Building Culture

Profiles International
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Introduction

Engaged employees are excited and enthusiastic about their jobs. They resist distractions, tend to forget about time and routinely produce significantly more than the job requires. They enjoy searching for ways to improve circumstances, and they volunteer for difficult assignments. They also encourage others to achieve higher levels of performance. Finally, they are proud to be involved with their organization and are likely to stay with the company for the long term.

There are many benefits to understanding engagement levels. Companies with this knowledge have higher retention rates and superior customer service, and they realize increased profitability. Leaders at all levels of these organizations strive to create a work environment that results in highly engaged employees.

Research shows there is no one general set of actions that will guarantee increased engagement in your company. Improving employee engagement at the organizational level is both strategic and tactical. The organization is a direct reflection of its leadership. You will need to identify opportunities, simplify solutions, take action, and hold people accountable.

In order to create a team-building culture you must do the following:

1. Assess the individual employee
2. Assess the leader
3. Assess the team
4. Create a culture that values engagement

1. Assess the Employee

Appropriate assessments will provide you with information about your employees.

Develop your employees by first making sure they are in the right jobs. The average employee wants to receive more than just a paycheck from his employer. Many employees want to receive training so that they can develop and advance. Give your employees this opportunity by using predictive performance or job matching technology. This allows you to strategically invest in your people so that they are fully developed for the jobs they are in, and so that you can tailor their training for their career advancement.

Identify your target employees. A target employee is one who fits well in her current job, is fully engaged on the job, and whose performance exceeds your expectations. She is the kind of employees who not only achieves goals, but who has the ability to elevate the performance of other employees, teams, departments, and divisions. Appropriate assessments will tell you about employees' cognitive skills, job-related behaviors and occupational interests. Make sure you have the right data for identifying those target employees that stand out, as well as those employees who are doing a good job but may not have emerged as target employees yet.

Challenge your employees. Research shows that managers are up to four times more engaged than frontline employees because of their additional responsibilities. Provide your employees with stretch goals, avoid micromanaging and let them learn from their mistakes. This will have a positive effect on employee engagement. Be sure to get their feedback as you challenge them. Such information can be extremely important in helping implement solutions. A good approach is to work with the employee to identify: What can be improved? What does she need? What can be adjusted? What should we start or stop doing?

2. Assess the Leader

Appropriate assessments will tell you about the job fit of your leaders.

The act of engaging is a part of every leader's job profile and leadership skill set. Recognize the actions of senior leadership, managers and supervisors as the key drivers of your engagement.

Appropriate assessments will tell you about the job fit of your existing leaders. Use assessments to identify top-performing leaders and lesser-performing leaders, and to develop a predictive performance pattern based on those results. The next step is to compare your leaders' results to the appropriate predictive benchmarks so that you can accurately tell if your leaders are in the right jobs. This information enables you to decide whether poor job fit is a selection issue or a development issue.

Identify leadership skills that engage employees. If you want to help increase the effectiveness of your leaders then you need to identify the leadership skills that are most effective for engaging employees. Seek feedback about each leader from his boss, peers and direct reports. Align the leader's behaviors and leadership skills to the expectations of the organization and of his boss. Then, close leadership gaps through on-the-job performance, feedback and coaching.

3. Assess the Team

Assessing the team provides an understanding of how the team will interact.

Assess the entire team. Once the individual employees and leaders have been assessed, get them together to assess the team dynamics. Team assessments will enable those in leadership positions to gain a big-picture perspective. Each employee brings a different skill set to the work environment, and a team assessment will allow managers to understand how those skill sets interact.

Once interaction pattern results are clear, it is easier to make adjustments to the current work environment. How the team works together directly affects the productivity of the company. With an overall understanding of where strengths and weaknesses vary, managers are now able to make appropriate adjustments in order to maximize efficiency.

A properly assessed and adjusted team will then improve employee engagement. When employees are able to fit their jobs and their teams, productivity will increase. Engagement occurs when employees feel fulfilled in their roles. When all of the roles are understood and appreciated, employees will feel engaged and will work to their full potential. Engaged employees also encourage their peers and coworkers to achieve maximum productivity.

4. Create a Culture that Values Engagement

When a company values engagement, it is easier to build productive teams.

Keep your employees engaged. Engaged employees require a work culture that is fundamentally stimulating, a return on the investment they are making in your company and leadership from people they can respect. These three elements will ensure that your employees remain engaged and productive throughout the course of their employment at your company.

Make sure there is alignment between the employees you recruit and your existing business culture. Your company's "culture" is the unique personality of your company: core values, ethics, the rules that guide behavior. Communicating a clear vision of the future is crucial.

Satisfaction with employment can also be directly linked to job fit. One way to increase engagement at the employee level is to make sure you have the right employee in the right position such that he can thrive and grow. This will result in greater productivity.

The basic building block of good teambuilding is for a leader to promote the feeling that every human being is unique and adds value.

Summary:

Creating a Team Building Culture

A company's brand creates customer loyalty. Your recruitment, selection, on-boarding, coaching, development, and succession planning process is part of your brand. Think of each of these processes as a means of retaining top performers and developing future performers. When you enhance your existing processes with the use of predicative performance patterns and job matching, and then empower your managers to use this data, you will accelerate performance and build your employee brand loyalty.

Need to improve your teams?
Profiles International has helped thousands of organizations build effective teams and develop existing teams.

Contact us via email:
sales@profiles-sea.com to speak with an assessment expert who will show you how to utilize assessments as you build your teams.
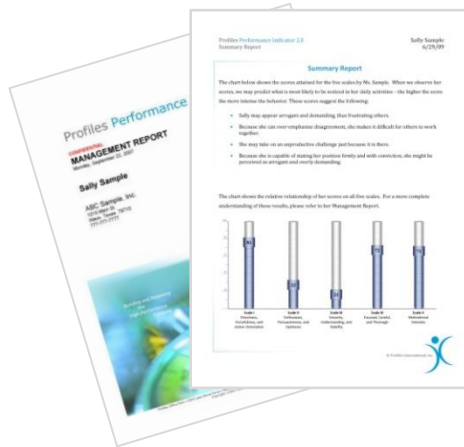
About Profiles International Vietnam

Products of Interest

Profiles Performance Indicator™ (PPI)

The Profiles Performance Indicator is a DISC-type assessment that reveals aspects of an individual's personality that could impact his fit with his manager, coworkers and team, and his job performance. It is used primarily for motivating and coaching employees, and resolving conflict and performance issues post-hire.

The PPI specifically measures an individual's motivational intensity and behaviors related to productivity, quality orientation, initiative, team work, problem solving, as well as response to conflict, stress, and change. The output from this assessment serves as an "operator's manual" for an employee, and helps managers better motivate, coach, and communicate with the employee. It also helps to predict and minimize conflict among co-workers, and it provides crucial information to improve team selection and performance.

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Products of Interest

ProfileXT®

PXT – The **ProfileXT®** is a 'total person' assessment that has a myriad of uses. It measures job-related qualities that make a person productive—thinking and reasoning style, behavioral traits, and occupational interests. These qualities in an individual directly affect her productivity and the productivity of her entire team. An added benefit? The ProfileXT provides 10 reports from one fifty-minute assessment: individual report, placement report, succession planning report, candidate matching report, coaching report, job analysis report, sales placement report, sales management report, summary reports, and graph reports.
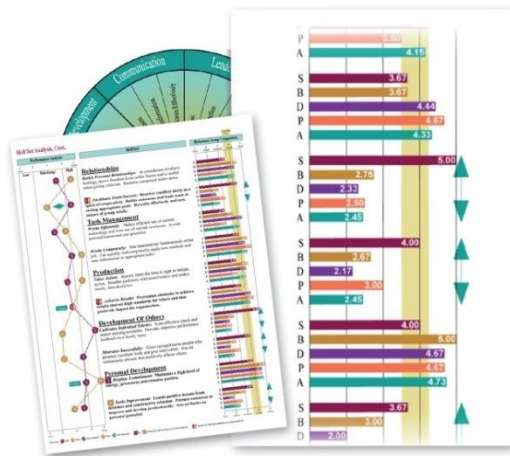
CheckPoint 360°™

CheckPoint Management System combines direct feedback from direct reports, peers, supervisors, and customers, with a personalized program for developing specific leadership skills based on that feedback. This assessment process highlights a manager's job performance in 8 skill clusters: leadership, communication, personal development, development of others, production, task management, relationships, and adaptability. The CheckPoint 360° uncovers the following productivity killers: ineffective management practices, poor communication, inadequate leadership skills, distrust of management, inability to delegate, low motivation, lack of commitment, low performance standards, and workplace conflicts.

Additional Reports from Profiles Research Institute

America's Most Productive Companies

In economics, "productivity" is a measure of output per unit of input. For purposes of this study, we defined labor productivity in terms of revenue produced per full-time employee. Calculating this required us to analyze financial data from over 1,600 publicly traded companies that we then organized into over 175 sub-industry groups.

We then identified the companies that ranked highest in each category and took a closer look at the practices that enable them to out-produce their peers. By understanding these practices, we hope to educate ourselves and our clients about the practices that can help them run more efficiently and become more competitive in the marketplace.

5 Critical Management Derailers: Symptoms and Remedies

Why do front-line managers fail and what can be done to avoid failure? We polled our experts to identify our top five most common management derailers. They are:

1. Poor interpersonal and communication skills
2. Inadequate leadership skills
3. Resistance to change
4. Inability to deliver expected results
5. Inability to see beyond their functional silos

This report elaborates on these five issues and offers some common sense advice for helping your managers avoid them.

Additional Reports from Profiles Research Institute

Four Essential Tactics for Optimizing Organizational Talent

Now more than ever you have the opportunity to optimize your organizational talent. While cost cutting may be inevitable, it's important to avoid some of the common traps that will put you at a disadvantage when the economy turns around. The bottom line is that you need to know your human capital inventory well enough to make the best decision. Our researchers have identified four essential tactics to optimize your organizational talent. These are:

1. Remove your chronic underperformers
2. Remove your bad apples
3. Uncover your hidden gems
4. Never stop your hunt for high-quality outside hires

This paper elaborates on these four essential tactics.

5 Lessons for Upgrading Talent with Outside Superstars

The supply of talented individuals, many of whom were cultivated and trained by some of the world's most innovative and productive companies, has never been so plentiful or affordable. Throughout the last 20 years we have learned from our clients' experiences, and we have summarized five key lessons to help optimize the upgrading process:

1. Identify your current and future internal stars first.
2. Align your hiring decisions with your need for current and future talent.
3. Temper your expectations; high performance isn't always portable.
4. Don't let eagerness short circuit your selection process.
5. Underpromise and overdeliver

The report drills deeper into each lesson to guide you through the talent upgrade process and help you avoid common mistakes.

Profiles International – Who We Are

Profiles International helps organizations worldwide create high-performing workforces.

Through our comprehensive employment assessments and innovative talent management solutions, our clients gain a competitive advantage by selecting the right people and managing them to their full potential.

Where We Are

Profiles serves 122 countries around the globe and has material in 32 languages.

Contact Us

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