FREE PACK · INSIGHTS

The team wheel

Score ten conditions for an effective team from 1 to 7, plot them, compare, and choose three to act on.

Before you start. Score your team as it is now, on your own, without conferring: 1 means “hardly at all”, 7 means “fully, all the time”. The ten conditions are described overleaf. Put a dot on each spoke at your score and join the dots. Then lay your wheel next to your colleagues’ and start with the condition where your dots are furthest apart.



Where our wheels agree

Where our wheels differ most

The ten conditions

Condition	You would see…	Score 1–7
1. A real team	Everyone knows who is on the team and who is not. Membership stays fairly stable, and the work cannot be done without people relying on one another.	
2. Compelling direction	The team can say in a sentence or two what it is for. The aim is clear enough to steer by, stretching enough to need everyone, and important to the people it serves.	
3. The right people	Between them, members have the knowledge, skills and range of views the task needs, and the team is no larger than it has to be.	
4. Clear roles and plans	Each person knows what is expected of them, how their work connects to everyone else's, and what the team is aiming to deliver by when.	
5. Agreed ways of working	The team has settled, out loud, how it makes decisions, runs its meetings, shares information and handles disagreement.	
6. Safe to speak up	People raise concerns, admit mistakes, ask basic questions and offer half-formed ideas without worrying that it will count against them.	
7. Dependability	When someone says they will do something, it gets done, to the standard agreed and when promised – or they say early that it will not.	
8. Work that matters	Members find the work worthwhile and can see the difference it makes, to customers, colleagues or the organisation.	
9. Backing from the organisation	The team gets the information, time, tools and resources it needs, and good team results are noticed and recognised, not only individual ones.	
10. Review and coaching	The team regularly stops to look at how it is working, not only at what it is producing, and someone helps it do that well.	

Conditions 1, 2, 3, 5, 9 and 10 draw on J. Richard Hackman's conditions for team effectiveness (*Leading Teams*, 2002) and Wageman, Nunes, Burruss and Hackman (*Senior Leadership Teams*, 2008). Conditions 4, 6, 7 and 8 draw on Google's Project Aristotle and Amy Edmondson's work on psychological safety (1999). Descriptions written by great{with}talent.

Three to act on

Pick three. A low score on something your team rarely needs can wait; a middling score on something it depends on every week cannot. Strengths count too: one already in good shape may be the quickest win.

Condition 1

What we will do
Who leads, and by when

How we will know it has worked
What we expect to see or hear differently

Condition 2

What we will do
Who leads, and by when

How we will know it has worked
What we expect to see or hear differently

Condition 3

What we will do
Who leads, and by when

How we will know it has worked
What we expect to see or hear differently

Does any of this sound familiar?

The organisations we work with rarely come to us asking for a survey. They come with something that is costing them money, time or people. These are the ones we hear most often.

MAKING MONEY

"We hire well on paper and still get it wrong in the role."

Personality, leadership and competency assessment matched to the job, so interviews test what matters and offers go to people who will perform. (FindingPotential)

"Our best people leave and we only find out why afterwards."

Exit intelligence in the leaver's final weeks: what was avoidable, who would come back, and what to change first. (LastOpinion)

"Leaders get feedback once a year and nothing changes."

Forward-looking 360 feedback that lands as development rather than judgement, with the actions built in. (FeedForward)

SAVING MONEY

"Too many new starters are gone inside a year."

New-starter surveys at the points the first-year leak opens, so you act at three months instead of reading about it at exit. (OnBoarder)

"References take weeks and tell us nothing."

Automated referencing with questions that predict, most returned within 48 hours. (ReferenceExpert)

"We run an engagement survey and the results sit in a drawer."

Engagement reporting down to team level in plain English, with the three moves each team's own people chose. (WinningFormula)

SOLVING PROBLEMS

"The board wants evidence on culture, conduct and speaking up."

A confidential always-on channel and a harassment-prevention audit that give you the evidence before a regulator asks for it. (SafeSpace)

"We publish an inclusion statement and cannot show whether it is true."

Inclusion measured at every stage from hire to exit, so you can see where the experience differs and act on it. (ED&I)

"We have the data and cannot turn it into a decision."

Twenty years of UK benchmark data and analysts who turn results into a board paper, not a dashboard. (Workforce intelligence)

Who we are

great{with}talent is a UK workforce-intelligence consultancy, founded in 2003. We help organisations hire better, keep people longer, improve leadership, strengthen inclusion and reduce workplace risk, with a connected set of tools that turn employee data into clear, fast action across the whole employee lifecycle. Independent, GDPR-compliant and Cyber Essentials certified, hosted on Microsoft Azure.

Not on the list? It will not always be. If you are working on something you think we might be able to help with, drop us a note describing what you are trying to do and we will come back to you.

On the list or not, let's talk.

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