



# The Talent Optimization Index (TOI™) Team Assessment

*What makes it unique and how it provides valuable insights to increase team performance*

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How do you scale business productivity by leveraging the resources you already have? By optimizing the time, talents, and energy of every team member on every team in your organization. How do you do *that*? Let's start by defining what we mean by "talent". We define a talent as *an innate skill or ability, or an aptitude to excel in one or more specific activities or subject areas*.

Each of us has many capabilities – knowledge, skills, and natural abilities, or talents. Job requirements specify the knowledge and skills that workers need to perform the job satisfactorily. Jobs may not require or even provide an opportunity for workers to leverage their talents and excel at what they do best.

When we can leverage our unique talents to accomplish a goal, we are energized by our success and motivated to achieve even more. When we can work together and boost our talents by tapping into the complementary talents of others, we achieve even greater success and energy. Assembling teams with the right balance of unique talents and capabilities is an important first step to optimizing every talent.

But teams need more than just "the right stuff". Teams need to apply practices that support and reinforce optimizing every team member's talents, time, and energy. In our work with dozens of teams, we identified six team practices to drive talent optimization: Clarity, Capabilities, Capacity, Climate, Calibration, Connectedness.

The Talent Optimization Index (TOI™) Team Assessment measures how effectively teams are applying the six practices and gives team leaders the insights into the actions that will have the greatest impact in improving the team's productivity and performance.

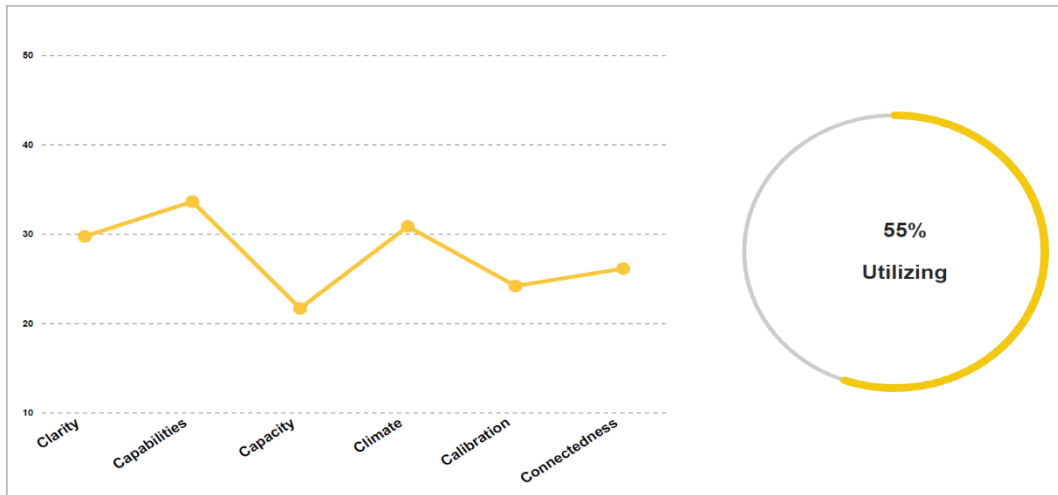
## What makes the TOI team assessment unique?

1. **It is a comprehensive team assessment.** Many team assessments focus on one dimension of team performance – how effectively team members work together. While teams that don't work together are bound to fail, teamwork alone doesn't guarantee success.
2. **The TOI team assessment scores link directly to team performance results.** We have tested the TOI assessment extensively and demonstrated that teams with low TOI scores have lower levels of team member engagement, productivity, and performance results. Teams with high TOI scores have 2x higher team member engagement and productivity – and higher team performance results.
3. **We measure at two levels to pinpoint challenges.** (1) We measure how well the team is applying the six practices by calculating the team's average scores. (2) We measure how effectively each individual team member is applying the practices by reporting individual team member profile scores. This is important because if one team member's scores are significantly higher or lower than the other team members' scores, the team's average score will be artificially high or low. Team leaders may think things are better or worse than they really are. By analyzing the TOI profile scores of individual team members, the team leader can clearly separate out challenges impacting the entire team or challenges unique to one team member.
4. **Team leader action plans are effective and efficient.** Assessment action plans based only on the team's average scores often result in the entire team engaging in team building activities that are unnecessary. Those activities take valuable time away from getting the work of the team done and often the team ends up even further behind. By considering only the team's average scores, the significant impact that an individual team member can have on team performance is overlooked and therefore not addressed until the team fails.
5. **The TOI team assessment provides insights for everyone.** Team members receive their personal TOI report showing them how they scored relative to the team's average scores. The "MyTOI" report includes actions for the team member to improve personal productivity and contributions to the team.

*On the next page, we've included the summary TOI report data from one team to give you a better idea of the power of the TOI team assessment data.*

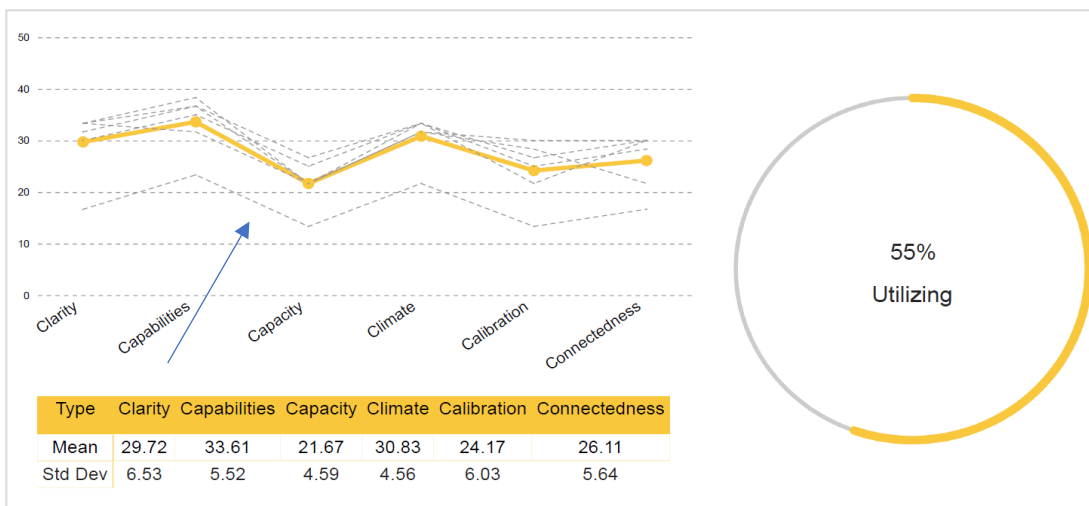
## Graph 1. Team scores only

This TOI report graph shows the team’s profile on the six practices and the team’s overall TOI Score.



## Graph 2. Two levels of measurement: team and individual scores

The detailed TOI report graph below shows the team’s average scores in yellow. Each of the dotted lines show the scores of the individual team members.



In studying how each individual team member scored, it’s clear that one team member is experiencing more challenges than all the others, indicated by the blue arrow. The first action the team leader needs to take is meeting with this team member to address the team member’s unique challenges and assess how well this team member’s talents align with the work of the team.

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