

TEAM NAME – SWOT REPORT FEEDBACK

Date

STRENGTHS

1. First theme title here: (13)

Some of the themes in the strengths section refer to what people perceive as the strengths of the leadership team. Other themes are about the strengths of the department that they lead or the products/ services they work on. Thinking about strengths is an internally focused activity. Each sentence is the actual words that a person has used. Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

2. Second theme title here: (11)

The number in brackets at the end of the theme title tells you how many people mentioned the same topic unsolicited. In the 30 min phone calls, we ask people not to share with other people what they've said, so that they don't bias them. Before we use people's words, we send them a transcript of our notes of what they've said so that they can edit it first. You will notice that the theme titles are short, and in larger font. This makes the theme stand out as a short summary of all the sentences that describe the theme in people's own words.

3. Third theme title here: (10)

Each sentence is the actual words that a person has used. Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. However the words are not attributed to individuals so there is a degree of anonymity. We hope this encourages people to be frank. In the meeting this means that people focus on the common themes rather than on who said what.

4. Fourth theme title here: (8)

You can see how these themes are prioritized by how many people mentioned each topic. It is important that when the team meets they spend some time celebrating strengths as it is easy to forget this and jump to weaknesses. We believe in the principle that if good smart people know the full data then they build upon strengths and sort the weaknesses themselves.

5. Fifth theme title here: (6)

We work hard to make every sentence contain everything it can, in someone's actual words but clipped to use as few words as possible. If people have said very similar things, we just pick one sentence to use rather than make the report very repetitive.

6. Sixth theme title here : (3)

This one will be succinct. You can see how themes are prioritized by how many people mentioned each topic.

7. Other:

This is a final catch-all for everything else
(2) Each sentence is a different theme (2)
We use these for themes were only one person – or possibly two – mentioned it (2)
You won't want to lose these, though, as they are very important in their own right
(1) The team may want to discuss these and give them a higher priority (1)

OPPORTUNITIES

1. First theme title here: (16)

Some of the themes in the opportunities section are about positive things the team could start doing to raise performance. These might be about raising the performance of the leadership team itself, or actions they could take to develop the department that they lead. Other opportunity themes arise from externally focused thinking about the environment in which the team is operating. These might be opportunities in the marketplace. Or they might be opportunities within the wider organisation to help another department or to influence their stakeholders. Each sentence is the actual words that a person has used. Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

2. Second theme title here: (12)

We work hard to make every sentence contain everything it can, in someone's actual words but clipped to use as few words as possible. If people have said very similar things, we just pick one sentence to use rather than make the report very repetitive. Sentences are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. However the words are not attributed to individuals so there is a degree of anonymity. We hope this encourages people to be frank. In the meeting this means that people focus on the common themes rather than on who said what.

3. Third theme title here: (9)

The number in brackets at the end of the theme title tells you how many people mentioned the same topic unsolicited. In the 30 min phone calls, we ask people not to share with other people what they've said, so that they don't bias them. Before we use people's words, we send them a transcript of our notes of what they've said so that they can edit it first.

4. Fourth theme title here: (6)

You can see how these themes are prioritized by how many people mentioned each topic. It is important to look at how many people mentioned the topic rather than the amount of text underneath the title. If many comments were very similar we will just pick one or two sentences for the report which can mean the theme description is very short.

5. Fifth theme title here: (4)

Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

6. Sixth theme title here: (3)

This one will be succinct. You can see how themes are prioritized by how many people mentioned each topic.

7. Other:

This is a final catch-all for everything else
(2) Each sentence is a different theme (2)
We use these for themes were only one person – or possibly two – mentioned it (2)
You won't want to lose these, though, as they are very important in their own right
(1) The team may want to discuss these and give them a higher priority (1)

TEAM NAME – SWOT REPORT FEEDBACK

Date

WEAKNESSES

1. First theme title here: (14)

Some of the themes described in the weaknesses section are about the leadership team itself. These are ideas about what the LT should change or stop in their ways of working. Perceived weaknesses in the products or services the department is working with are also included. Although thinking about weaknesses is internally focused, this section might include broader organisational weaknesses that the LT is a part of and could change or influence. Each sentence is the actual words that a person has used. Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

2. Second theme title here: (12)

The number in brackets at the end of the theme title tells you how many people mentioned the same topic unsolicited. In the 30 min phone calls, we ask people not to share with other people what they've said, so that they don't bias them. Before we use people's words, we send them a transcript of our notes of what they've said so that they can edit it first. When the report is compiled, sentences are woven together so that comments are anonymised. We hope this encourages people to be frank, especially when talking about team weaknesses. Because it is important that feedback lands, we might encourage people to phrase a statement as a question, or express a criticism as it's positive opposite. This helps the team to understand perceived weaknesses without taking offence.

3. Third theme title here: (10)

You will notice that the theme titles are short, and in larger font. This makes the theme stand out as a short summary of all the sentences that describe the theme in people's own words. We work hard to make every sentence contain everything it can, in someone's actual words but clipped to use as few words as possible. If people have said very similar things, we just pick one sentence to use rather than make the report very repetitive.

4. Fourth theme title here: (6)

Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

5. Fifth theme title here: (4)

You can see how these themes are prioritized by how many people mentioned each topic. It is important that when the team meets they spend some time celebrating strengths as it is easy to forget this and jump to weaknesses. We believe in the principle that if good smart people know the full data then they build upon strengths and sort the weaknesses themselves.

6. Sixth theme title here: (4)

This one will be succinct. You can see how themes are prioritized by how many people mentioned each topic.

7. Other:

This is a final catch-all for everything else (2) Each sentence is a different theme (2) We use these for themes were only one person – or possibly two – mentioned it (2) You won't want to lose these, though, as they are very important in their own right (1) The team may want to discuss these and give them a higher priority (1)

THREATS

1. First theme title here: (10)

Generally, thinking about threats is externally focused, considering the environment in which the LT operates. Threats are not usually within the control of the team – but that doesn't mean they can't do anything about them. These threats might be from competitors in the marketplace. Or they might be threats coming from the wider organisation which has different priorities from the LT. Each sentence is the actual words that a person has used. Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

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Each sentence is by a different person. They are woven together so that all the sentences are part of the same theme. People will be able to recognize the words they used. Team members tell us that they feel reassured that other people said similar things just in their own words. There's something about seeing the big picture that helps everyone.

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Feedback was gathered from xx leaders. These are views as expressed by leaders as understood by red¹⁰. These are not recommendations, and given they are just 'views', will include contradictions and may not be factually correct.

A snapshot like this accelerates development through enabling leaders to speedily understand and manage their own dynamics.