SEPTEMBER 2020

# TEAM COLLABORATION
# HUMAN RESOURCES

**HOW DOES YOUR TEAM CURRENTLY FEEL**
PAGE 3

This section shows how your employees have answered each of the engagement questions.
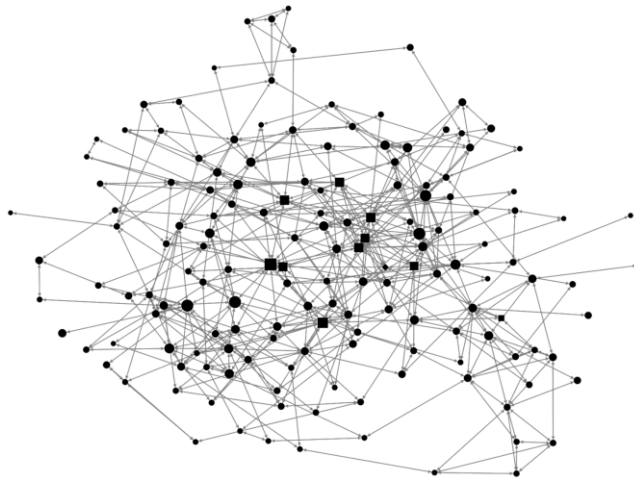
The arrows are used to compare your average with the Innovisor Benchmark.

The average is calculated based on the responses:
strongly disagree is 1, disagree is 2, neutral is 3, agree is 4, and strongly agree is 5.

**HOW IS YOUR TEAM CONNECTED?**
PAGE 4 & 5

This section shows the insights how your team members are connected in four specific contexts: (1) task assistance, (2) effectiveness, (3) friendship, and (4) stretch your thinking. These insights are accompanied with key conclusions and actions.

**SHAPES ■▲●**
Managers are shown as squares, Directors as triangles and the rest as circles.

**LINES ←——→**
Relationships are made visible by the lines in between the shapes and the arrow indicates the direction of the nomination.

**●●●SIZE OF SHAPES**
The larger a shape is, the more nominations that person received from his or her peers in the network.

**WHAT CAN YOU DO TO SUPPORT YOUR TEAM?**
PAGE 6

This section shows the answers to the open question that give you direct input from your employees on how you can support them:

1. What can we do as a team to support you to be as productive as possible?

**LEAVERS VS STAYERS**
PAGE 7

This page shows how many times on average the leavers and stayers were pointed to in each of the four networks.

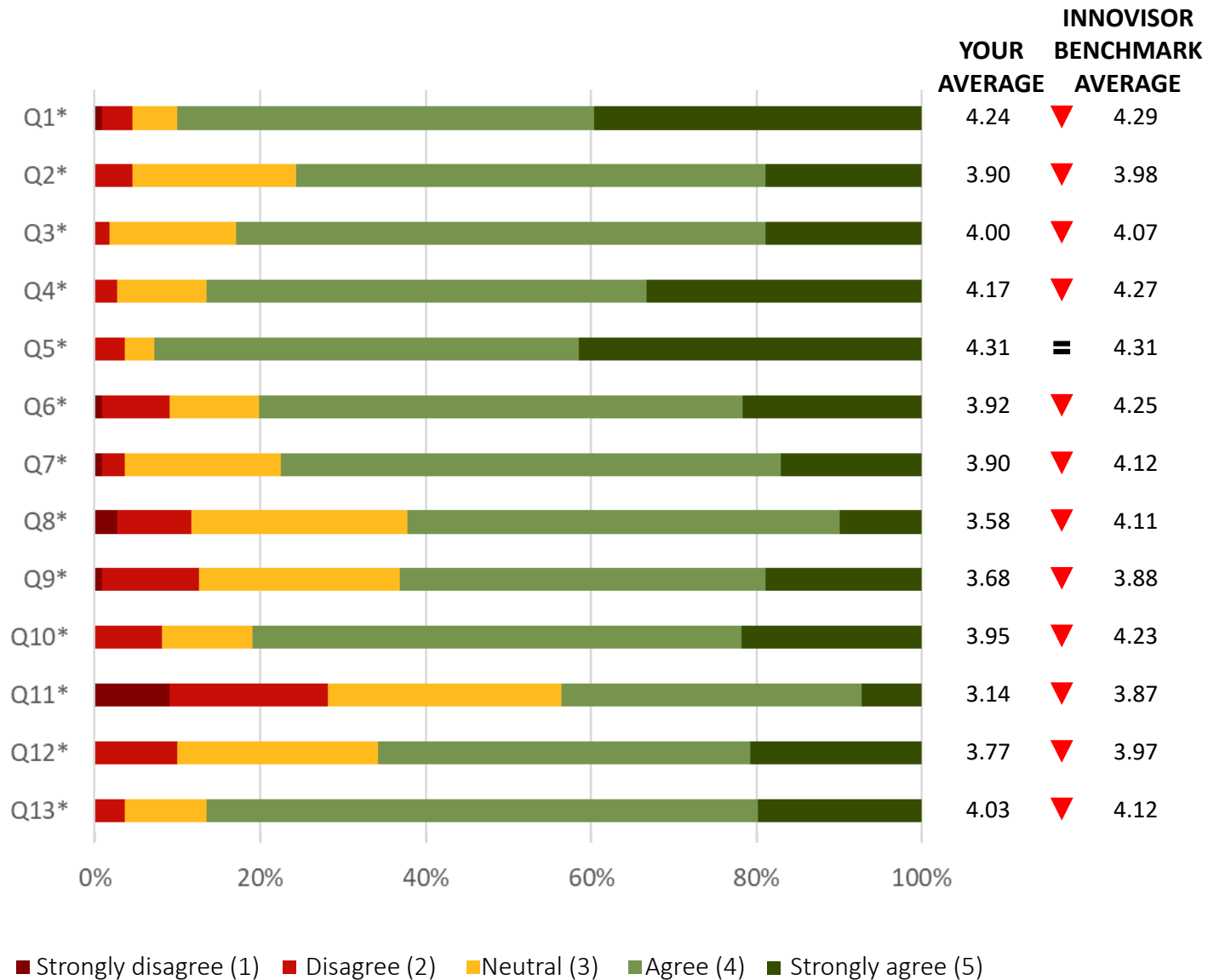This is only available for subscription clients.

AVERAGE DAYS PER WEEK THE TEAM WORKS FROM HOME          **4**

49 RESPONSES FROM YOUR TEAM

| | YOUR AVERAGE | | INNOVISOR BENCHMARK AVERAGE |
|---|---|---|---|
| Q1* | 4.24 | ▼ | 4.29 |
| Q2* | 3.90 | ▼ | 3.98 |
| Q3* | 4.00 | ▼ | 4.07 |
| Q4* | 4.17 | ▼ | 4.27 |
| Q5* | 4.31 | = | 4.31 |
| Q6* | 3.92 | ▼ | 4.25 |
| Q7* | 3.90 | ▼ | 4.12 |
| Q8* | 3.58 | ▼ | 4.11 |
| Q9* | 3.68 | ▼ | 3.88 |
| Q10* | 3.95 | ▼ | 4.23 |
| Q11* | 3.14 | ▼ | 3.87 |
| Q12* | 3.77 | ▼ | 3.97 |
| Q13* | 4.03 | ▼ | 4.12 |

■ Strongly disagree (1)  ■ Disagree (2)  ■ Neutral (3)  ■ Agree (4)  ■ Strongly agree (5)

**\*SCALE QUESTIONS ASKED IN THE TEAM DIAGNOSTIC:**
Q1    Trust: We work with a high level of trust in our team
Q2    Transparency: I feel informed about what is happening in our team
Q3    Communication: We share information well in our team
Q4    Alignment of Expectations: I know what is expected of me in my work
Q5    Flexibility: I have the flexibility to structure my workday
Q6    Meetings: We have a good practice for productive meetings
Q7    Motivation: I feel highly motivated in my job
Q8    Future Outlook: I know how our team contributes to the overall success of the organization
Q9    Competencies: I know the competencies of my team members
Q10    Accessibility: I have access to the competencies of my team members
Q11    Well-being: I am able to maintain a healthy work-life balance
Q12    Productivity: We help each other to be productive
Q13    Pride: I am proud to be a part of this team
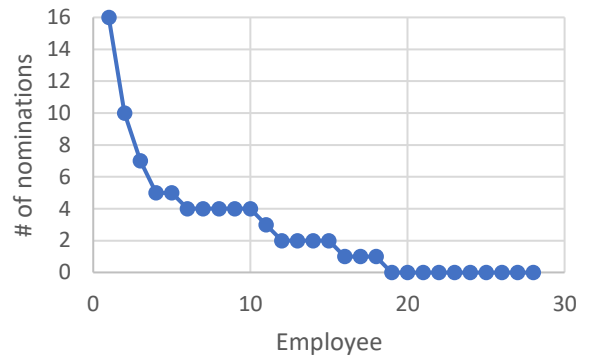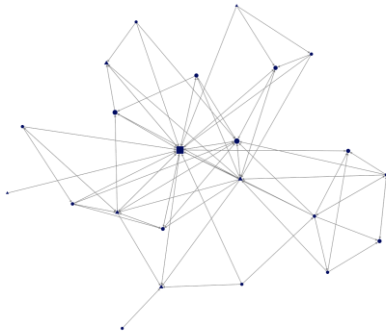
## KEY TAKEAWAYS

### Conclusions

The social side of your team is mostly centered around one person whereas the professional side of your team – getting assistance with task – is distributed well. Your team members are helpful in assisting each others
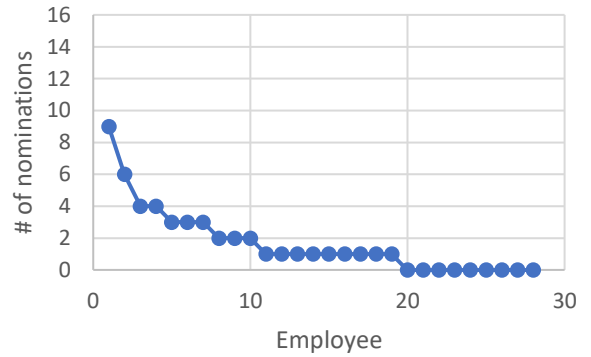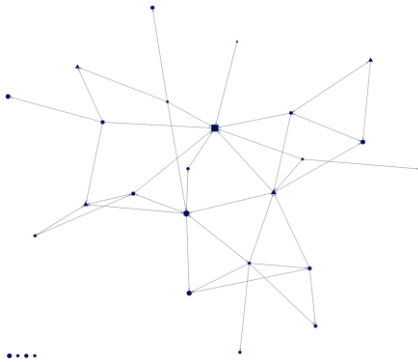
### Actions

Discuss how you can improve the social side of your team. By strengthening this network, you create more opportunities to build stronger networks.
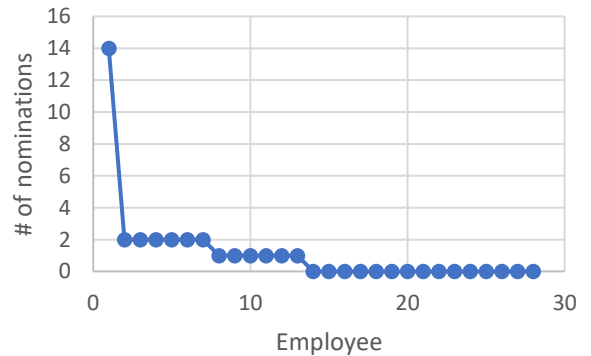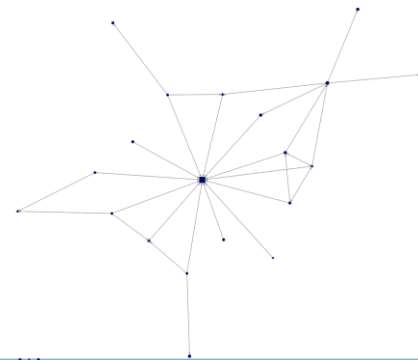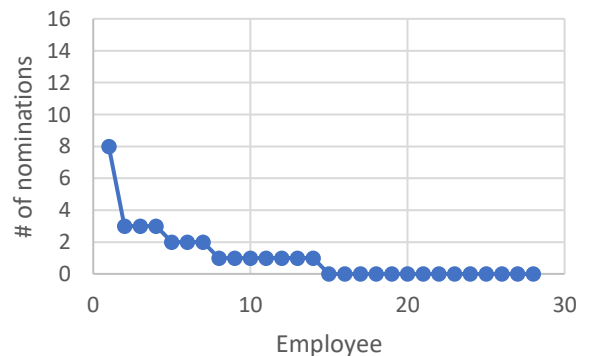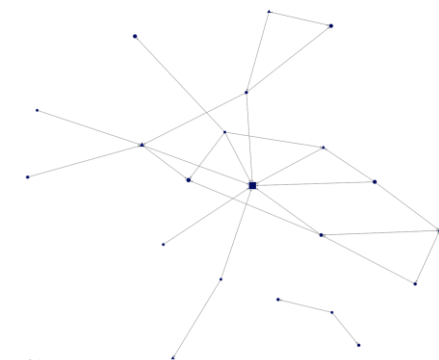
## TASK ASSISTANCE



## EFFECTIVINESS



## FRIENDSHIP



## STRETCH YOUR THINKING

## KEY TAKEAWAYS

### Conclusions

The network of task assistance in sub team 1 and 3 are slightly more agile compared to the other offices. This is a sign of a good internal network.

The radar chart shows that people in sub team 3 are average in terms of the average number of nominations for each network compared to the other offices.
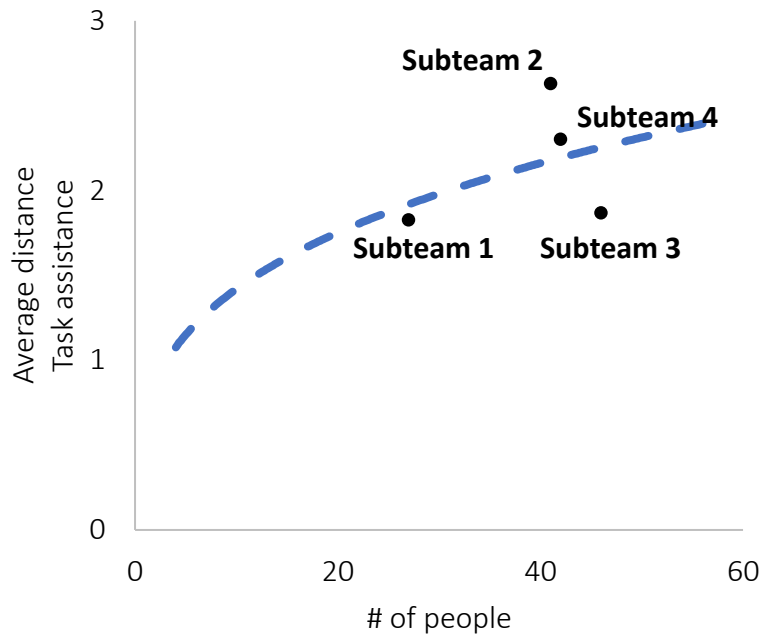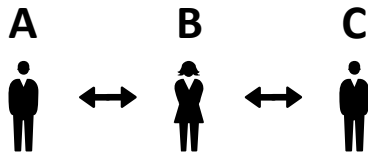
### Actions

Keep up the good work on using each other for task assistance. Communicate to the people that they are doing good.

Identify the types of network where you want to build even stronger networks among your people, so your team becomes better than average.

## NETWORK AGILITY

**Agility** is measured by the average distance in the network. Distance measures how far two individuals are from each other in a network. In the example below A and B have a distance of 1 to each other, B and C also have a distance of 1, but A and C have a distance of 2. An agile network will have a low average distance.

**A      B      C**

## NETWORK CONNECTIONS

The radar chart shows how many times on average the people from each office were pointed to in each of the four networks.

—— Sub team 1   —— Sub team 2   —— Sub team 3   —— Sub team 4

**WHAT CAN WE DO AS A TEAM TO SUPPORT YOU TO BE AS PRODUCTIVE AS POSSIBLE?**

1. 1) Give the staff some time off work since we are online every day from 9 am to 5 pm. Most of the time, we are working until 7 to 8 pm. 2) Provide us an allowance to upgrade our existing internet connection at home. 3) In relation to item 1, since lockdown, we have not filed and took vacation leave since we are WFH. Encourage our bosses to allow us to take leave from work. 4) Provide staff allowance to set up an ergonomic workstation at home (i.e., computer table, computer chair, headphones for meetings, etc.) 5) Give flexibility for parents who will attend/assist in their children's online classes that are simultaneous with work hours. 6) Continue with the work-from-home arrangement until there is available vaccine/medicine for COVID. We do not want to expose our families to the virus. This will add to our current worries and might affect our productivity.

2. 1. Provision of adequate equipment such as strong internet connectivity, comfortable/ ergonometric chair. 2. Equal distribution of work within the team 3. Supportive/objective supervisor/shows empathy towards the team/ knows how to balance the work and stir the wheel 4. Constant communication. Hi/Hello/How are you?

3. act upon tasks

4. Apply better practices for work-life balance to self (and for others to support it fully). With WFH, there is a very thin line between work and non-work hours, working day and non-working/holiday.

5. Avoid harsh emails, long telephone conversation and belittle/discrimination of capacity of individual/team/s. open discussions that lacks hidden agenda is means to productive and engaged employee.

6. Clear policies on scheduling meeting to ensure work-life balance. WFH is proving to be so hard turning us into zoombies. Zoom is also taking so much time away from actual reflection and writing concept notes.

7. Constant communication and collaboration

8. Encourage time off to re-energize.

9. equitable distribution of tasks to team members

10. For us in the Project level, we will continue our work from home arrangement ang making it sure that plans and activities are scheduled and properly delegated to responsible staff. Then we will have an implementation tracking. We will always be having a close coordination with our IP and Programme Units.

11. Help in managing a more realistic workload across the CO. Lessen the bureaucracy and clarify new processes

12. I need to be always informed ahead, the schedule of my assignment and who is/are my passenger. Including the given clerical work to prepare and accomplish in assisting my supervisor.

13. if i may say that you just need to do your task...what are expected of you

14. I'm not really sure but for what it's worth, I think our team needs to level off with each other especially with this WFH arrangement. I don't feel that our meetings are productive even if they are frequent. Sometimes the frequency of meetings itself becomes an issue for me as there's no time for "deep" work

15. Just perform as a TEAM to the core of its definition.

16. Keep WFH option even after the community quarantine is lifted and after the COVID situation is resolved, especially for teams whose nature of work can be completely delivered from home. Thanks

17. Limit unnecessary and long meetings Strategic prioritization and distribution of tasks

18. More cross learning exchanges on best practices among colleagues.

19. More feedback and more show of concern from Management.

20. NA

21. Observe office hours even we are in WFH. More learning/course track opportunities with certificates. Continue WFH setup.

22. Organize a regular meeting to discuss and resolve issues at work as well as provide time to talk anything under the sun.

23. plan and monitor your work

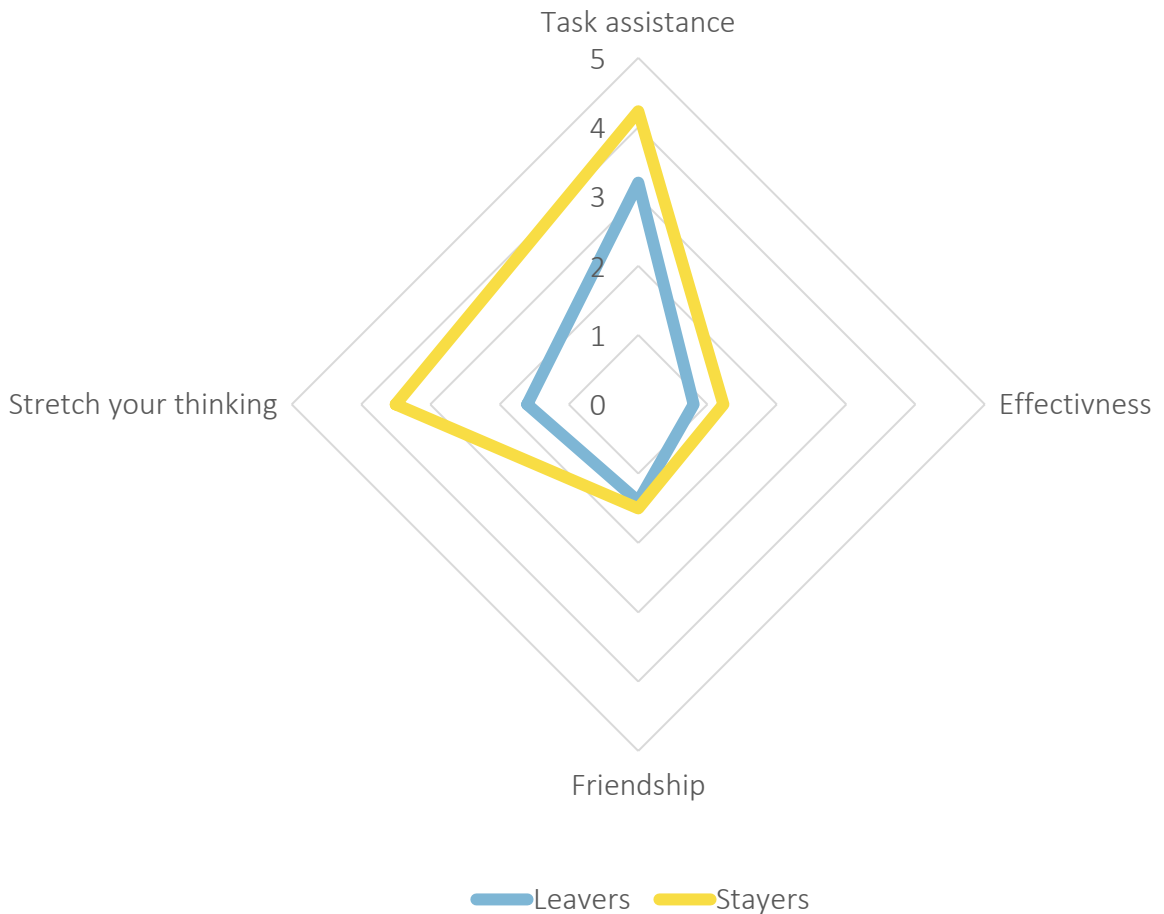24. Please dont submit late requests so not everything is urgent.

**KEY TAKEAWAYS**

### Conclusions

Stayers generally have more connections than leavers. The difference is most clear in the networks of friendship and task assistance.

### Actions

C-create how you can facilitate friendship building between employees.

Encourage your employees to use each other more for task assistance.

**LEAVERS VS STAYERS**

Task assistance

5
4
3
2
1
0

Effectivness

Stretch your thinking

Friendship

—Leavers  —Stayers

The chart shows how many times on average the leavers and stayers were pointed to in each of the four networks.

# ABOUT INNOVISOR

Innovisor is the recognized advisory within organizational network analysis. It delivers its organizational diagnostics products and services to clients across the world. It documented and coined the "Three Percent Rule" for identification of influencers inside organizations.

The clients of Innovisor come in all sizes and from all industries. The one thing they have in common is that they share our belief: if you listen to your people, trust and engage them, there are no limits to what you can achieve as an organization.

 Innovisor is committed to the SDGs. Its operations are closely aligned with three carefully selected SDGs to which it can contribute with the greatest impact – no. 4, 5  and 13

INNOVISOR is organized into two geographic areas: North America and Europe

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