IC3.LLC Denton Wilson
The "Dot Test" Template – TEAM RETROSPECTIVE EXERCISE

INSTRUCTIONS

Use this template as an interactive guide to take a formal, visual, and measurable pulse of your team.

1. Print and tape each sheet to a wall.
2. Give your team ample sticker dots in green, yellow, and red colors.
3. Set a timer for 15 minutes and have the team dot the sheets based on how well they think your team is performing. No talking allowed.
4. Use the results as a basis for discussion, improvement, and planning.

For a deeper dive into the how and why of this process, read my companion file, "The Dot Test – Create a Measure of Accountability," in this toolkit series.

DOT LEGEND:

- Good – on point – as planned
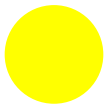
- Not hitting the mark, but important to focus on

- Misaligned – not doing at all

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HONESTY / TRUST

- Use the phone….but don't forget to document important decisions

- Follow through on your word

- Be transparent (before the "moment")

- Be holistic in your view

- No negative assumptions

- Be receptive to difficult conversations (at all levels)

- Don't complain downstream

- Don't hide things good or bad

- Early disclosure (fail early and learn)

- Clarity (formal and non-formal)

- Don't hold back frustrations

- Understand those who you are engaging with (their needs)

- Be consistent

- Work towards a common goal

- Words matter - be purposeful

LISTENING & COMMUNICATION

- Purposeful communication - at the right time with the right information

- Communicate with respect, be positive and encouraging

- Prioritize the need (communicate the "why")

- Communicate to "all of the correct team members"

- Be consistent

- Listen to all views and be willing to see all sides

- Be receptive to constructive criticism

- Strive for "aligned purpose"

- Two-way communication with all parties

- Don't "Assume"

- Be concise with as much information as possible (impacts, ownership, next steps)

POSITIVE ATTITUDE / TEAM

- Celebrate successes

- Praise (for effort and outcomes)

- Use humor and positive motivation

- Respect each other

- "Be there" - we all have good days and bad days

- Build relationships (internal to your group, external to other depts, and with stakeholders)

- Avoid "sarcasm always"

- Smile………

- Understand the needs of others before your own (adjust accordingly)

- Clarity of "team expectations" – (what is the culture?)

DECISION MAKING / PROBLEM SOLVING

- My way or the highway (kidding)

- With "Collaboration"

- With "Integration" (know the difference between the two)

- Talk "Openly" (3 strikes on behind-the-back talking)

- Consult the "Whole Team" (Who's the team? Do you know?)

- Do not "Micromanage" (Grow you team / individuals)

- "Own it"

- Don't be afraid to ask for help (the power of Vulnerability)

- Listen/evaluate "all ideas" (don't accept the "norm" – validate the "why")

- Bring solutions, not just problems

- Have the facts

- Establish a timeline

- Don't revisit once a decision is made

- Involve the team at the "Right Time"

- Don't just do it because "That's the way we have always done it"

- "No Rabbit Trails" – (ask the question "are we bringing value")

- Timely, Justified, and Fair

- A "common process" – (Efficiency does not increase without it)

- Don't let collaboration drag the process down

- A simple/easy decision without consideration of the whole…. may lead to a poor overall outcome

CONFLICT RESOLUTION

- Solve problems before they are un-solvable

- Bring problems forward with a solution as much as possible.

- Open Honest Constructive Communication

- Focus on what's best for the …? (Team, Individual, Stakeholder, Resident)

- Validate - Impacts as to define a solution (Lead vs Lag …what is the Root cause?)

- Accountability - "who's got the ball?" **(FORMALLY with Clarity)**

- No finger pointing! (educate the moment)

- Build the story - Deliver the value

- Seek "Win - Win"

INNOVATION

- Problem solve as a team

- Use Technology that supports the desired outcome or journey

- Listen to all team members - "sometimes it's the little guy that has the best idea"

- Don't do it just because "we have always done it that way"

- Create an environment of "continual learning"

- **Slow down to speed up**

- Innovate……"What is best practice?" (Do you know?) (Are they measurable?)

- Innovate….."What are the "KPIs?" (Key performance indicators) (Do you have them "formally?)

- Innovate….."peer groups" (Are you using them?)

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Commitments / Accountability

- Are we clearly defining expectations?

  - Team level? (And does everyone on the team clearly understand?)

  - Department level? (Is it formally & clearly communicated?)

  - Individual level? (Is it formally & clearly communicated?)

  - Company level? (Is it formally & clearly communicated?)

- Are we holding each other accountable?

- Do we meet our commitments?

- Are we holding our external partners accountable?

- Are we using proper tools to measure/track accountability?

- Are we using accountability and commitments as a tool to help learn?

- Are we using accountability and commitments as a hammer?

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What is "Going well?"   What is "Not going well?"