

# TEAM/MANAGER DIAGNOSIS

## **What is the Team/Manager Diagnosis?**

A team/manager diagnosis uses face-to-face interviews with your group/team/department in order to obtain first-hand feedback on the strengths and growth areas of your group/team/department (and/or manager). For purposes of this handout, we'll use the term "team" to represent group/department/manager. Following the interviews, a report of the findings is written and includes recommendations for moving forward.

## **How do you know if your group/team/department or manager would benefit from a team/manager diagnosis?**

The team/manager diagnosis is a great process under the following conditions:

- The manager and his/her direct reports are having problems effectively working together.
- The group is experiencing strife and conflict.
- There is an "elephant in the room" type issue that is hampering morale and productivity.

The first step would be to meet with Greg Giesen, Manager of Employee Development, to discuss the best course of action. Other options could very well work better than a team/manager diagnosis.

## **Does it cost anything?**

Not in money but in time. We prefer to send out two facilitators/interviewers to conduct 20-minute interviews with each designated member of your team, including the manager and possibly the manager's manager. The interviews are usually completed within one or two days and a report is generated a few days after that.

## **Are these interviews confidential?**

Rest assured that no names (of the people being interviewed) will ever be linked to information in the final report or in any discussions with members of your team. In fact, the only reporting of comments occurs when two or more people made the same assertion (again with no names being used).

## **How does it work?**

Here are the steps involved:

1. Meet first with Greg to make sure a team/manager diagnosis is the right course of action to take.
2. Identify (with Greg) all the individuals you'd like to be a part of the interview process.
3. Identify an internal coordinator who will schedule all the interviews & room(s).
4. Announce to your staff (in person or in writing) that this process will be happening and what the desired outcomes are for the team. Greg can help you craft this message.

## **Who will be doing the interviews?**

In most cases the interviews will be conducted by Greg Giesen, Manager of Employee Development, and Ken Pinnock, Assistant Director of Human Resources. Greg bring over 25-years of experience in management consulting/development and Ken brings over 25-years in human resources.

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### **What happens with the report after all the interviews are completed?**

We feel very strongly that if you are going to ask staff to participate in such a process, then you must also include them in hearing/seeing the results, even if in an abbreviated manner. The report will be generated and delivered no later than 7-days after the interviews. At that time, Greg (and Ken) will meet with members of your leadership team to discuss the results and how to communicate the results to the rest of your team.

### **What if we are unable to follow your recommendations?**

We try to provide “options” within our recommendations so that you can choose from a number of alternatives.

### **What are some possible alternatives to doing the team/manager diagnosis?**

Possible alternatives could be one-on-one coaching, conflict mediation between the conflicting parties, team building and/or a 360-evaluation of your manager. Again, the pre-meeting with Greg Giesen will help identify the best possible solution.

For further information, contact Greg Giesen, Manager of Employee Development, at [greg.giesen@du.edu](mailto:greg.giesen@du.edu), or call 303-871-3307. Please visit our webpage (<http://www.du.edu/human-resources/leading-learning/index.html>) as well.