



H2S2 Assessment

Team Player Tool

Most of the concepts used in this assessment tool come directly from Patrick Lencioni’s book “The Ideal Team Player”. In his book, Patrick describes the three key virtues that good team players possess (Humble, Hungry, & Smart), and goes on to say that all three virtues are necessary together. If even one of these virtues is missing or weak in a person, that person is not likely going to fit within, or excel in, a culture that prioritizes teamwork and team players.

Water Stone has adapted this concept, along with a simple measurement system, to create an assessment tool that the Leader can use to quickly and visually see how their team of direct reports measures up to the high standard of Humble, Hungry, and Smart team players. We also added a fourth dimension that we labeled “Skilled” so that the Leader can assess not only the *team player* aspect of their direct reports, but also a *job fit* and preparedness aspect as well.

We recommend that the Leader read through all the information in this document, then refer to Appendix A while completing the assessment form on Page 2. Complete an assessment block on that form for yourself, and one for each of your direct reports. Pause, reflect, and be honest in your assessment of yourself and others. This isn’t a judgement of anyone’s “value”, it is simply designed to identify whether someone is a good fit within a teamwork-centric culture, and highlight where specific coaching and training might yield an even stronger team player.

The measurement system ranges from [-2] to [+1], with **[0] being the optimal score** in each category. It would be rare for an individual to score [0] in every category since most of us have areas in our life that we would like to improve upon. A category that receives a score of [-1] or [+1] simply means that category isn’t the individual’s strongest attribute.

The scoring definitions are as follows:

Score	Definition
-2	Lacking , possibly not correctable even with coaching. Don’t necessarily give up on this person, although it’s possible the individual may be better suited to working elsewhere unless they affirmatively address this area of concern.
-1	Workable , but not necessarily their strongest attribute, or might simply be a weak area. Though not essential to do so, there may be opportunity to improve through direct feedback and/or coaching.
0	Very strong area for the individual, meeting all expectations. Encourage this person to keep doing what they are doing and stand back and watch them succeed.
+1	Overcompensating , or simply trying too hard. Encourage this person to “tone it down” and work on finding a better balance within their team environment.

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Assessment Blocks for the Leader and his/her direct reports.

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

Name				
Title				
	-2	-1	0	+1
Humble				
Hungry				
Smart				
Skilled				

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Appendix A Summary Sheet

Print this summary sheet out so you can easily refer to the category questions and scoring definitions as you complete the H2S2 Assessment for yourself and your team.

Questions to consider regarding the *Humble* category:

- Does he genuinely compliment or praise teammates without hesitation?
- Does she easily admit when she makes a mistake?
- Is he willing to take on lower-level work for the good of the team?
- Does she gladly share credit for team accomplishments?
- Does he readily acknowledge his weaknesses?
- Does she offer and receive apologies graciously?

Questions to consider regarding the *Hungry* category:

- Does he do more than what is required in his own job?
- Does she have passion for the “mission” of the team?
- Does he feel a sense of personal responsibility for the overall success of the team?
- Is she willing to contribute to and think about work outside of office hours?
- Is he willing and eager to take on tedious and challenging tasks whenever necessary?
- Does she look for opportunities to contribute outside of her area of responsibility?

Questions to consider regarding the *Smart* category:

- Does he seem to know what teammates are feeling during meetings and interactions?
- Does she show empathy to others on the team?
- Does he demonstrate an interest in the lives of teammates?
- Is she an attentive listener?
- Is he aware of how his words and actions impact others on the team?
- Is she good at adjusting her style to fit the nature of a conversation or relationship?

Questions to consider regarding the *Skilled* category:

- Is he able to work independently, for long periods of time, without being supervised?
- Does she have a formal education and/or career history in the job function she’s in?
- Do other members of the team often seek his help or advice with their own job?
- Does she make suggestions for improvements in her job function and/or work process?
- Does he make his job look effortless, easy, and/or desirable?
- Is she well respected for her personal performance by her colleagues and teammates?

Scoring Definitions:

Score	Definition
-2	Lacking , possibly not correctable even with coaching. Don’t necessarily give up on this person, although it’s possible the individual may be better suited to working elsewhere unless they affirmatively address this area of concern.
-1	Workable , but not necessarily their strongest attribute, or might simply be a weak area. Though not essential to do so, there may be opportunity to improve through direct feedback and/or coaching.
0	Very strong area for the individual, meeting all expectations. Encourage this person to keep doing what they are doing and stand back and watch them succeed.
+1	Overcompensating or simply trying too hard. Encourage this person to “tone it down” and work on finding a better balance within their team environment.

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Appendix B

Problematic Patterns

Following are problematic patterns to be on the lookout for as individual assessments are conducted. These individuals can present serious challenges to healthy team dynamics. Steps should be taken to correct the individual's problematic / deficient category(s). If correction proves not possible for an individual, steps should be taken to remove them from the team. Each pattern is described in full detail in Patrick Lencioni's book "The Ideal Team Player".

Pattern	The Pawn			
	-2	-1	0	+1
Humble			X	
Hungry	X			
Smart	X			

Pattern	The Bulldozer			
	-2	-1	0	+1
Humble	X			
Hungry			X	
Smart	X			

Pattern	The Charmer			
	-2	-1	0	+1
Humble	X			
Hungry	X			
Smart			X	

Pattern	The Accidental Mess-Maker			
	-2	-1	0	+1
Humble			X	
Hungry			X	
Smart	X			

Pattern	The Lovable Slacker			
	-2	-1	0	+1
Humble			X	
Hungry	X			
Smart			X	

Pattern	The Skillful Politician			
	-2	-1	0	+1
Humble	X			
Hungry			X	
Smart			X	

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Appendix C

Category Definitions

Much of the text provided below is taken directly from the book “The Ideal Team Player”. The paragraphs in *italics* below are excerpts taken directly from the book and are no way to be considered my original work. The introduction of the last category, “Skilled”, the overall measurement methodology, and the assessment form were developed by Water Stone but still informed and inspired by the awesome work in Patrick Lencioni’s book.

Humble

In the context of teamwork, humility is largely what it seems to be. Great team players lack excessive ego or concerns about status. They are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self, and define success collectively rather than individually. It is no great surprise, then, that humility is the single greatest and most indispensable attribute of being a team player.

There are two basic types of people who lack humility, and it's important, even critical, to understand them, because they look quite different from one another and impact a team differently. The most obvious kind is the overtly arrogant people who make everything about them. They are easy to identify because they tend to boast and soak up attention. This is the classically ego-driven type and it diminishes teamwork by fostering resentment, division, and politics.

The next type is much less dangerous, but still worth understanding. These are the people who lack self-confidence but are generous and positive with others. They tend to discount their own talents and contributions, and so others mistakenly see them as humble. But this is not humility. While they are certainly not arrogant, their lack of understanding of their own worth is also a violation of humility. Truly humble people do not see themselves as greater than they are, but neither do they discount their talents and contributions. C.S. Lewis addressed this misunderstanding about humility when he said “Humility isn’t thinking less of yourself, but thinking of yourself less”.

Hungry

Hungry people are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity. And they loathe the idea that they might be perceived as slackers.

It's not difficult to understand why hungry people are great to have on a team, but it's important to realize that some types of hunger are not good for a team and are even unhealthy. In some people, hunger can be directed in a selfish way that is not for the good of the team but for the individual.

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Smart

This one needs the most clarification because it is not what it might seem; it is not about intellectual capacity. In the context of a team, smart simply refers to a person's common sense about people. It has everything to do with the ability to be interpersonally appropriate and aware. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They ask good questions, listen to what others are saying, and stay engaged in conversations intently.

Some might refer to this as emotional intelligence, which wouldn't be a bad comparison, but smart is probably a little simpler than that. Smart people just have a good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions. As a result, they don't say and do things – or fail to say and do things – without knowing the likely responses of their colleagues.

Skilled

This applies to the specific skills, experiences, and behaviors needed by an individual to be successful in their current role. It's an assessment of the person's skills relative to that person's full potential in their current role. The score choices are limited to the same measurement range as the first three categories, and while this may seem limiting, this isn't a full-fledged performance review. You are simply assessing whether the person has the skills and experiences today to do the job you currently have them in.

Unlike the first three categories (Humble, Hungry, & Smart), this one is extremely specific to the person's job role within the company. The first three categories can easily follow a person from team to team, from now into the future. The Skilled category, however, is measured here and now for this person in their specific job. An individual might score low in Skilled, but high in the Humble, Hungry, and Smart categories. This would be a good indication that the person may very well excel in a different role, either at their current company or with a different employer.

A score of [-2] would mean that they are probably never going to achieve an acceptable level aptitude for the current role, and a score of [+1] would mean that they are possibly overqualified and may become bored or complacent over time in their current role, or that they are a good candidate for promotion.