

## M4: Team Audit Written Brief Draft

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### **A. Introduction:**

Having clear cut measures that define a high performance team are vital. Some of these measures can include: subjective evaluations, graphic rating scales, check-lists or weighted scores. As stated from Carretero-Gomez, any judgements made although inevitable are not only necessary, but should be converted into a numerical, easily measurable and comparable form. Moreover, while not all criteria in which define a successful team are equally important, some are more important than others. Tools which have the ability to give criteria have a greater weight than others.

### **B. Criteria that Should be Used to Audit a Team With Descriptions:**

Our team agreed on the following six criteria as being crucial to an effective team:

- 1. LEADERSHIP:** A successful team must have a strong and effective leader who the team is willing to follow and work with. Fractured teams do not have a strong leader and may have multiple individuals vying for power within the team. Those who are effective leaders will communicate clearly and set clear expectations.
- 2. EFFICACY:** Successful teams will produce a high quality product punctually and consistently, prioritizing tasks and keeping their team motivated, engaged and on task. These results will be apparent in the team's continued success and recognition amongst their peers and/or news media.
- 3. ORGANIZATION:** A successful team knows the strengths and weaknesses of all members and knows how to capitalize on these and distribute the workload equitably and efficiently, allowing everyone to work to the height of their potential.
- 4. CAMARADERIE:** The team must collaborate and communicate effectively together, so that teammates can rely upon other members to execute their responsibilities with quality and timeliness. Trust and transparency are key to camaraderie: Trust allows team members to rely on one another especially in times of stress and transparency allows them to speak freely about tasks at hand and any hindrances to their completion.
- 5. ADAPTABILITY:** Successful teams are flexible and adaptable, and able to take on and address new challenges and responsibilities in a seamless manner. They can pivot their work efforts to adapt to changes in the environment or team goals.

6. **CLEAR GOALS:** Successful teams have clear goals and idea of success, and both are equally understood by all teammates. This is important to allow team members to focus their efforts efficiently and avoid actively working against other teammates.

### **C. Selecting a Team to Audit:**

After considering several areas from which to select teams, including government, corporations, well-known television and athletic teams, we decided to audit an athletic team due to the large amount of public information available, transparency of team composition and large group of competitors. The following 5 teams were considered for our Team Evaluation:

1. Detroit Red Wings (1997-1998)
2. Philadelphia Phillies (2008-2009)
3. NY Giants (2007-2008)
4. Chelsea FC (2005-2006)
5. Brooklyn Nets (2021-2022)

We weighed the following six factors in deciding which of the above teams would be best for an audit:

1. **AVAILABLE INFORMATION:** An abundance of readily available information is key to a successful team analysis.
2. **SUCCESS IN THEIR AREA:** Success in multiple recent seasons is also an important criterion, as it allows us to identify what contributes to a successful team.
3. **TEAM SIZE:** A moderate team size, not too large or too small, is important to a team's functioning.
4. **TEAM CONTINUITY:** While a certain level of team turnover is inevitable, we wanted to select a team which had team continuity over several years in order to have a consistently measurable performance.

5. **SALARY:** We considered teams with a lower salary relative to league average as a positive factor as there is less of a likelihood for some clubs to try to “buy” a championship, through acquiring big name players with a ton of cash.
  
6. **DYNAMIC FIELD:** A subjective measure, this represents the players’ opportunities to seek out other employment within their field.

**D. Summary of MAU Analysis of the Five Teams:**

Weighted Scores	Information	Success	Size	Salary	Continuity	League Dynamism	Total Weighted Score
Red Wings	38.5	80	27	60	60	30	295.5
Phillies	49	59.5	66.5	42	59.5	42	318.5
Giants	70	59.5	70	52.5	70	35	357
Chelsea FC	24.5	70	63	42	63	70	332.5
Nets	49	42	63	42	31.5	56	283.5

The Giants scored the highest across all fields, and the highest in many individual fields. Fields of particular importance that helped them score the highest were:

**Information:** Especially in the modern era, there is an incredible amount of information regarding American football; every play is analyzed and there are a great deal of statistics available about offense and defense. In fact, the structure of the sport lends itself to easier analysis over more fluid sports like hockey, basketball and soccer.

**Salary:** With respect to salary consideration, the Giants were about on par with the NFL Salary Cap. The NFL has a strict salary cap with transparent salaries, which is meant to preserve parity within the league. Compared to “soft” caps, where teams pay a penalty for exceeding a cap, this prevents teams from attempting to “buy” championships; this is particularly true in baseball, where teams such as the Yankees have had payrolls many times higher than the lowest teams in the league.

**Continuity:** Although American Football Teams are larger than most others, which intuitively would negatively affect their team continuity, the Giants were actually tied for the greatest level of team continuity with the Red Wings. The Giants kept many of the same players year over year, giving them a high continuity score. This was somewhat surprising, given the size of NFL teams, however we believe this is a great indicator that a team is just that, rather than a collection of exceptionally talented individuals.

The recency of evaluated years also favored this team, especially since the team was successful within the 10 years preceding the evaluated year, with two appearances in the Super Bowl.

League dynamism somewhat hurt their overall score; this is easily explained by the limited number of American Football (or Canadian) leagues on a global scale; NFL players are much more limited than other athletes in their ability to play outside of the U.S. When weighting these factors appropriately, the New York Giants scored the highest, and were the most appropriate team for us to evaluate.

### **E. Evaluation of The New York Giants:**

The following is an analysis of how our selected team, the New York Giants, fared with our 6 criteria for a highly effective team, and how many points we awarded the team for each criterion.

#### **1. LEADERSHIP:**

**The NYGiants are known to have a well respected Coach, Brian Daboll, who recently received the Associated Press 2022 NFL Coach of the Year award. The players trust the team's leaders, who were experienced veterans on the team.**

Coaching: Tom Coughlin was the NY Giants head coach in 2007. He had already had a long coaching career, beginning in 1969. In 1983, he moved from collegiate to professional football, and under Bill Parcells helped the Giants win a superbowl in 1990. Coughlin's experience, both in general and having been part of a championship team, helped him provide the leadership teams need to succeed at the highest levels.

Tom Coughlin had a unique leadership style: he would move clocks ahead to encourage punctuality and used a players' leaders council to filter his messaging and intentions.

Players: The Giants team captains for the 2007 season were Eli Manning (Quarterback, QB), Michael Strahan (Defensive End, DE), Antonio Pierce (Linebacker, LB) and Jeff Feagles (Punter, P), and each captain had several years of accrued experience, which surely had a positive impact on the team's performance. Michael Strahan in particular was in his 15th season as a NY Giant, all of them played at the same position of defensive end. Eli Manning came from a family of successful quarterbacks, and was in his fourth year at the Giants. He would go on to play 16 total seasons with the team. Antonio Pierce was in his third season with the Giants, and had Pro-bowl selection the year prior. Jeff Feagles was an interesting choice, as he was a punter, not the most crucial player on either offense or defense. However, he had been playing for almost 20

years at that point, and since was on neither offense or defense, but played with players on both, could serve as an interested but unaligned party. He also added a new diverse skill amongst the leaders, as the only punter on the leadership team.

**Assessment:** Having a coach who had already won a Super Bowl (as an assistant) was a huge asset to the Giants Leadership. However, Tom Coughlin's coaching style was not universally liked, having caused issues in previous organizations. Having players in leadership positions who had played with the team for many years also helped Giants leadership. However, Michael Strahan (one of the captains) almost didn't come back for this season. Also, although talented, Eli Manning had less experience than many top quarterbacks. **Points Given: 3.25**

## 2. EFFICACY:

**The NYGiants have a strong work ethic and continue to improve their performance.**

Examining efficacy at such a high level can be difficult, especially when in comparison to other teams in the organization, however by any standards, the Giants were an exceptionally effective organization. It is also important to note that the team overcame failure throughout the season; they lost their first two games, they lost their last game against the New England Patriots (who they would go on to play in the Superbowl), and they were in the playoffs as a wildcard. Despite these setbacks, they would go on to beat the proverbial "Goliath" of the NFL at the time, Tom Brady and the Patriots, in the championship game.

**Assessment:** The Giants won the Super Bowl for the 2007 / 2008 season. However, they did not do so in spectacular fashion. They barely got into the playoffs as a wildcard, but from there were able to beat the Patriots in a very close championship game. **Points Given: 4.5**

## 3. ORGANIZATION:

**This team has a clear chain of command and a great organization through the team. This helps the players stay focused on directions and prioritize.**

The use of a player's council by Tom Coughlin was a non-standard but helpful organizational addition. It can help with effective communication, since the head coach doesn't have to make sure that he effectively communicates with each of the 50+ players; rather, he can communicate with a few, and having built trust, knows that the message will be carried forward.

Additionally, the players' selections for captains showed a healthy organizational picture: the QB is an obvious selection, as they run the offense; the LB is another obvious selection as they run the defense. The other two players were chosen most likely due to their long years in the league, which shows they were able to translate that experience into tangible leadership to make the team better.

**Assessment:** Having captains from all three squads (offense, defense, special teams) and a Players Leadership Council definitely helped spread the head coach's intent and vision throughout the team. American football also lends itself to organization, due to the structured nature of positions. **Points Given: 3**

#### 4. **CAMARADERIE:**

**The team has a close bond supporting each other on the field and working together. They bring team spirit to each game and social media.**

Team camaraderie within professional sports organizations should usually be high, however can be derailed by overly narcissistic personalities who put their own success before the teams. By having players (such as Michael Strahan) who had been on the team for a long time and who were in leadership positions, the Giants helped prevent those attitudes from manifesting.

By maintaining a high level of players on their team year over year, the Giants were also able to keep a higher level of camaraderie than other teams who had more significant turnover. Also, despite low expectations for the season and several setbacks, the team was able to band together and excel towards a common goal.

The team's quarterback Eli Manning also effectively maintained the high camaraderie on the team as well. Manning was nicknamed to be "Mr. fourth-quarter" because of his ability to remain calm and collected under high pressure games and still deliver great passes. His teammates had trust and confidence in his ability to be able to perform during the toughest situations, helping them all share the bond of trust amongst one another.

**Assessment:** There were some issues with the Giants off the field that may have affected camaraderie; Michael Strahan's exclusion from training camp and Tiki Barber's comments about Eli Manning are indicative of a potentially tumultuous organization. However, the team also overcame adversity throughout the season to win the Championship. **Points Given: 2.75**

## 5. ADAPTABILITY:

The Giant clearly displayed adaptability. They had to change their game plan going into the playoffs, especially once they found they would be playing the Patriots, who had trounced them in their regular season closer. Working quickly across both offense and defense, the team was able to adjust their style of play, play calling and execution to maximize their strengths, limit the Patriots strengths, and control the game play.

**The Giants have a great ability to adapt and make changes on the spot. They have lost major players on their team and have adapted to work around this change to improve. They also adapt to the unpredictable weather in New Jersey and have learned to play in any circumstances.**

**Assessment:** The Giants were clearly a very adaptable team. In a relatively short time, and without major personnel changes, they were able to beat the New England Patriots who had beaten them earlier in the season. Not only this, they were able to adjust their defense to shut down the greatest Quarterback to play the game. However, their 'in game' adaptability, seems lacking, given some of the losses they suffered during the season. This suggests that they could improve the speed with which they adapt, rather than waiting till after they've lost to do so. **Points Given: 2.5**

## 6. CLEAR GOALS:

**The NYGiants have a clear goal and purpose they have continued to work towards and that is to win the Superbowl again, since their win in 2012.**

Clear goals exist for any professional sports team; win the championship, and win as many games as possible. Looking at goals for specific units within the team, it's important to note the Defenses goal within the Superbowl, which was to limit the opposing quarterback's ability to drive the offense and score points. To this end, they wound up keeping Tom Brady and the Patriots to only 14 points in the championship game (in their previous game, the Patriots scored 38). The defense's specific goal enabled their offense to have enough time on the field to score, and also hindered the high powered offense of the Patriots. In the U.S. military organizational framework, the Defense would be a Shaping Operation with a task and purpose that would enable the Decisive Operation, the offense, to achieve the team's overall mission.

**Assessment:** All sports team have one common goal in mind, winning the championship. In order to obtain this, the Giants studied, assessed and strategized the best outcome to win the championship. When looking at our other teams, all teams are focused on defeating their opponent by studying their every move. This is the best course of action for all sports team in order to win the championship. **Points Given: 2**



## F. Our Evaluation Tool:

M3 Step 2: Criteria to Assess a Team: Evaluation of the NY Giants							
Criteria	Criteria to Assess a Team	Weight	OPTIONS	POSSIBLE POINTS	POINTS GIVEN (NY Giants)	SCORE	Individual Criteria Success Score (%)
1	EFFICACY	3.5	Always delivers sub-par performance	1	4.5	16	90
			Delivers sub-par performance more often than not	2			
			Delivers quality performance half the time	3			
			Delivers quality performance more often than not	4			
			Consistently delivers quality performance/products	5			
2	LEADERSHIP	2.75	No leadership at all	1	3.25	9	81
			Multiple "leaders" vying for power	2			
			Single leader with weak following	3			
			Strong and clear leadership	4			
3	CLEAR GOALS	2	No	1	2	4	67
			Maybe	2			
			Yes	3			
4	COMRADERIE	0.75	Poor	1	2.75	2	92
			Average	2			
			Excellent	3			
5	ORGANIZATION	0.5	Member jobs are not clearly delineated	1	3	2	100
			Member jobs are not always clearly delineated	2			
			Member jobs are clearly delineated	3			
6	ADAPTABILITY	0.5	Poor	1	2.5	1	83
			Average	2			
			Excellent	3			
TOTAL WEIGHT		10			TOTAL POINTS	34	
					MAXIMUM POINTS	40	
					OVERALL SUCCESS SCORE (%)	84	

See excel spreadsheet:

[https://docs.google.com/spreadsheets/d/1bnuR7\\_xnleORCBYry1Ats1s9e30pm2yk/edit?usp=sharing&oid=108593564065115786848&rtpof=true&sd=true](https://docs.google.com/spreadsheets/d/1bnuR7_xnleORCBYry1Ats1s9e30pm2yk/edit?usp=sharing&oid=108593564065115786848&rtpof=true&sd=true)

## G. Results of our Team Evaluation and Next Steps:

Once we evaluated the team according to the six criteria as shown in section E above, the next step was to simply input the score into our excel Scoring Tool. This allowed us to calculate the NY Giants' **Overall Success Score**, which is the team's total points in the tool divided by the maximum allowable points in the tool. The New York Giants received a total score of 33.5 from a maximum of 39.8, giving them an Overall Success Score of 84.2%.

While this seems like a fairly strong score, it is not as useful as an independent number. To better put this in context, as a next step, it would be useful to calculate the Overall Success Score of multiple athletic teams, calculate means and medians, and then see



how the Overall Success Score of other football teams and teams in other specialties compares to the NY Giants' score.

We also decided to add an additional calculation in our Scoring Tool, the **Individual Criteria Success Score**, which was the percentage of points given divided by the maximum points for each of the six criteria. We felt this was a helpful score to include in our tool, as it allowed us to better see how our team did with regards to each of the individual criteria.

In our evaluation, the New York Giants received the following Individual Criteria Success Scores:

<b>Criteria</b>	<b>Individual Criteria Success Score (%)</b>
Efficacy	90
Leadership	81
Clear Goals	67
Comradery	92
Organization	100
Adaptability	83

Based on this, we see that the New York Giants are extremely strong when it comes to Efficacy, Organization and Comradery. They are somewhat less successful but still do well when it comes to having a strong Leadership as well as being Adaptable to new challenges. Finally, they need to work harder to make their Goals a little clearer to the public eye.

As a next step, it would be useful to score other athletic teams using these same criteria to see how they do in these individual criteria. This kind of comparative information would be highly useful to teams to see how they can improve their own performance in each of our identified criteria.

## **H. Results of the Audit and Analysis:**

Based on the results and analysis of the five teams it can be concluded that the NY Giants have not only a strong work ethic but also, continue to improve and build upon their team as it shows in their performance. The Giants have a close bond however, the team appears to struggle with camaraderie even though they continue to overcome adversity. Moreover, the Giants are a team that displays adaptability and is a team that has been able to learn to overcome unpredictable weather. The NY Giants have also continued to win the superbowl since the year of 2012 which shows the clear set goals that the NY Giants have. Overall, based on our team's evaluation the NY Giants receive 84.2% for effective teaming.

Based on the Individual Criteria Success Score that our team has conducted, the NY Giants scored relatively well among the six different categories: Efficacy, Leadership, Clear Goals, Comradery, Organization and Adaptability.

While each team would like to have perfect results it is important to remember that teams learn from experience and over time. Just as stated in our readings, "If you do not know where you are going, you will probably end up somewhere else." It is important for teams to recognize their strengths and weaknesses and to be able to have clear goals and a purpose.

The NY Giants scores do not surprise us as they are a team that is great at adaptability, efficacy, leadership and Comradery. While the team could work more in setting clear goals they are overall a team that can overcome adversity.

New insights conclude that communication, cooperation and understanding are key elements to effective teaming.

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