Hartwell Components

Team report

Group: Maintenance Leads

3 responses. Released November 16, 2026.

The team result overall

Developing

At the highest stage

Team trust and conflict

Strong

Building trust and dealing with friction early.

At the lowest stage

Feedback and accountability

Foundational

Addressing issues early and fairly, and documenting what matters.

A first move for the team.

Agree when a concern should be raised and how to record important conversations, and practice one difficult conversation together before it is needed.

Delegation

Foundational

Giving people responsibility for work and the authority to make decisions and follow through.

A first move for the team.

Have each manager pick a recurring task to delegate this month, with a clear result and decision authority.

All seven areas

Leadership mindset

Established

Moving from doing the work yourself to helping the team deliver.

Communication and direction

Established

Helping employees understand priorities and what good work looks like.

Coaching and development

Developing

Helping your team learn, solve problems, and grow.

Feedback and accountability

Foundational

Addressing issues early and fairly, and documenting what matters.

Delegation

Foundational

Giving people responsibility for work and the authority to make decisions and follow through.

Time and priorities

Developing

Setting priorities and helping the team stay focused.

Team trust and conflict

Strong

Building trust and dealing with friction early.

How to read this report

- Each person's area score is the average of the points for their five answers in that area, on a scale from 1 to 4. The group stage comes from the group's average area score, which this report does not show.
- The overall result is the average of the seven unrounded group area averages, rounded to one decimal to choose the stage. A group can show a Strong area while most people are Established, because the group figure averages everyone.
- With 3 or 4 responses this report shows stages only. Averages, the count of people at each stage and how scores vary show from 5 responses.
- The report shows combined results after the group closes with at least 3 responses. It contains no names, no individual answers and no individual results.
- In a small group, people who know the team may still be able to work out roughly how one person responded.
- This is a guide for development, not a validated test. The points are a judgment, not a measurement.

Method: truestephr.com/pages/manager-readiness-method (How every number is worked out).

Responses are deleted on November 16, 2027. This combined report is kept until November 16, 2028.