Hartwell Components

Team report

Group: Plant Supervisors

8 responses. Released November 16, 2026.

The team result overall

Developing 2.5 of 4

People by overall stage: Foundational 0, Developing 5, Established 3, Strong 0.

The examples use the unrounded group scores. When scores tie, a fixed order selects the examples. Displayed averages are rounded.

Two areas with higher scores

Team trust and conflict

Strong 3.6 of 4

Building trust and dealing with friction early.

Communication and direction

Strong 3.5 of 4

Helping employees understand priorities and what good work looks like.

Two areas for practice

Delegation

Foundational 1.5 of 4

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.

Time and priorities

Developing 1.6 of 4

Setting priorities and helping the team stay focused.

A first move for the team.

Agree on two priorities for each week and reserve time for the team to work on them.

All seven areas

Leadership mindset

Established 2.7 of 4

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



Consistent Scores are close together in this area.
Foundational 0, Developing 0, Established 8, Strong 0

Communication and direction

Strong 3.5 of 4

Helping employees understand priorities and what good work looks like.



Consistent Scores are close together in this area.
Foundational 0, Developing 0, Established 6, Strong 2

Coaching and development

Established 2.6 of 4

Helping your team learn, solve problems, and grow.

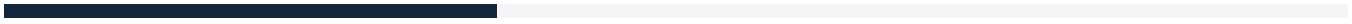


Mixed Scores vary in this area. Discuss what might explain the difference.
Foundational 0, Developing 3, Established 5, Strong 0

Feedback and accountability

Developing 2.1 of 4

Addressing issues early and fairly, and documenting what matters.

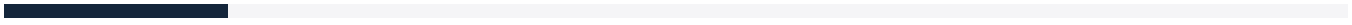


Wide Scores are far apart in this area. Ask the group what might explain the different views.
Foundational 2, Developing 3, Established 3, Strong 0

Delegation

Foundational 1.5 of 4

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

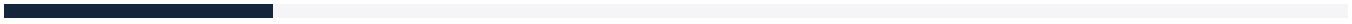


Consistent Scores are close together in this area.
Foundational 5, Developing 3, Established 0, Strong 0

Time and priorities

Developing 1.6 of 4

Setting priorities and helping the team stay focused.



Consistent Scores are close together in this area.
Foundational 1, Developing 7, Established 0, Strong 0

Team trust and conflict

Strong 3.6 of 4

Building trust and dealing with friction early.



Mixed Scores vary in this area. Discuss what might explain the difference.
Foundational 0, Developing 0, Established 3, Strong 5

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 team average is calculated from the area scores in the recorded responses.
- 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.
- The four stage labels use these score ranges: Foundational below 1.6, Developing from 1.6, Established from 2.6 and Strong from 3.5.
- The word shown with each area, Consistent, Mixed or Wide, says how different the scores are across the managers who responded. It is a starting point for a conversation, not a measure of how anyone behaves at work.
- The word shows how far apart scores are on the 1 to 4 scale. Two people can be in different stages and still be close together.
- The count of people at each stage appears when 5 or more people have responded.
- 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.