
4S TEAM ANALYSIS

The 4S Team Analysis is a powerful technique that allows groups to collaboratively determine what they should save, strengthen, stop, and start doing as an organization, department, or team. Instead of looking at weaknesses, which can feel inherently negative and problem-focused, this exercise walks through a positive, solution-focused approach to change and growth.

This group exercise is helpful for bringing multiple voices to the table in a safe environment. It works regardless of size or level in the organization. Senior leaders can use this process with the entire organization; managers can use it at the team level.

It can be completed at any time, but often serves teams well in times of change, such as when there are operational or personnel concerns or during strategic planning sessions.

IN-PERSON SUPPLIES

Large sticky-back flip chart (one per group)
Color coding labels (sticky dots) or small post-it notes
Poster markers

VIRTUAL SUPPLIES

Free crowd-sourcing platform such as [Mentimeter](#) or
[Google Forms](#)

HOW TO CONDUCT THIS EXERCISE IN-PERSON

Designate one flip chart paper per group to the following words: Save, Strengthen, Stop, Start

Place the labeled poster papers around the room for easy group access. Break your team into small groups (keep your team as one group if there are five or fewer members). Frame the exercise so they are collaboratively brainstorming their answers to the questions found on the subsequent page.

In their small groups, have them add ideas to each flip chart paper. After everyone has finished, let each group report to the whole room on what they came up with. This allows space for other team members to ask for clarification of any ideas generated.

Finally, each team member should receive four sticky dots. Each person should place a dot next to one item per category (Save, Strengthen, Stop, Start) to focus on immediately. This voting process curates your priorities as a team. Based on the number of votes, highlight the top 1-2 ideas in each category. From here, you are able to brainstorm together what you would like to do to move your new, prioritized ideas forward together. Be sure to save items listed as lower priorities so that participants feel heard. Let them know these items will be addressed at a later time.

HOW TO CONDUCT THIS EXERCISE VIRTUALLY

If you are unable to gather in person, this exercise can easily be completed with a free online platform such as [Mentimeter](#) or [Google Forms](#) where you can post the questions (found on the next page) and participants can submit responses anonymously and votes on their own time. Be sure to clearly communicate the results and what actions will be taken based on responses, checking in with team members to be sure they feel heard.

4S TEAM ANALYSIS QUESTIONS

SAVE

What aspects of our workplace need to be preserved and are critical to the success of the organization? (e.g. Peer-to-peer reviews, regular communication, flexibility, etc)

STRENGTHEN

What are we doing now that could be improved?

STOP

What should we stop doing to promote a more positive work environment?

START

What should we start doing to promote a high-performance culture?



VOTING RESULTS

TOP **SAVE** PRIORITIES

TOP **STRENGTHEN** PRIORITIES

TOP **STOP** PRIORITIES

TOP **START** PRIORITIES

NOTES: