

## Summary

After completing a team project, each individual member was asked to assess what percentage of the team's work they had contributed. The individual estimates were then added together. The sum of the different estimates should of course total 100%.

The results showed a tendency for the participants to overrate themselves in five of the six teams.

## Results

Team	Method	Sum of individual ratings	Average for three groups	Respective averages from the original Harvard research
1	Rate your team mates' contributions, then rate your own	115%	115%	121%
2		93%		
3		136%		
4	Only rate your own contribution	205%	166%	139%
5		117%		
6		175%		

## Conclusions

- 1) This repeat of research conducted at Harvard confirms the original findings that people will have a tendency to overrate themselves in terms of their contribution to a team's work. Only one of the six teams underrated itself on average.
- 2) There was a clear difference on average between the teams that were asked to rate their team mates first, and those who only took themselves into consideration; 115% as opposed to 166%.
- 3) The more realistic team members are about their own contributions, the more realistic the team as a whole will be about its strengths and weaknesses.

## Recommendations

- 1) Undertaking conscious efforts to recognise others and their contributions to a team's work will help an individual maintain a more realistic self image.
- 2) An external (or internal) consultant can help teams and individuals develop a more realistic self image through a deliberate, experiential intervention.

The initial research carried out with MBA students at Harvard, is referenced in the article "How (Un)ethical are you?" (Banaji et al.; Harvard Business Review). A PDF version of the article can be found [here](#).

For a free copy of the full study with data and detailed comments about the link between individual and team self perception please email us.