

TEAM Assess[®]

TEAM PERFORMANCE REPORT



18 July, 2016
Management Team
John Smith

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TEAM  **Assess**

A woman with glasses and a red heart-patterned shirt is smiling and gesturing with her hand. A man with a beard and glasses, wearing a blue polka-dot shirt, is also smiling and gesturing. They are sitting at a wooden table with papers, a tablet, and coffee cups. In the background, a whiteboard has a diagram titled 'DIGITAL MARKETING' with nodes for 'GOALS', 'TARGET', and 'CONCEPT'.

1

INTRODUCTION

Thank You
Interpretation Approach
Survey Setup
Team Participation
About the Team Assess Survey

The following pages explain the Team Essential Model that the survey is based upon, your specific survey setup and participants, and an explanation of how to read your results tables.

Thank You

First off, thank you for choosing the Team Assess Survey to aid you in taking your team to the next level of team performance. If at any time, you need help understanding your results or next steps to take to improve your team's performance just reach out to us and we will lend a hand.

Thanks again,
Dr. Tim Buividas and Dr. Martin Gross

Interpretation Approach

Your report is very comprehensive and yet very straight forward. You can take a deep dive into the data and study it to glean answers to achieve greater results. You can also stay at a high level and go to the overall results and the top 10 lists for key areas of focus. Either way will provide you with great insights into your team's performance.

The report begins with an overview of the Team Performance model. It is followed by a high-level look at your results and then provides deeper data for each question response (What we deem as Elements.)

After reviewing your results, head to the action planner to determine your next steps to higher team performance.

Survey Setup

When your survey was setup, your administrator chose the following:

Team Output, Team Effectiveness, Individual Contribution, Team Infrastructure, Team Leadership, Organizational Support.

Team Participation

The following team members were invited to participate:

They are John Smith, Jane Roe, Jan Jansen, Juan Perez, Mary Smith, Tom Atkins. All six team members completed their team assessment.



The Team Assess Survey provides a comprehensive insight into your team's performance - highlighting areas your team is strong in, and areas that may need improvement. The Team Assess Survey is based on the Team Essentials model developed by Dr. Tim Buividas for managing and leading teams. The model suggests that team performance is composed of seven different essential components that affect team performance. Effective teams understand intentionally manage each of these components to drive higher performance results.

The seven team essential components are: team Type, Team Output, Team Effectiveness, Team Leadership, Individual Contributions, Team Infrastructure, and Organizational Support.

The Team Assess survey examines your team's performance in these seven essential components. Each Team Essential Component is further broken down into corresponding sub-components. Each subcomponent is composed of survey questions (Elements). Each survey question is a key foundational element for Team Performance.

The Team Essentials Model listing the seven components and their respective sub-components is shown in detail on the next page.

ORGANIZATIONAL SUPPORT

- Resources & Support
- Inter-Team Dynamics
- Organizational Recognition

TEAM TYPE

- Structural Function
- New or existing team
- Independent or Interdependent
- Co-located and or Virtual
- Duration

TEAM OUTPUT

- Meaningful Work
- Purpose, Mission & Goals
- Results
- Identity
- Productivity

TEAM EFFECTIVENESS

- Interpersonal Relationship
- Trust
- Collaboration
- Communication
- Conflict Resolution
- Learning, Growth & Continuous Improvement

TEAM LEADERSHIP

- Leadership Approach
- Feedback from Leader
- Direction from Leader

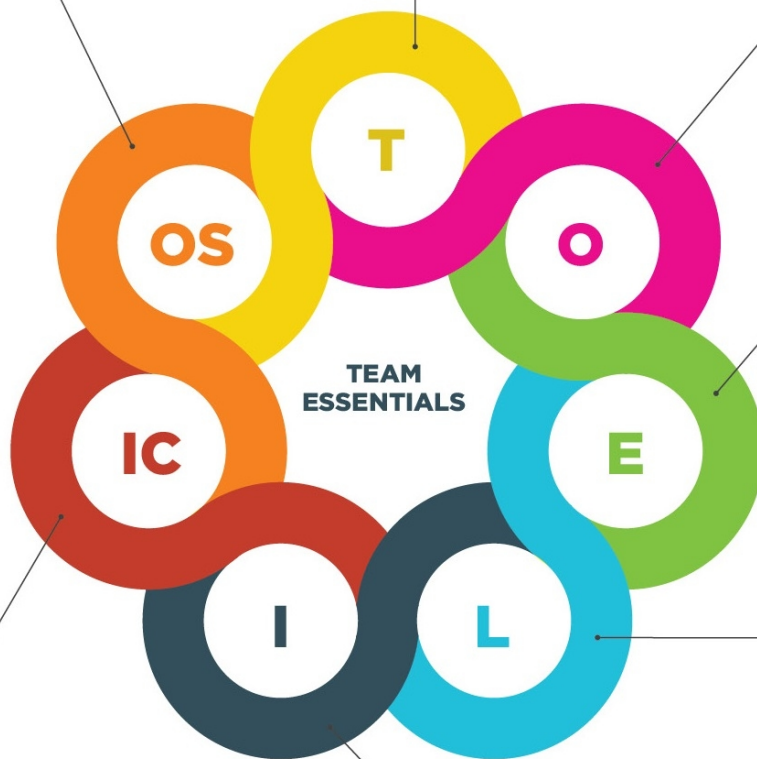
TEAM ESSENTIALS

INDIVIDUAL CONTRIBUTIONS

- Motivation, Satisfaction & Well-being
- Skills, Knowledge & Experience
- Commitment
- Self-Empowerment
- Membership & Roles
- Problem Solving & Decision Making
- Learning, Growth & Continuous Improvement
- Accountability & Ownership

TEAM INFRASTRUCTURE

- Roles & Responsibilities
- Coordination, Planning & Decision Making
- Group Norms
- Documentation
- Information & Knowledge Management





TEAM TYPE

There are many different types of teams. As you read through your results you may want to keep your results in context with the type of team you have.

Team Definition: A team is a group of people brought together to accomplish a specific outcome that which they could not do so as individuals.

TEAM TYPE: Not all teams are created equal. Different types of teams may have different purposes, exhibit different characteristics and dynamics, and have different support needs. The following is a list of the most common types of teams.

1. **Leadership Team:** This team is responsible for the overall performance and strategy of an organization. Membership is typically the CEO/President and direct reports.
2. **Functional Team:** This team is comprised of a manager and direct reports for a specific function or department. Membership is from within a specific area.
3. **Cross-functional Team:** Team members are from different parts of an organization and are brought together for the purpose of communication, planning and reporting.
4. **Project Team:** This team's sole purpose is to solve a problem or investigate possibilities.
5. **Committee:** This team is responsible for a specific activity that requires oversight.
6. **Self-directed Team:** This team operates without a traditional leader.
7. **Delivery Team:** This team is assembled to deliver a specific service or product directly to a client entity.
8. **Change Management Team:** This team's purpose is to investigate and create change within an organization as a means to continually improve the organization or to implement strategic change. Membership can include all levels on an organization.

New Team: A new team is a team that is just starting up. In some cases, all or a few members may have worked together before and in some cases, this may be the first time team members have worked together on a task. A new team can also be an existing team that has had changes in its membership or purpose and is essentially re-starting.

Existing Team: This is a current team that is working together.

Size: Size is an important thing to consider when leading teams. Large teams (over 12 members) are often more complex than leading small teams (12 or less).

TEAMWORK RELATIONSHIP: relationships may vary based on the type of work structure a team has.

1. Interdependent team: no significant task can be accomplished without the help and cooperation of any of the members. Within the team, members typically specialize in different tasks and the success of every individual is inextricably bound to the success of the whole team.

2. Independent team: task accomplishment is by individuals. No one-member performance has direct effect on the performance of the next member. Team members may be able to help each other - perhaps by offering advice or practice time, by providing moral support, or by helping in the background during a busy time - but each individual's success is primarily due to each individual's own efforts.

3. Interdependent and Independent: At times the team exhibits both relationships.

LOCATION: team performance is impacted by the location of team members.

1. **Virtual Team:** team members are in different locations and communicate mostly through use of technology
2. **Co-located:** team members are located in or near each other and often can meet face to face.
3. **Combination:** some team members are co-located and some are virtual.

DURATION: team performance is impacted by the duration that the team is together.

1. **Time limited** - The team is created for a specific purpose and is dissolved when the task has been completed.
2. **Ongoing** - "Standing" team is a permanent part of the work unit or the organization.



2

HIGH LEVEL RESULTS

How to Read Your High Level Results
Team Performance Overall Results
Results by Team Essential Component
Results by Sub-component

Read this section to understand the overall high level team performance results.

HOW TO READ YOUR HIGH LEVEL RESULTS

IT'S AS EASY AS 1, 2, 3.

[HOME](#)

- 1 Team members answered survey questions (Elements) using the following scale:

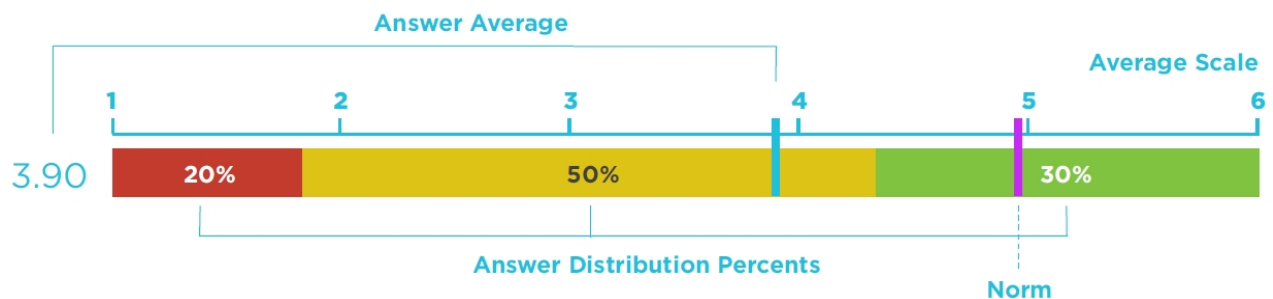
Completely Disagree (1)	Mostly Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Mostly Agree (5)	Completely Agree (6)
Mostly Disagree or more		Ambivalent		Mostly Agree or more	

- 2 Question responses are assigned numbers (1-6) and colors (red, yellow, and green) and are grouped as shown above.
- 3 The responses are shown in a bar graph format (see below) which displays numbers, colors, and groupings to show response average and response distribution.

Average: To the left of the bar graph is the average of the answers (on a 1-6 scale) which corresponds to the blue vertical stripe within the bar graph. A higher average means more team members agreed with the statement. A lower average means more team members disagreed with the statement.

Distribution: Within the bar graph are answer distribution percentages for Mostly Disagree, Ambivalent, and Mostly Agree. The percentages will add up to 100%. Look to see if the answers are widely dispersed (a balance of three colors), which indicates there is much room for debate, or more uniform in color (largely one color) which indicates a consensus.

Norm: The purple vertical stripe is the Norm, the average for all team assessments to date.



In the example bar chart above using answers from 10 fictitious team members:

Mostly Disagree or More was selected 2 times or 20 percent of all the answers.

Ambivalent was selected 5 times or 50 percent of all the answers.

Mostly Agree or More was selected 3 times or 30 percent of all the answers.

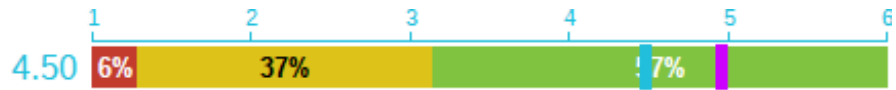


TEAM PERFORMANCE OVERALL RESULTS

The bar graphs below first show your overall Team Performance results and then shows your team results by the Team Performance components.

Overall Team Performance

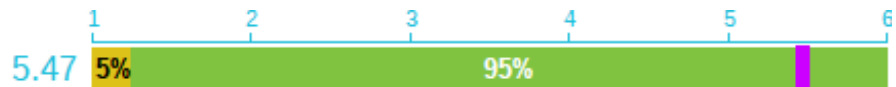
The report measures all 143 Elements (survey questions) together to provide an overall Team Performance high-level view.



COMPONENTS OF TEAM PERFORMANCE

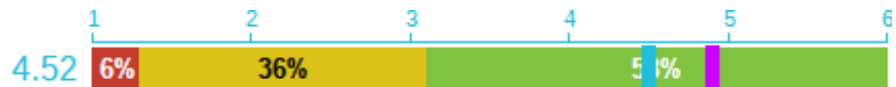
Individual Contribution

This section takes into account the skill level, talents, attributes, personal accountability, attitudes, and motivation of the individual.



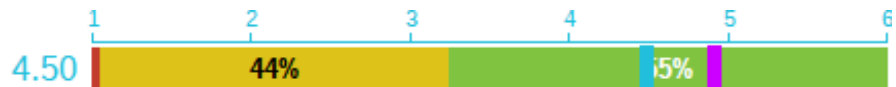
Organizational Support

This section examines resources and support, organizational recognition, and inter-team dynamics.



Team Leadership

This section examines team leadership as relates to direction from leader, leadership approach, and feedback from the leader.



Team Effectiveness

This section measures how people work together. It includes communication, trust, collaboration, innovation, conflict resolution, mutual accountability, commitment, and cohesion.



Team Infrastructure

This section includes group norms and guidelines, coordination, planning and decision making, roles and responsibilities, and documentation.



Team Output

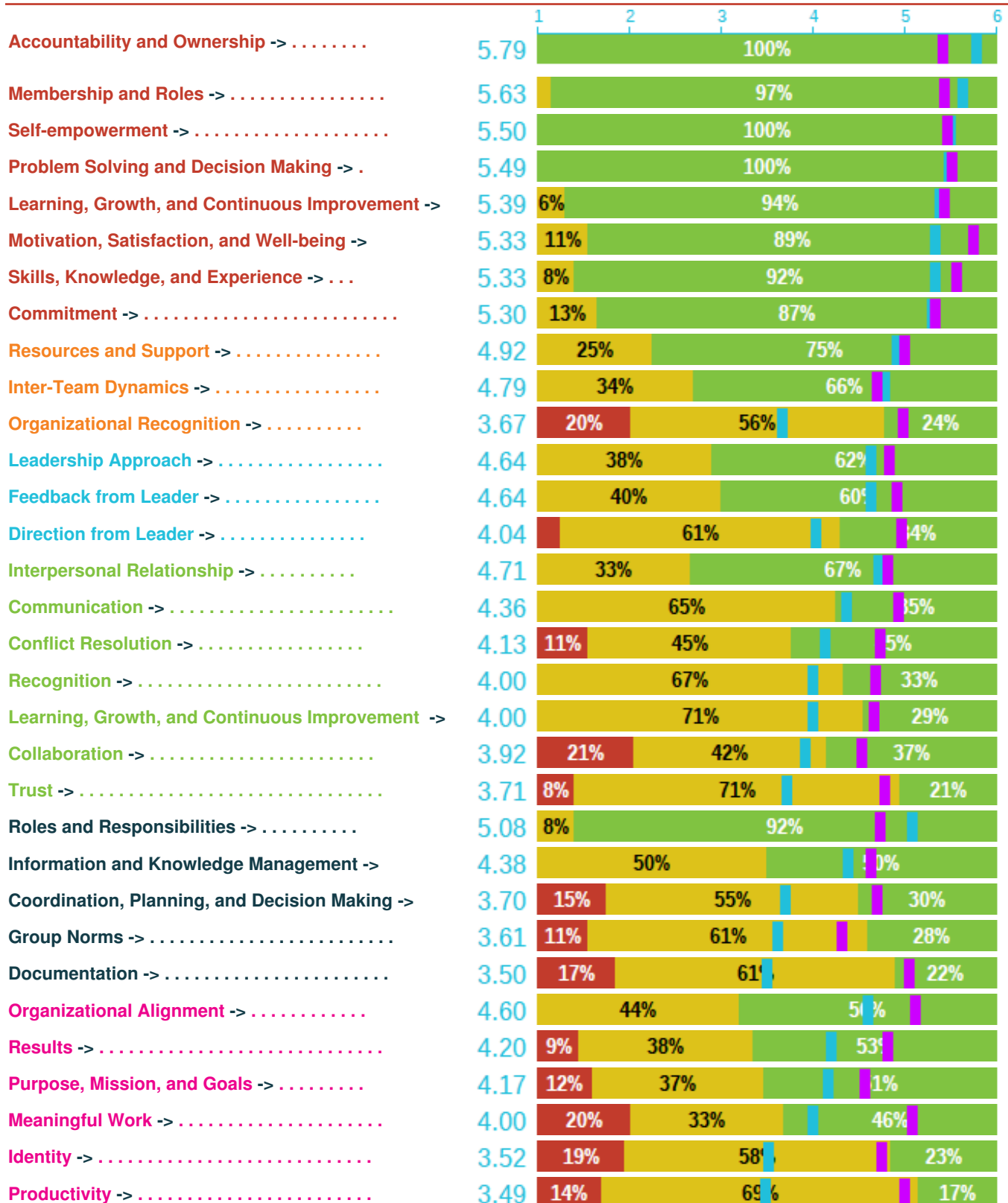
This section looks at goal clarity and alignment, team productivity and measurement, work identity, and meaningful work.





SUB-COMPONENTS OVERALL RESULTS

Below, all the sub-components are ranked from highest to lowest first by component average and then by sub-component average.

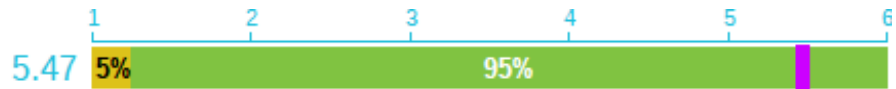




INDIVIDUAL CONTRIBUTION SUB-COMPONENTS

This section takes into account the skill level, talents, attributes, personal accountability, attitudes, and motivation of the individual.

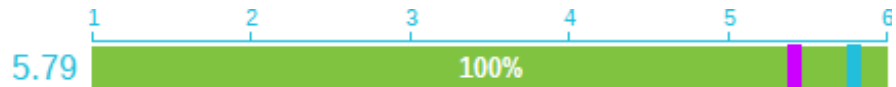
Individual Contribution



SUB-COMPONENTS

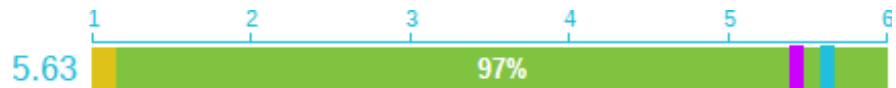
Accountability and Ownership

Accountability and ownership means being responsible for one's actions and accepting consequences. Being accountable is knowing, accepting, and correcting mistakes, which requires knowing one's role in a team.



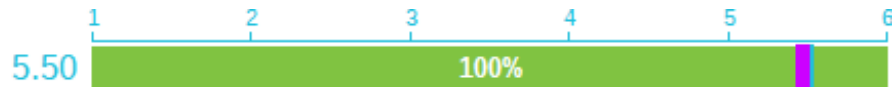
Membership and Roles

Roles and membership are what functions and responsibilities each member will hold on the team. Understanding one's own responsibilities, as well as understanding other team members' roles helps a team achieve collaboration.



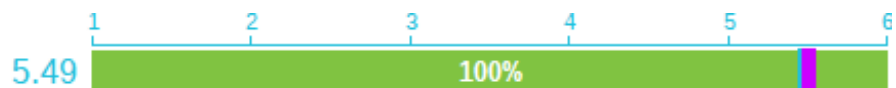
Self-empowerment

Self-empowerment is an individual's motivation to be task-oriented and achieve their individual goals by applying skills and knowledge. It brings responsibility, challenge, and accountability for the individual.



Problem Solving and Decision Making

Individual problem solving and decision making is a process in which team members individually identify the problems, develop, and implement the most feasible solution. Performance of the team is affected by the quality of an individual member's decision.



Learning, Growth, and Continuous Improvement

Learning, growth, and continuous improvement are key to a successful a team member because without growth there is no progress.

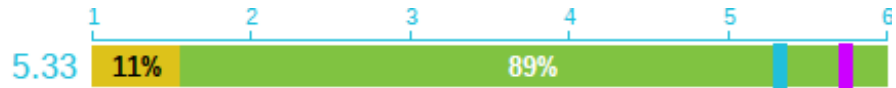




INDIVIDUAL CONTRIBUTION SUB-COMPONENTS - CONTINUED

Motivation, Satisfaction, and Well-being

Motivation, satisfaction, and well-being can greatly affect the efficiency and productivity.



Skills, Knowledge, and Experience

Individual contributors' skills, knowledge, and experience are driving factors in their ability to reach a goal.



Commitment

Commitment is a sense of responsibility towards the shared goal of the team. Individuals demonstrate commitment by placing team needs over personal goals, completing work ahead of time, and helping team members to complete the tasks.





INDIVIDUAL CONTRIBUTION NARRATIVE COMMENTS

[HOME](#)

Comments for Membership and Roles

*Comments here.

Comments for Self-empowerment

*Comments here.

Comments for Learning, Growth, and Continuous Improvement

*Comments here.

*Comments here.

*Comments here.

*Comments here.

Comments for Motivation, Satisfaction, and Well-being

*Comments here.

*Comments here.

*Comments here.

Comments for Commitment

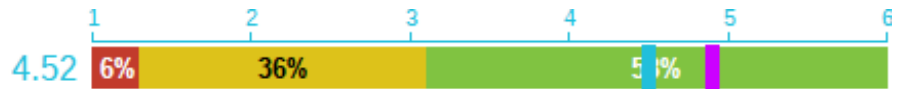
*Comments here.



ORGANIZATIONAL SUPPORT SUB-COMPONENTS

This section examines resources and support, organizational recognition, and inter-team dynamics.

Organizational Support



SUB-COMPONENTS

Resources and Support

Resources and support are necessary assistance that the organization provides to a team. Having the necessary resources and support will enable teams to complete their goals.



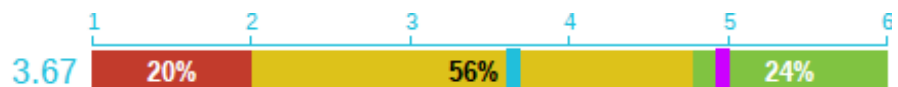
Inter-Team Dynamics

Inter-team dynamics focus on the relationship between teams. It also focuses on a team's relationship with an organization as a whole.



Organizational Recognition

Organizational recognition is the praises and acknowledgement an organization gives to a team based on their accomplishments. This can come in many forms including awards and rewards.



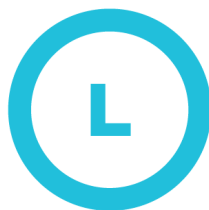


ORGANIZATIONAL SUPPORT NARRATIVE COMMENTS

[HOME](#)

Comments for Organizational Recognition

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TEAM LEADERSHIP SUB-COMPONENTS

This section examines team leadership as relates to direction from leader, leadership approach, and feedback from the leader.

Team Leadership



SUB-COMPONENTS

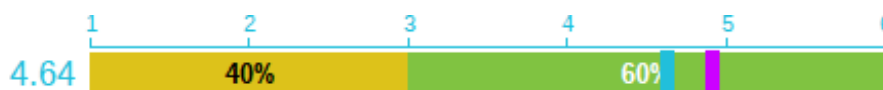
Leadership Approach

Leadership approach is the type of leadership style used. The type of leadership style used should be catered to the team members and the current project in progress.



Feedback from Leader

Feedback from a leader is when the team leader gives information about the levels and quality team members' performance.



Direction from Leader

Direction from a team leader includes a clear vision of the goals and objectives, along with a plan of action to achieve those goals. The leader must ensure that all team members understand their responsibilities and roles as well as prioritizing their actions and giving strategic and operational directions.





TEAM LEADERSHIP NARRATIVE COMMENTS

[HOME](#)

Comments for Leadership Approach

*Comments here.

Comments for Feedback from Leader

*Comments here.

*Comments here.

Comments for Direction from Leader

*Comments here.

*Comments here.



TEAM EFFECTIVENESS SUB-COMPONENTS

This section measures how people work together. It includes communication, trust, collaboration, innovation, conflict resolution, mutual accountability, commitment, and cohesion.

Team Effectiveness



SUB-COMPONENTS

Interpersonal Relationship

Team members intentionally build interpersonal relationships, which is the basic building structure of team dynamics and teamwork. This creates cohesion within the team members and allows them react to each other with respect, opening the channel of communication, and to work together.



Communication

Communication is a one-way or a two-way process in which team members convey information, expectations, feedback, and feelings. Decisions made by the team depend upon the quality of communication within the team.



Conflict Resolution

Conflict is a disagreement between members of a team, where they perceive the opinion of another team member as a threat to their own opinion. Conflict resolution is the process of using the conflict to enhance team performance.



Recognition

Team Members give and get praise and recognition for their accomplishments.



Learning, Growth, and Continuous Improvement

Learning, growth, and continuous improvement are key to a successful team because without growth there is no progress.

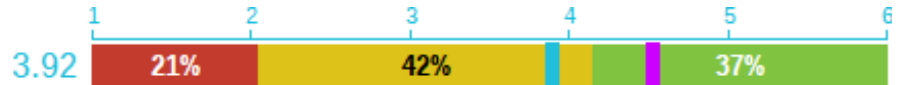




TEAM EFFECTIVENESS SUB-COMPONENTS - CONTINUED

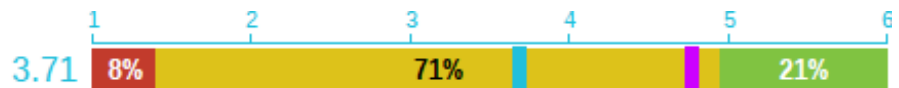
Collaboration

Collaboration is a work process where team members share a goal and help each other achieve it. Open communication, sharing best practices, and generating new ideas are elements of collaboration will enhance team performance and helps them achieve goals.



Trust

Trust is faith and confidence in abilities, strengths, and capabilities of other team members and is a building block for the teamwork. Trust can be identified by co-operative behaviors, commitment to the interdependent work, and mutual respect.





TEAM EFFECTIVENESS NARRATIVE COMMENTS

[HOME](#)

Comments for Interpersonal Relationship

*Comments here.
*Comments here.
*Comments here.
*Comments here.

Comments for Communication

*Comments here.

Comments for Conflict Resolution

*Comments here.

Comments for Recognition

*Comments here.
*Comments here.

Comments for Learning, Growth, and Continuous Improvement

*Comments here.
*Comments here.
*Comments here.

Comments for Collaboration

*Comments here.
*Comments here.
*Comments here.
*Comments here.

Comments for Trust

*Comments here.
*Comments here.



TEAM INFRASTRUCTURE SUB-COMPONENTS

This section includes group norms and guidelines, coordination, planning and decision making, roles and responsibilities, and documentation.

Team Infrastructure



SUB-COMPONENTS

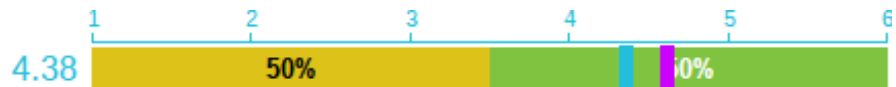
Roles and Responsibilities

Roles and Responsibilities of each team member need to be clearly defined.



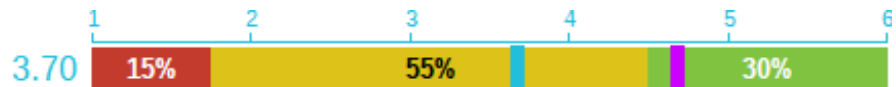
Information and Knowledge Management

Knowledge management is a continuous process in which team members share and apply their personal knowledge, which can involve the creation of new knowledge in different situations. Frequent team meetings and networking can enhance knowledge distribution and management.



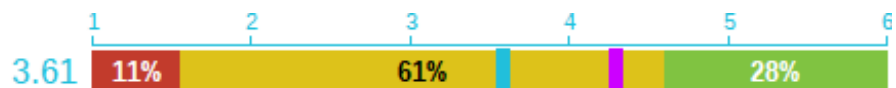
Coordination, Planning, and Decision Making

Planning requires coordination among team members and focuses actions toward team goals. It is important for a team member to have clear idea of his or her responsibilities and tasks before planning. - Decision-making is a process in which team members evaluate all the information and options, and select the one that can produce the best results.



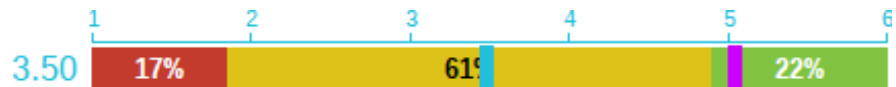
Group Norms

Group norms are unspoken or spoken, formal or informal behavioral guidelines for team members, which can cause enhanced teamwork. Higher quality norms can lead to better performance, while lower quality norms can lead to lower performance.



Documentation

Documentation is the recording of team policies, procedures, and best practices. It is an important process that gives an authentic form to the team's processes and progress.





TEAM INFRASTRUCTURE NARRATIVE COMMENTS

[HOME](#)

Comments for Information and Knowledge Management

*Comments here.

*Comments here.

Comments for Coordination, Planning, and Decision Making

*Comments here.

Comments for Group Norms

*Comments here.

*Comments here.

Comments for Documentation

*Comments here.

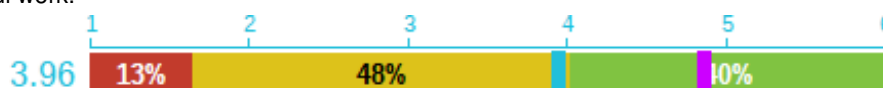
*Comments here.



TEAM OUTPUT SUB-COMPONENTS

This section looks at goal clarity and alignment, team productivity and measurement, work identity, and meaningful work.

Team Output



SUB-COMPONENTS

Organizational Alignment

Organizational alignment is when a team's goals lined up with the overarching goals of the company. Having the team goals aligned with organizational goals ensures team projects are working toward the overall good of the company.



Results

Results are the ending product of a team's hard work. High quality results should be the end goal for all group projects and processes.



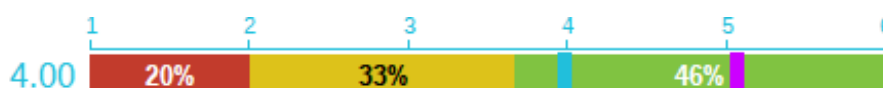
Purpose, Mission, and Goals

Purpose, mission, and goals are driving focuses in all teams and set expectations for the team as well as the project as a whole. Ideally, all three should be defined during a team meeting with input from everyone involved.



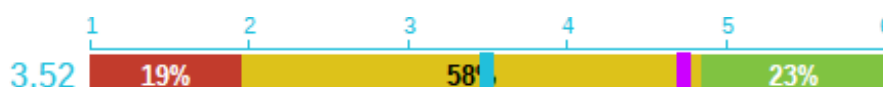
Meaningful Work

Meaningful work is when team performance and actions are focused on defined goals for the project.



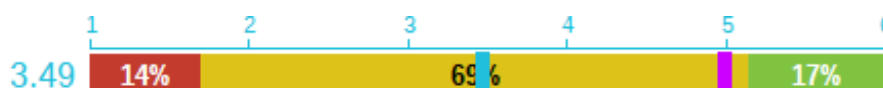
Identity

Identity is the unique character that a team holds and can be defined by the culture, environment, and relationships within a team. This can be built and shaped through coaching and training sessions to promote a healthy and strong identity.



Productivity

Productivity focuses on the quality and speed of the work being produced within a team. For the best results, teams should set a clear obtainable time line for all work with clear expectations of quality set at the beginning.





TEAM OUTPUT NARRATIVE COMMENTS

[HOME](#)

Comments for Organizational Alignment

*Comments here.
*Comments here.
*Comments here.

Comments for Results

*Comments here.
*Comments here.
*Comments here.

Comments for Purpose, Mission, and Goals

*Comments here.
*Comments here.
*Comments here.
*Comments here.
*Comments here.

Comments for Meaningful Work

*Comments here.

Comments for Identity

*Comments here.
*Comments here.
*Comments here.
*Comments here.

Comments for Productivity

*Comments here.
*Comments here.

A photograph of three healthcare professionals in a meeting. A woman in blue scrubs stands in the background, smiling and holding a pen over a notepad. In the foreground, a woman in a white lab coat and glasses sits at a table, looking at a document. A man in a dark suit and glasses sits next to her, also looking at the document. The background is a blurred office setting with windows.

3

LISTS OF TEN

Top Ten Team Elements

Bottom Ten Team Elements

Most Debatable Ten Team Elements

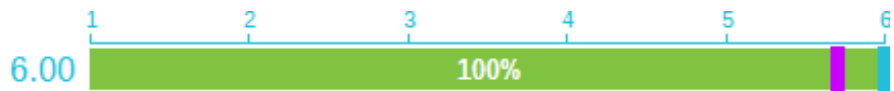
Read this section to quickly understand the key team performance elements to focus upon. The next three pages highlight individual team statements that were ranked high or low and for which there was the least consensus.



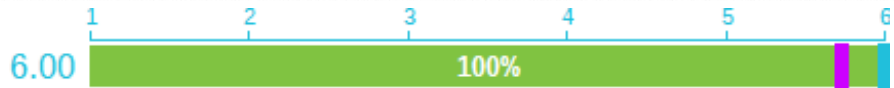
TOP TEN TEAM ELEMENTS

The next three pages highlight individual team statements that were ranked high or low and for which there was the least consensus. Each bar graph displays the answer distribution and average for the 6 team members for just one question.

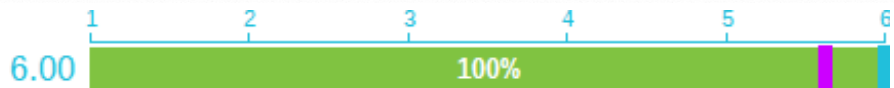
I hold myself accountable for knowing my portion of work on my team. (Q78) - Individual Contribution: Accountability and Ownership



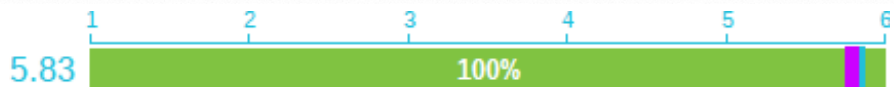
I feel a sense of satisfaction when I contribute to the success of my team. (Q65) - Individual Contribution: Motivation, Satisfaction, and Well-being



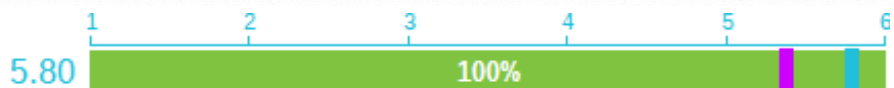
The work we do is meaningful and important. (Q26) - Team Output: Meaningful Work



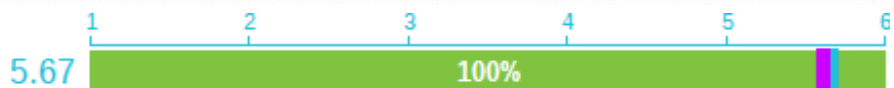
I own my mistakes. (Q80) - Individual Contribution: Accountability and Ownership



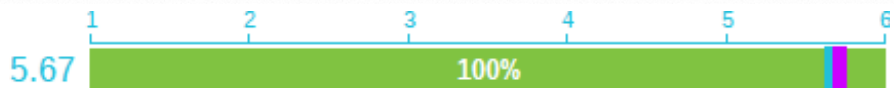
I clearly understand my role in meeting the overall team's objectives. (Q61) - Individual Contribution: Membership and Roles



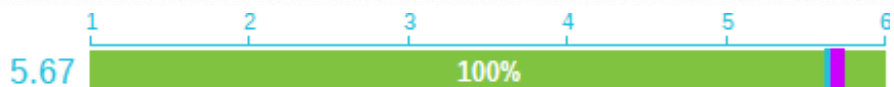
I go above and beyond to produce quality results for the team. (Q83) - Individual Contribution: Commitment



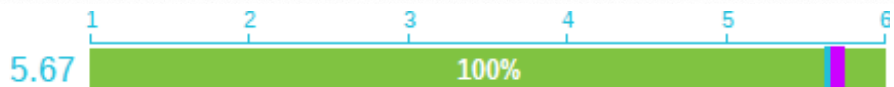
I hold myself accountable for completing my tasks in a timely manner. (Q79) - Individual Contribution: Accountability and Ownership



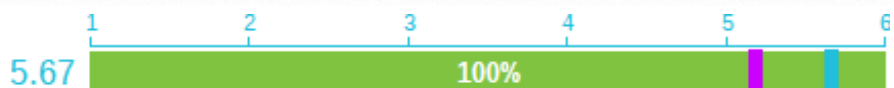
I am committed to the vision and purpose of the team. (Q82) - Individual Contribution: Commitment



I take responsibility for my successes and failures. (Q62) - Individual Contribution: Membership and Roles



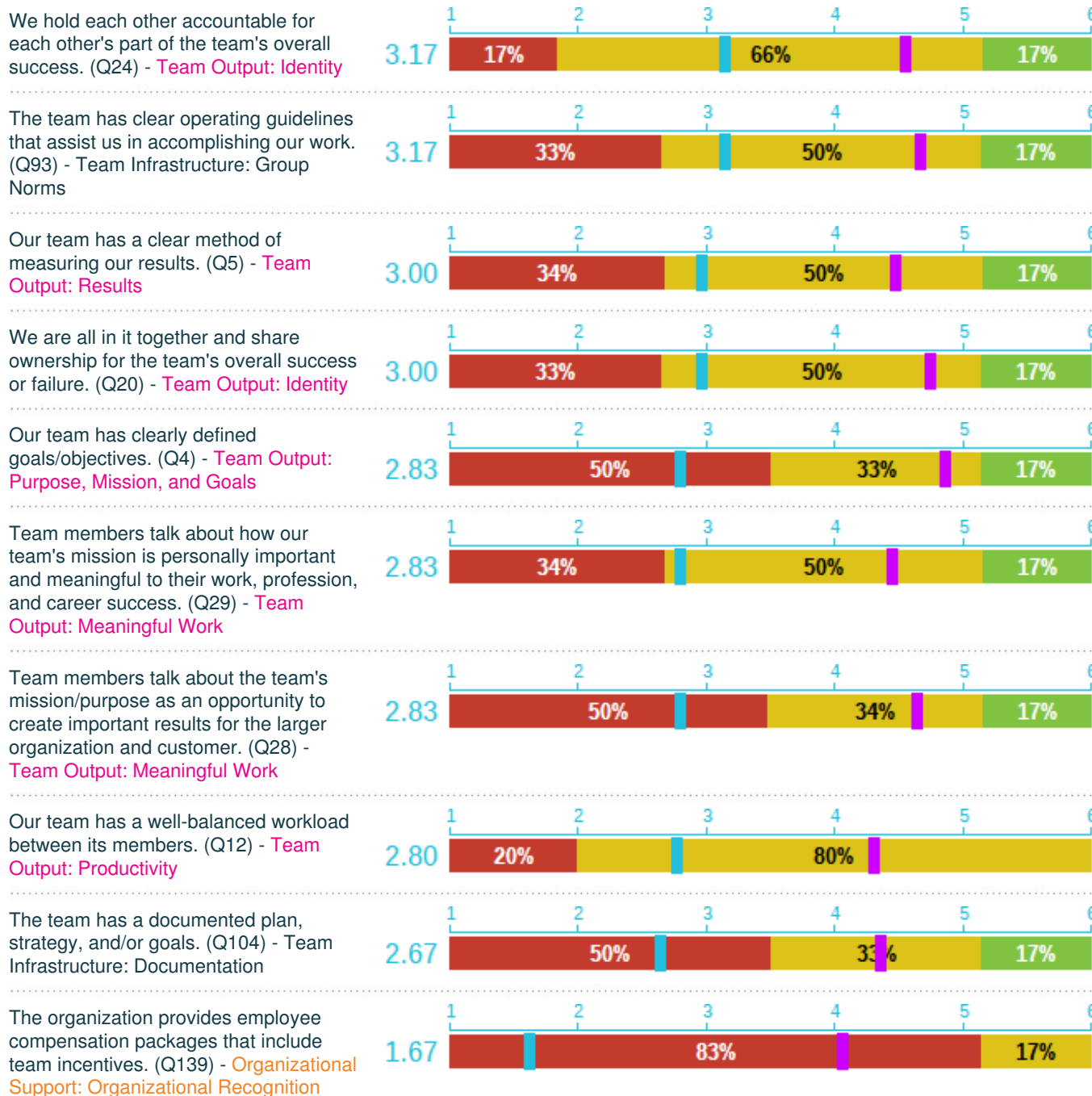
I have the authority to do what needs to be done to accomplish my job. (Q60) - Individual Contribution: Membership and Roles





BOTTOM TEN TEAM ELEMENTS

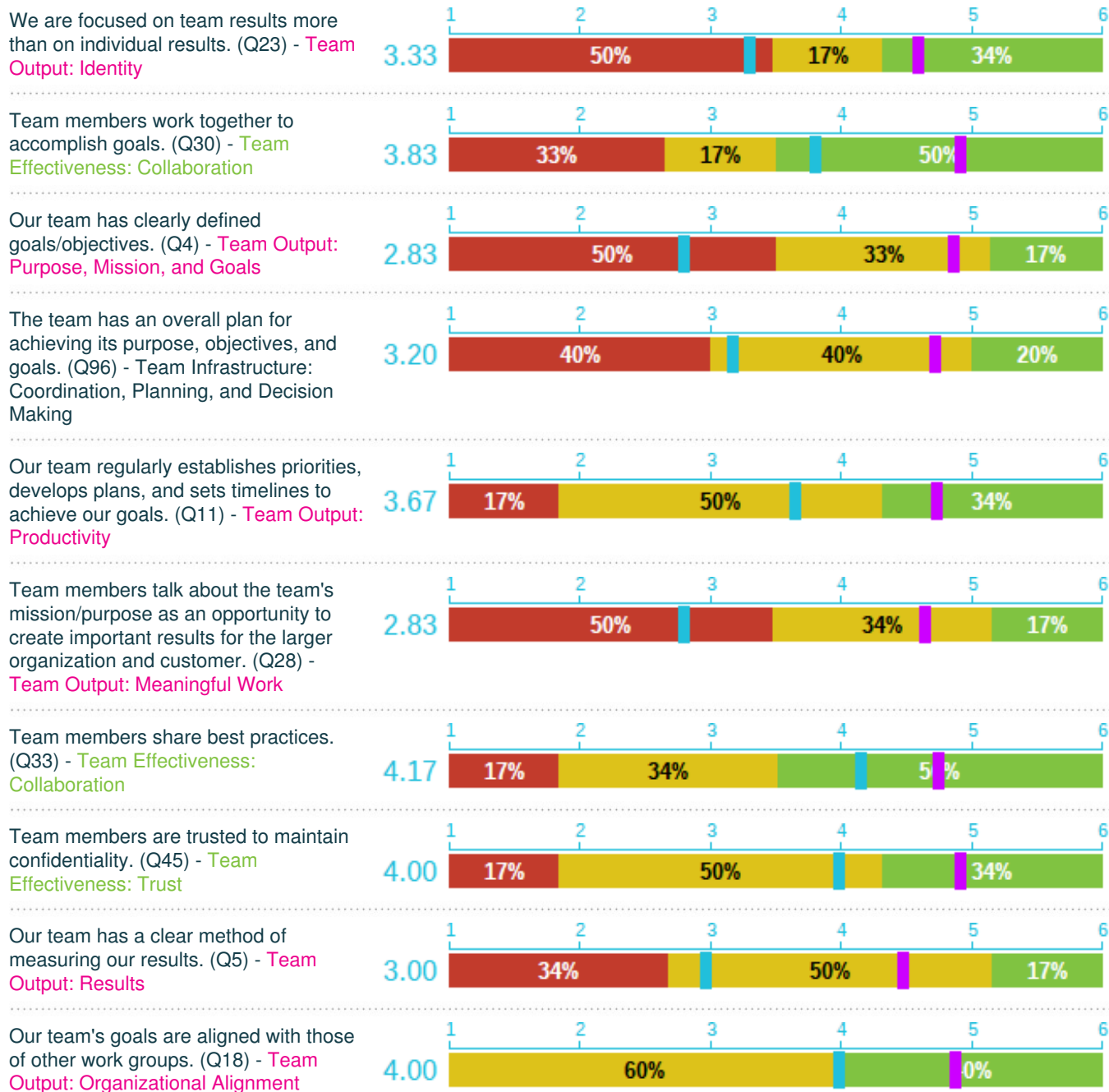
The following is a listing of the bottom 10 Elements for your team. Overall, your team members clearly agree that your team is not doing well with each of these elements. It is important to discuss what your team is not well and to determine next step actions to improve in these areas.





MOST DEBATABLE TEN TEAM ELEMENTS

The following is a listing of the most debatable 10 Elements for your team. Overall, your team members are not clear and disagree with whether your team is doing well or not doing well with each of these elements. These are topics where rich discussion and debate is needed to bring forth clarity and action.





4

DETAILED RESULTS – THE ELEMENTS

How to Read Your Detailed Results
Element Results by Bar Graph
Element Results by Table

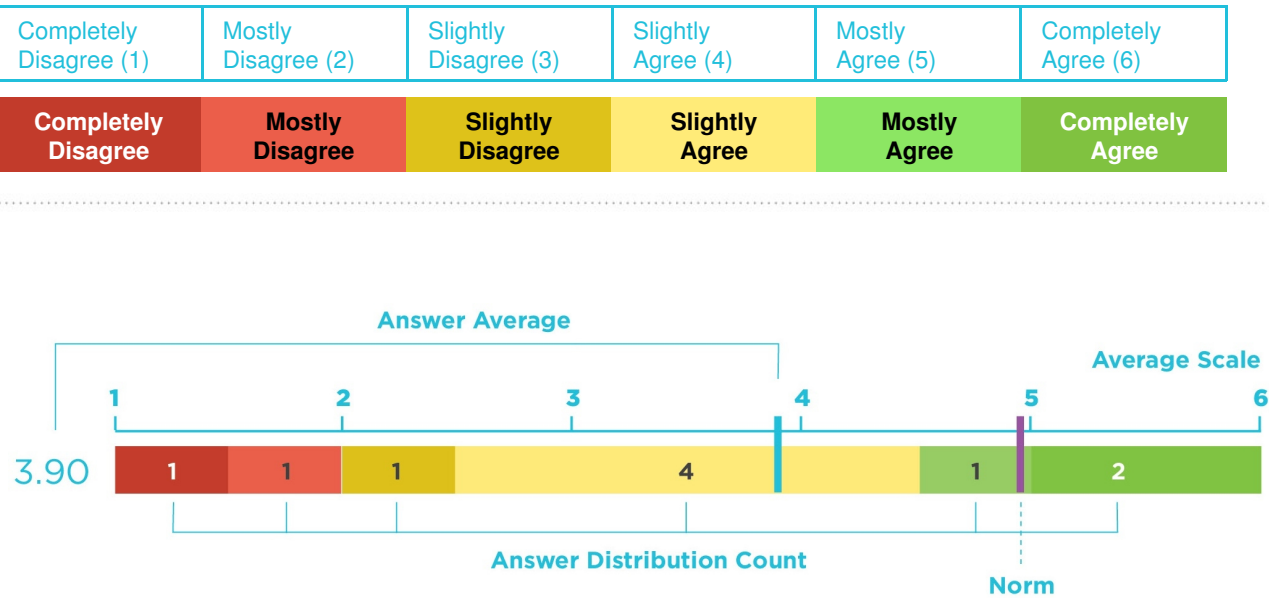
The following pages provide you with an opportunity to dig deep into your results. Each Element listed is a foundational best practice for Team Performance. Study this data to glean areas to work on to enhance Team Performance. The data is first listed by Bar Graph and then is followed by a ranking chart.

HOW TO READ YOUR DETAILED RESULTS

HOME

The following pages provide you with an opportunity to dig deep into your results. Each Element listed is a foundational best practice for Team Performance. Study this data to glean areas to work on to enhance Team Performance. The data is first listed by Bar Graph and then is followed by a ranking chart.

The bar graph for the key element is slightly different from the previous bar graphs. Now there is a color associated with each of the question ratings (1-6). In addition, the percentage response is now replaced with actual individual responses per rating.

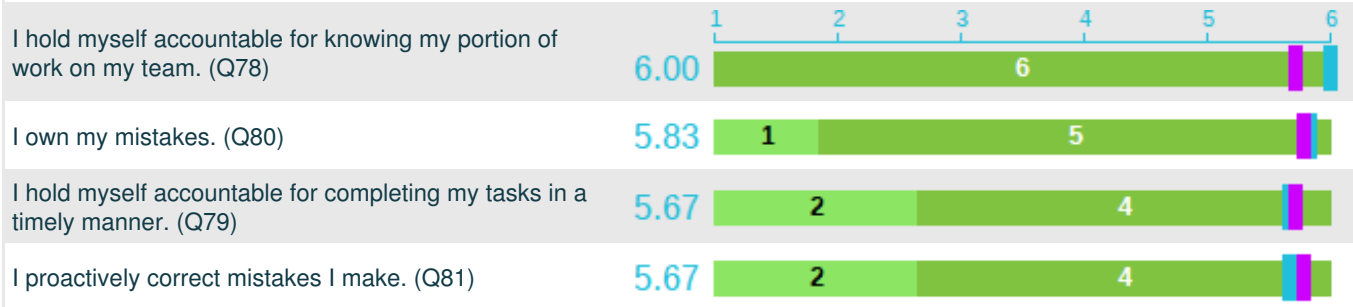


In the example bar chart above using answers from 10 fictitious team members:

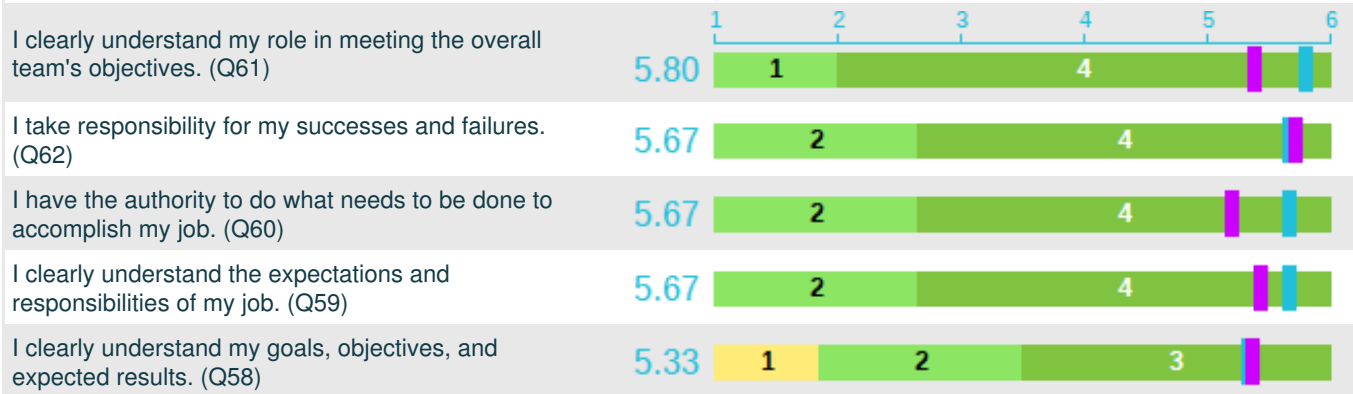
(1) Completely Disagree	was selected 1 times or 10 percent of all the answers.
(2) Mostly Disagree	was selected 1 times or 10 percent of all the answers.
(3) Slightly Disagree	was selected 1 times or 10 percent of all the answers.
(4) Slightly Agree	was selected 4 times or 40 percent of all the answers.
(5) Mostly Agree	was selected 1 times or 10 percent of all the answers.
(6) Completely Agree	was selected 2 times or 20 percent of all the answers.



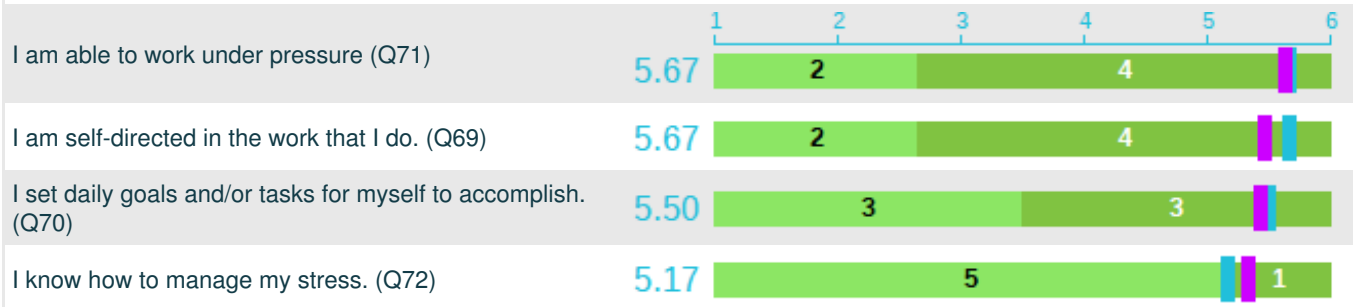
Accountability and Ownership



Membership and Roles

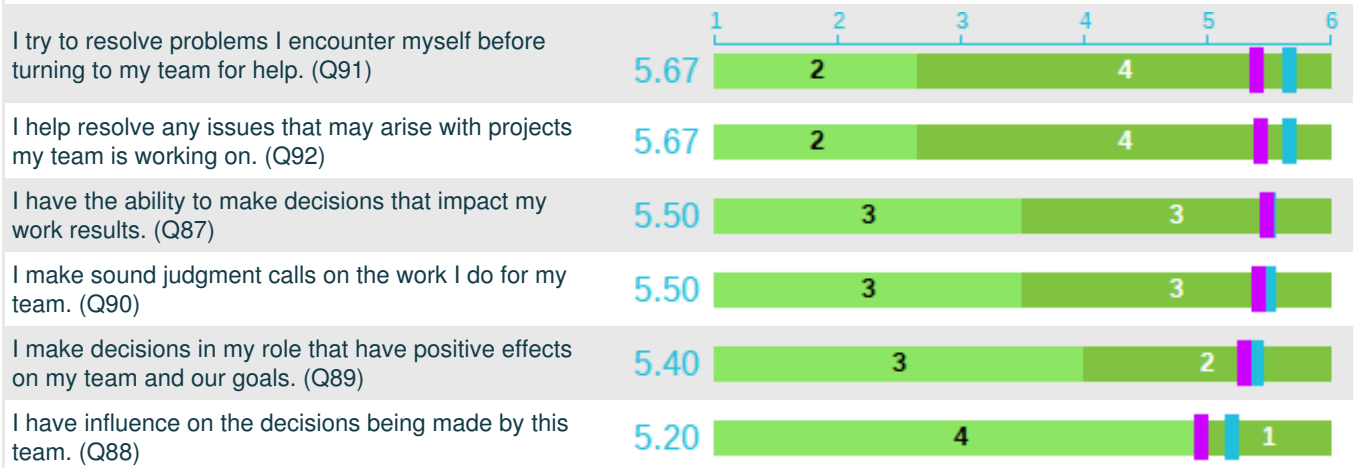


Self-empowerment

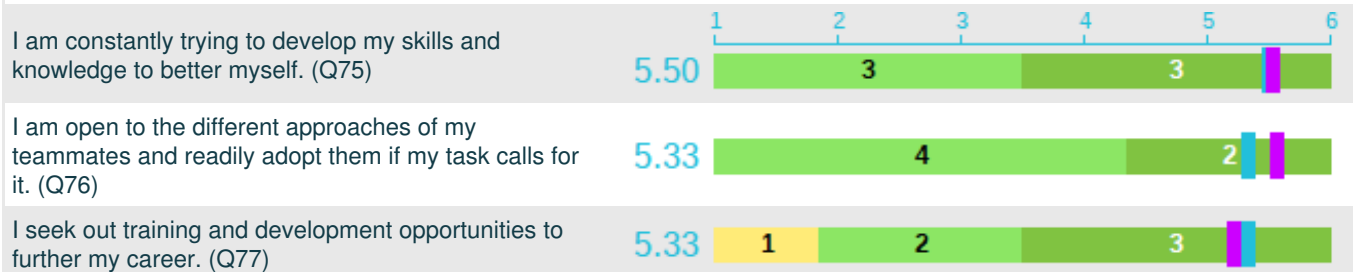




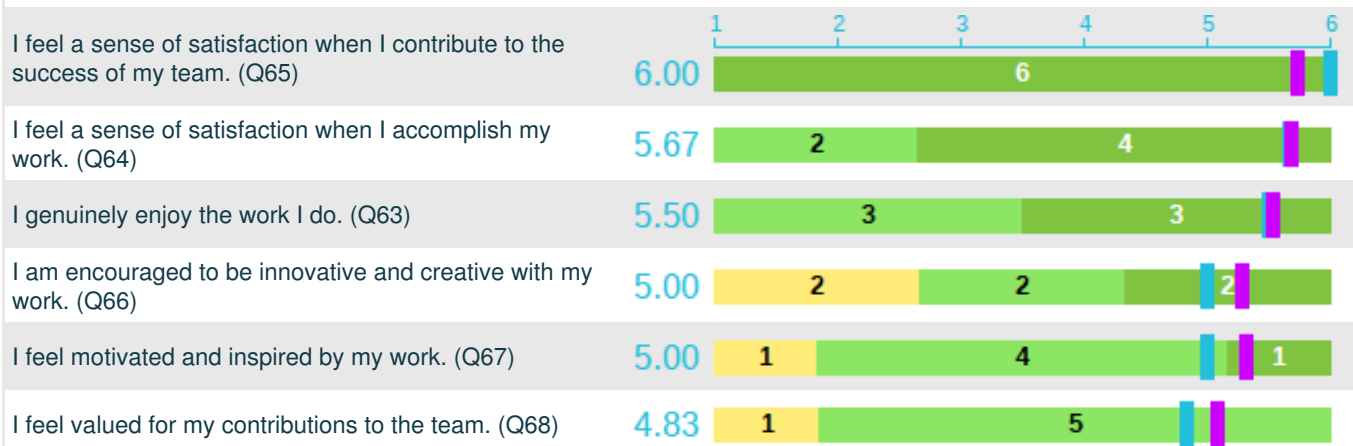
Problem Solving and Decision Making



Learning, Growth, and Continuous Improvement

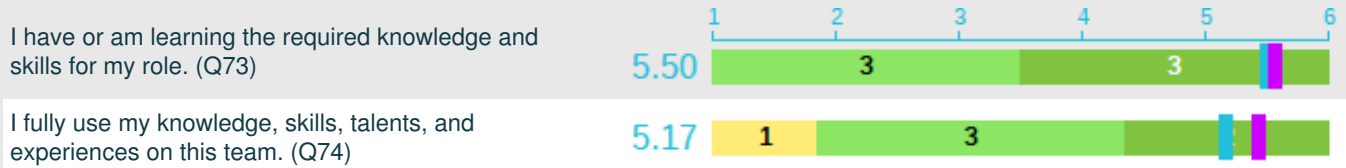


Motivation, Satisfaction, and Well-being

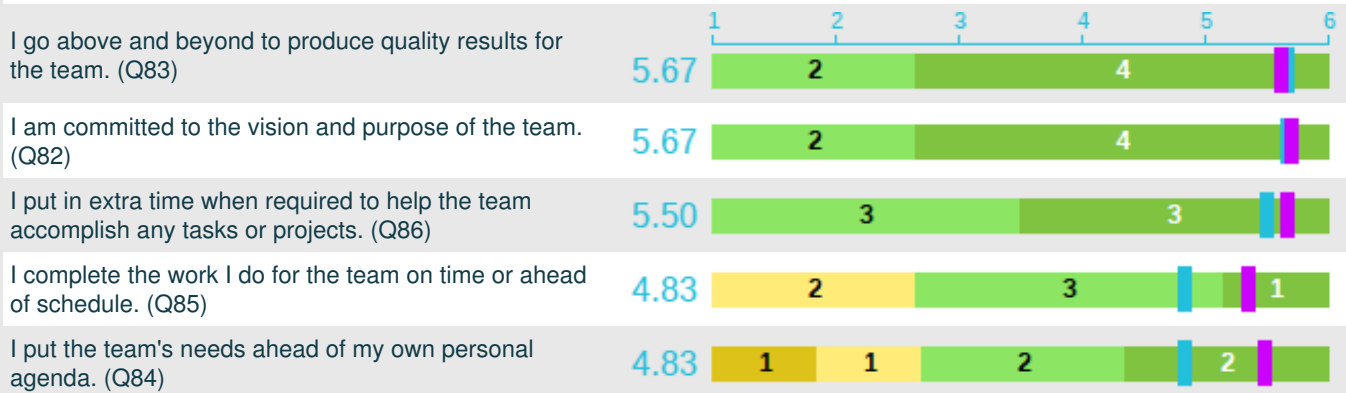




Skills, Knowledge, and Experience

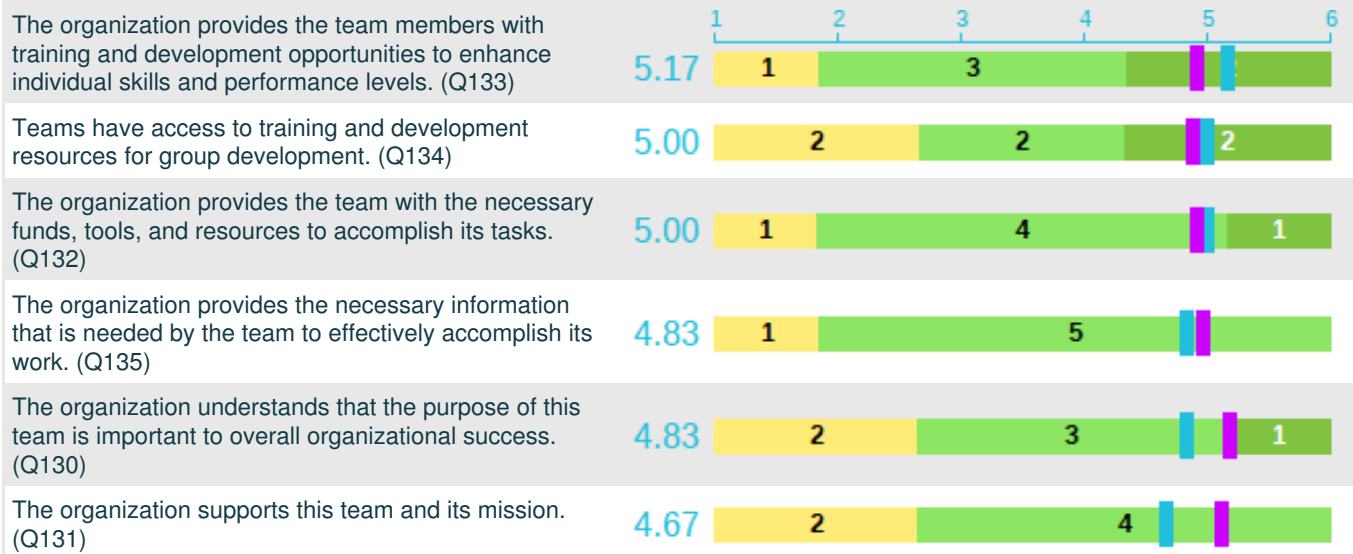


Commitment

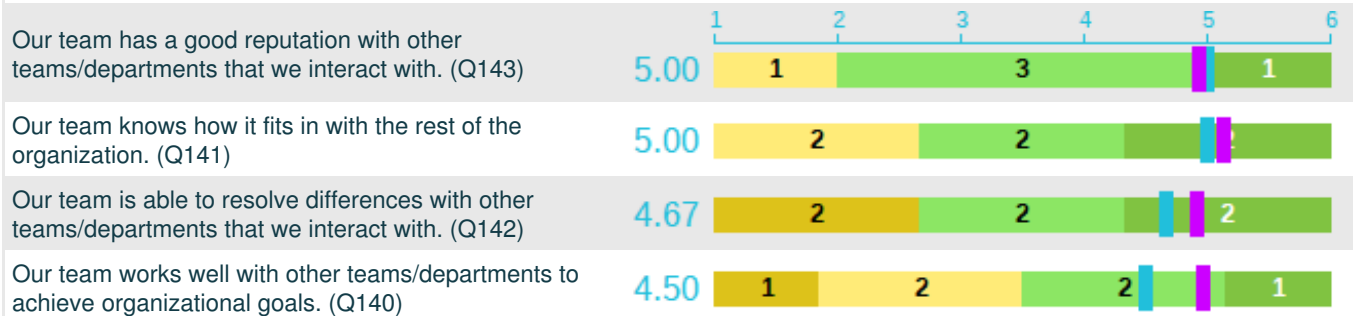




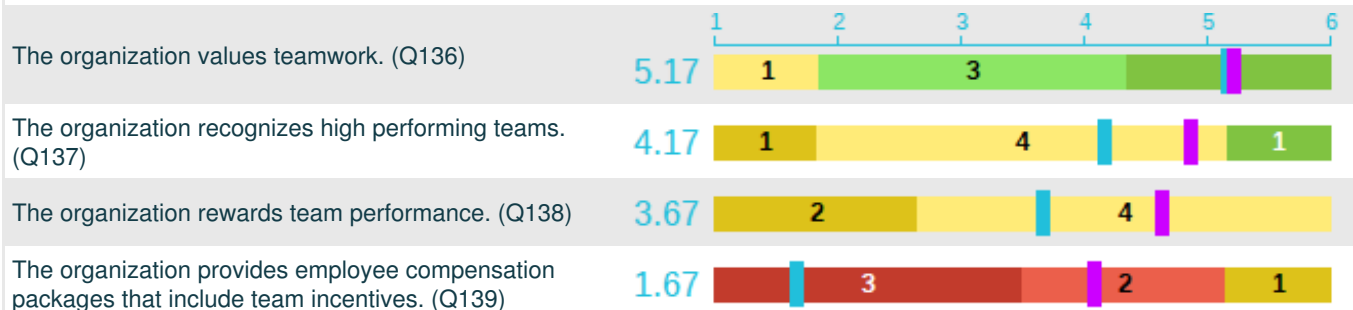
Resources and Support



Inter-Team Dynamics



Organizational Recognition



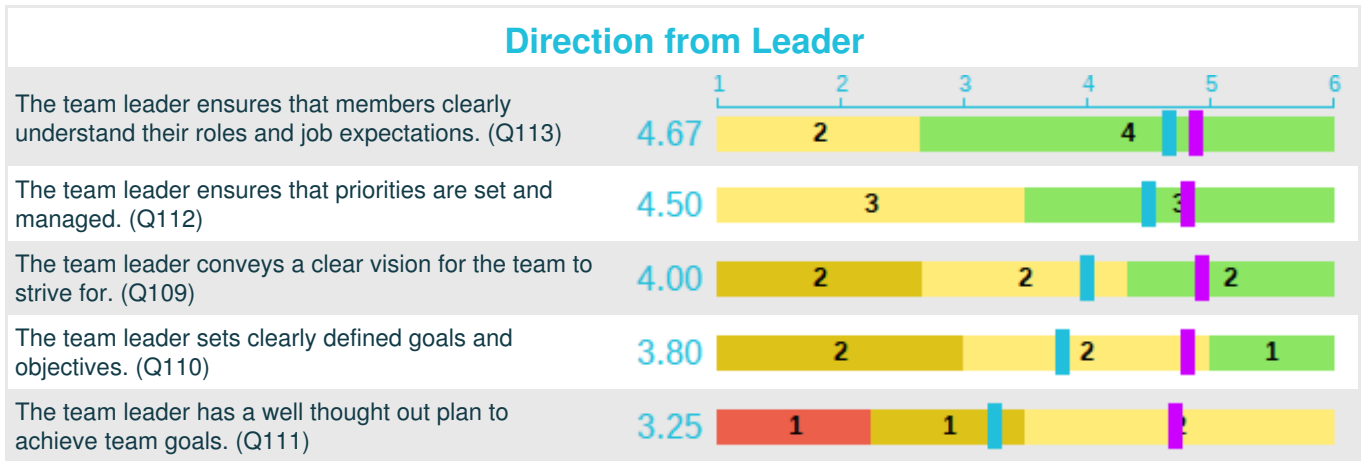


Feedback from Leader



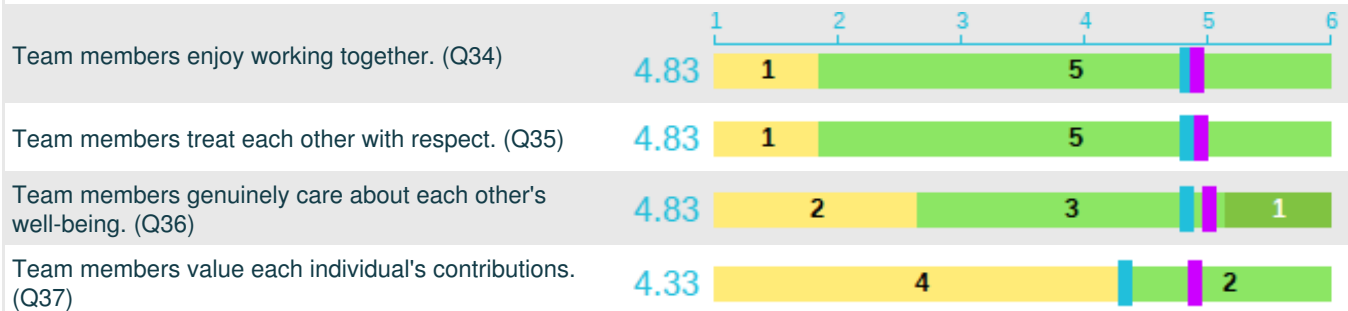
Leadership Approach



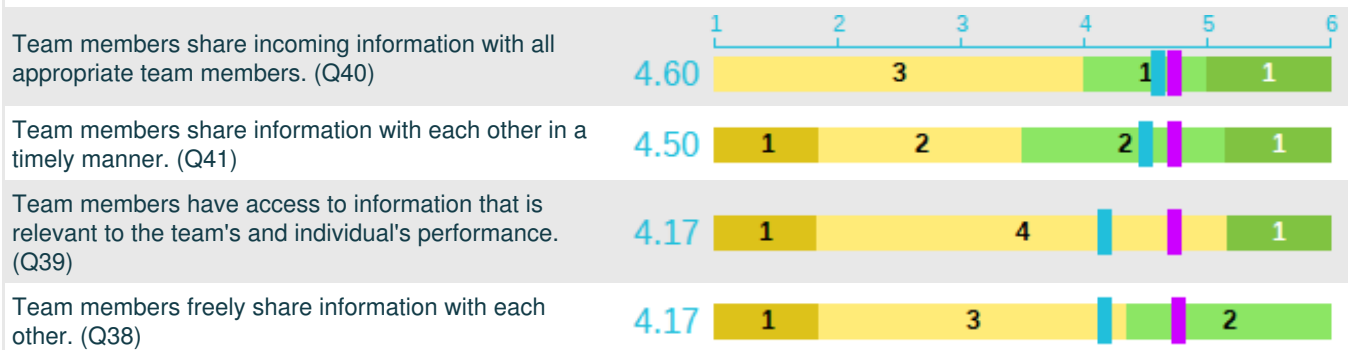




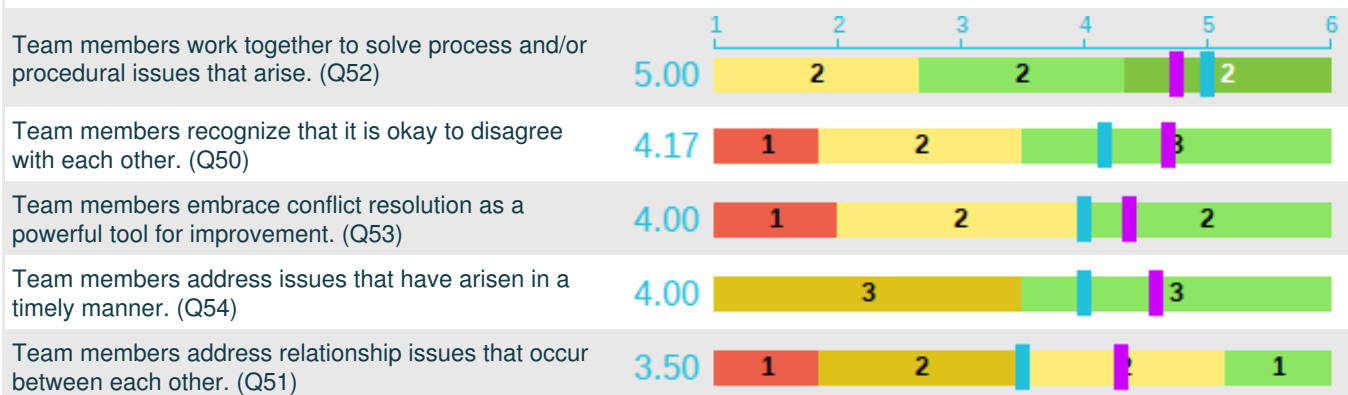
Interpersonal Relationship



Communication

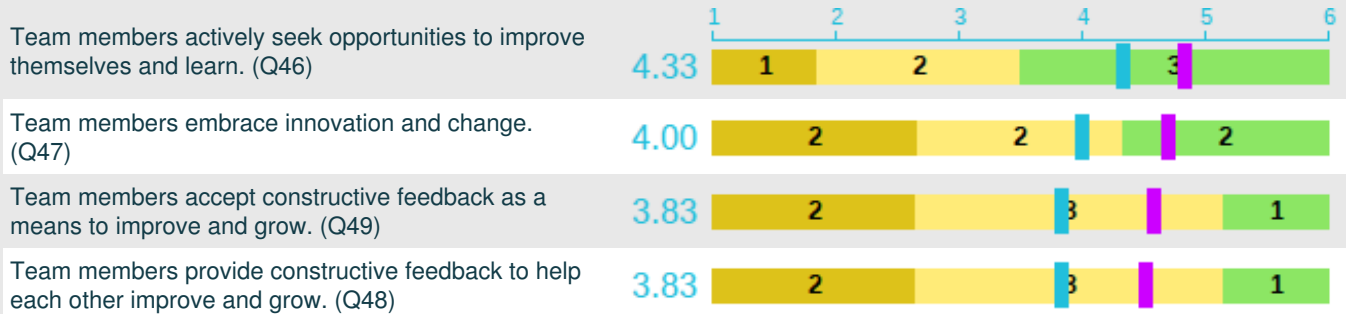


Conflict Resolution

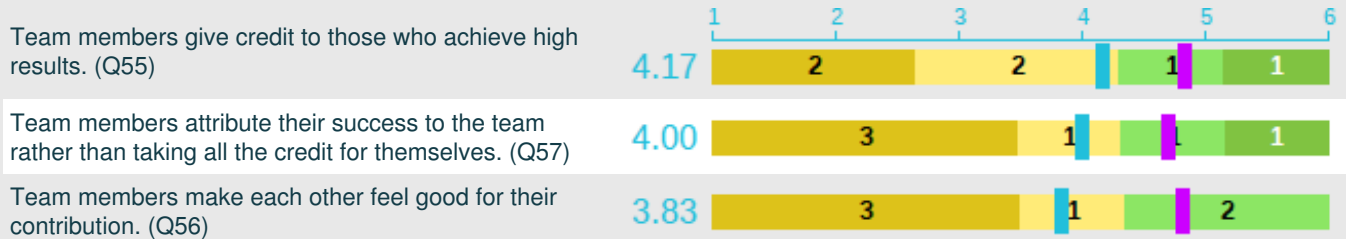




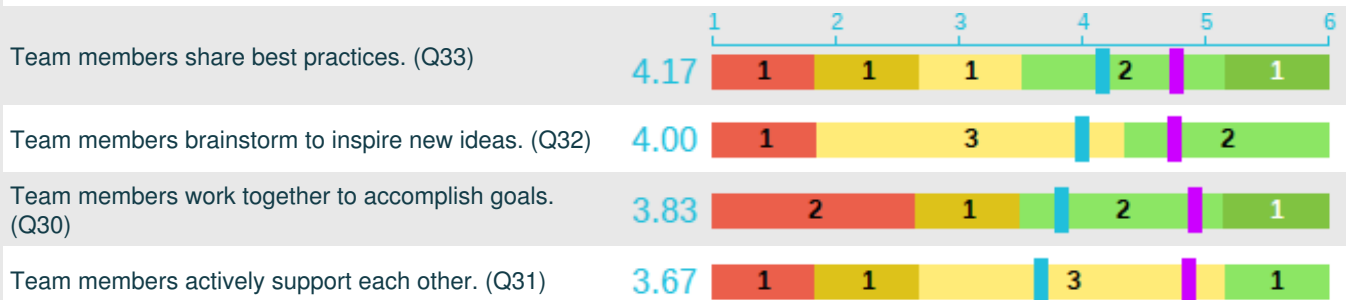
Learning, Growth, and Continuous Improvement

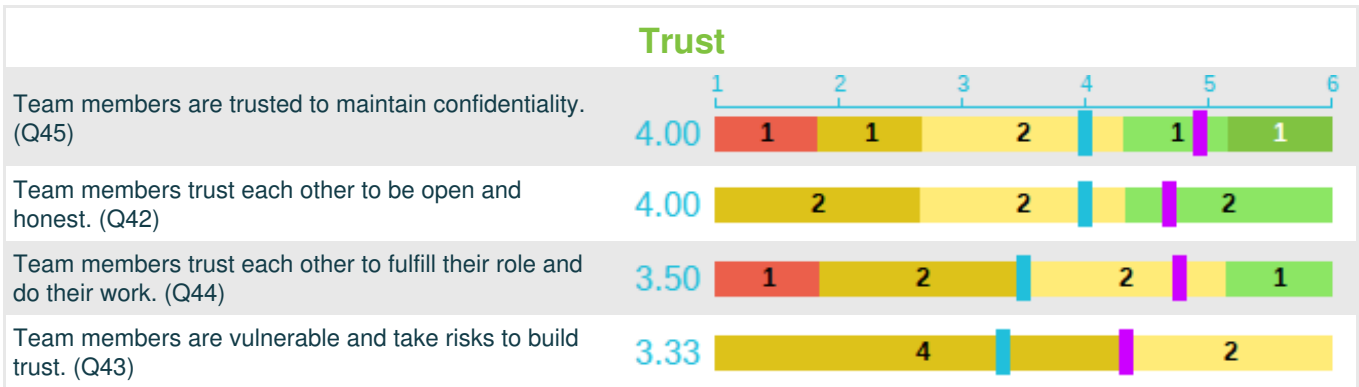


Recognition



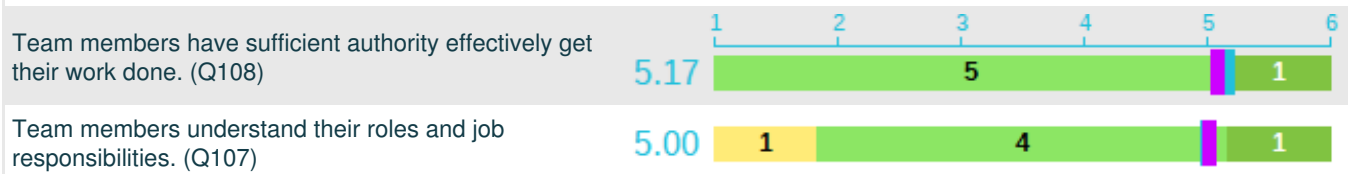
Collaboration



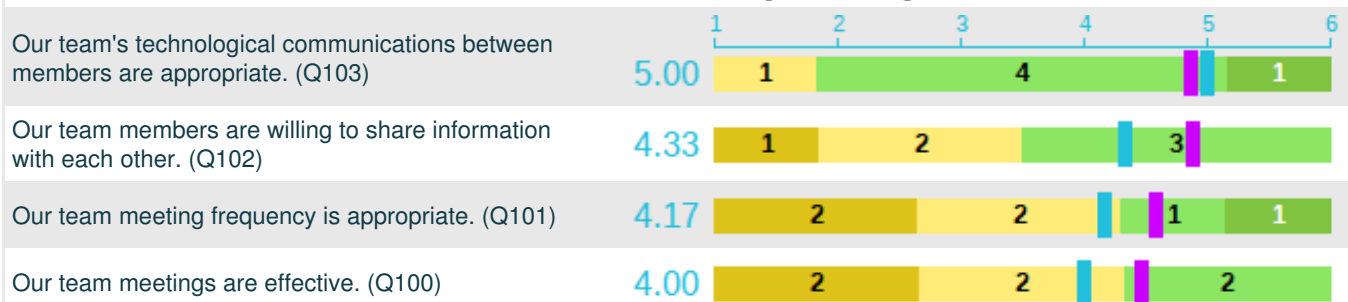




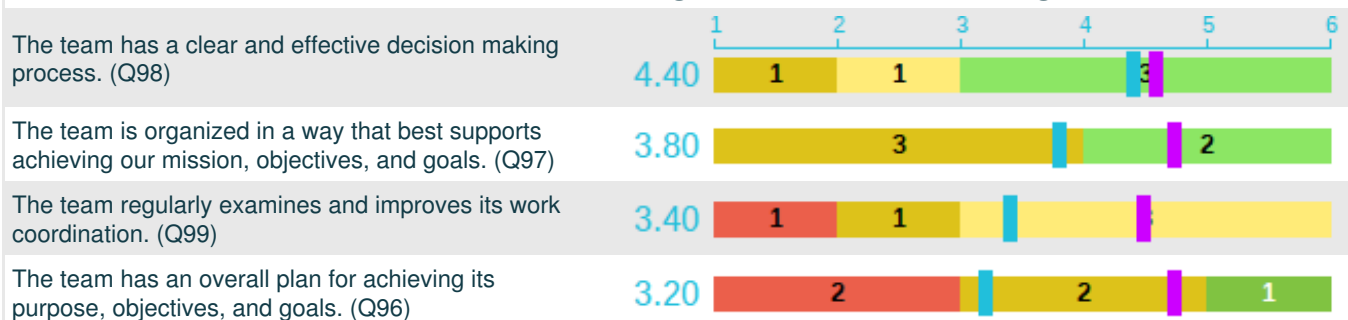
Roles and Responsibilities



Information and Knowledge Management

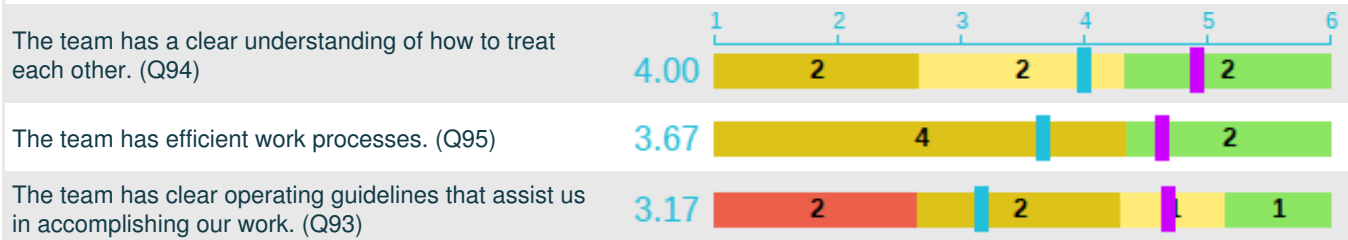


Coordination, Planning, and Decision Making

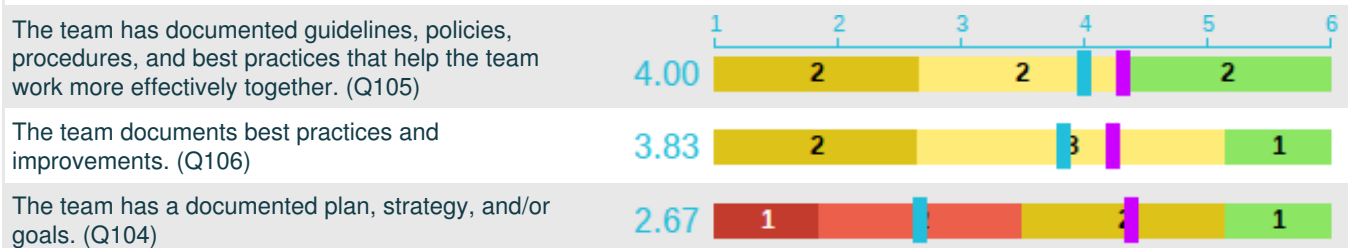




Group Norms

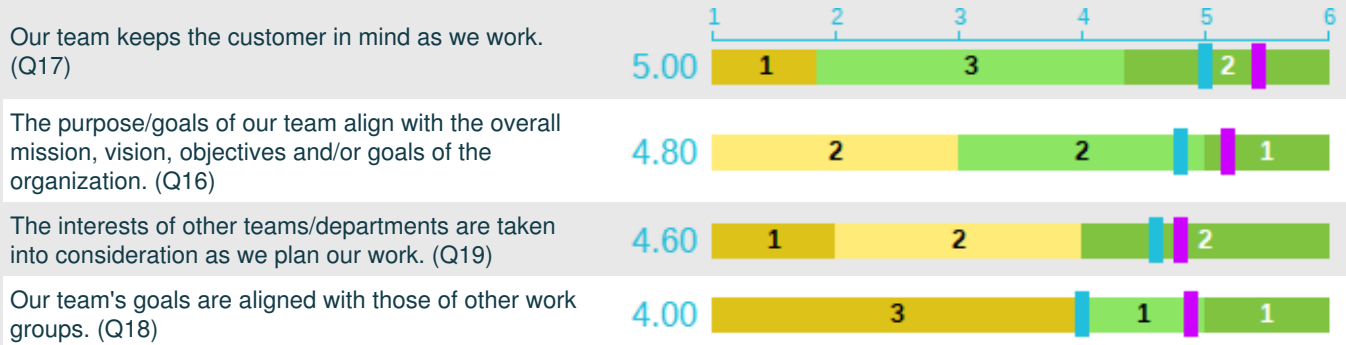


Documentation

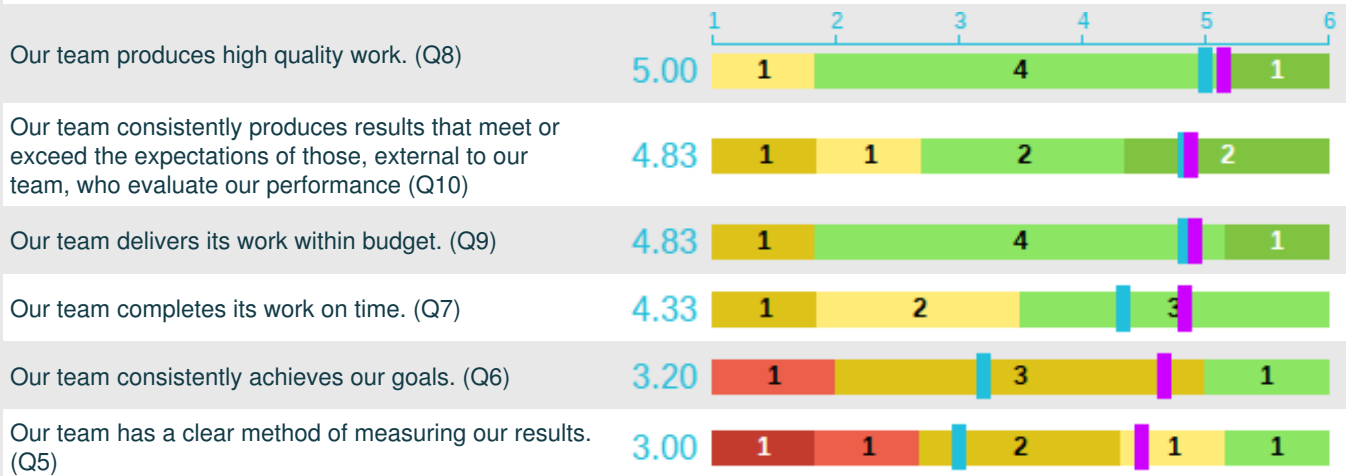




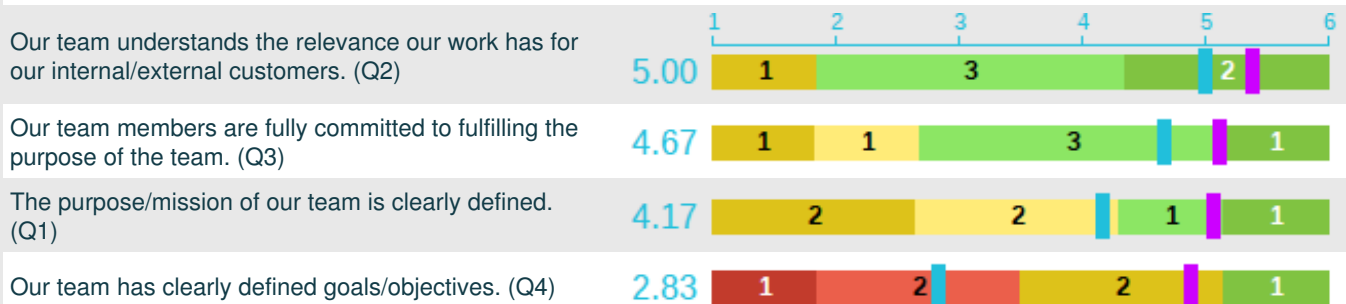
Organizational Alignment



Results

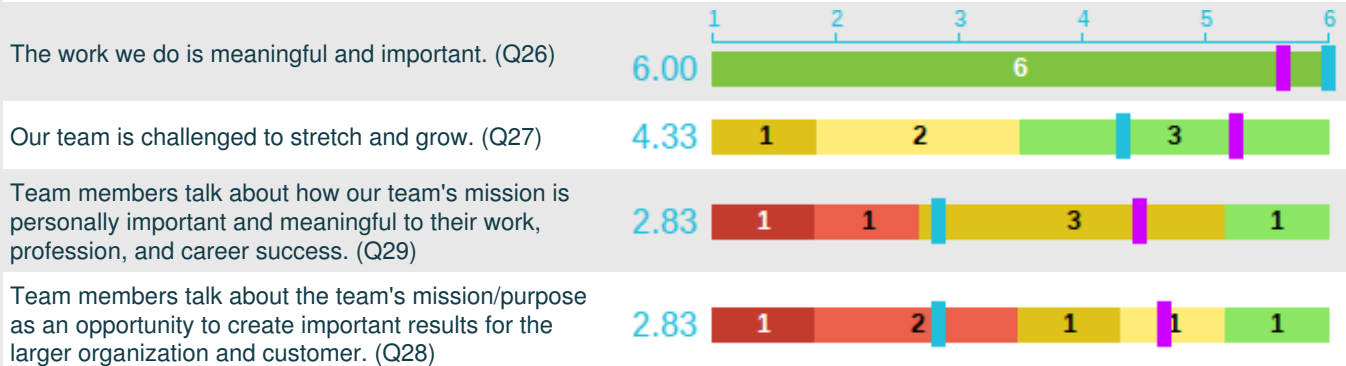


Purpose, Mission, and Goals

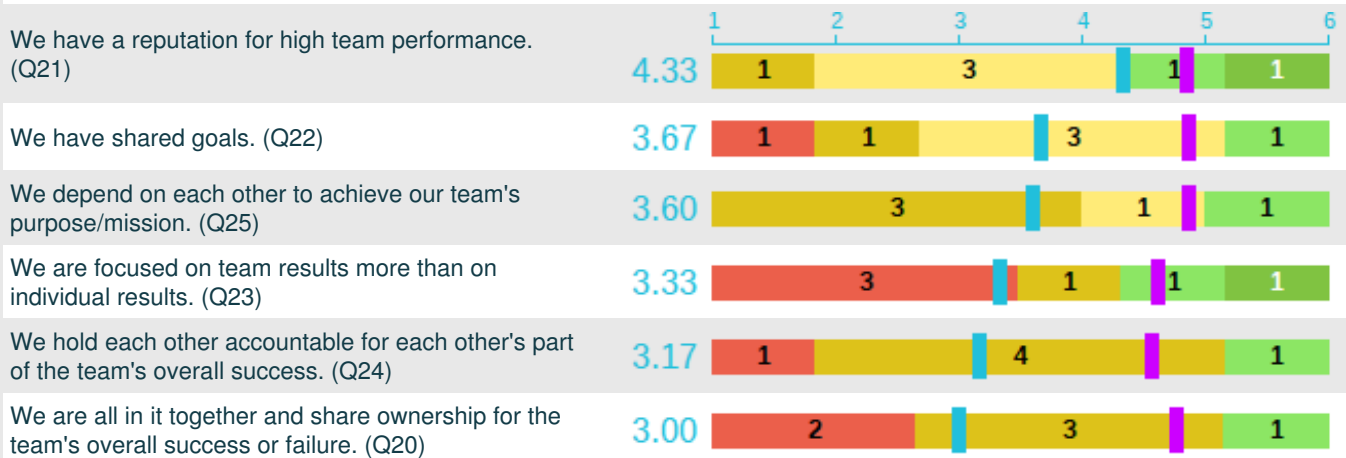




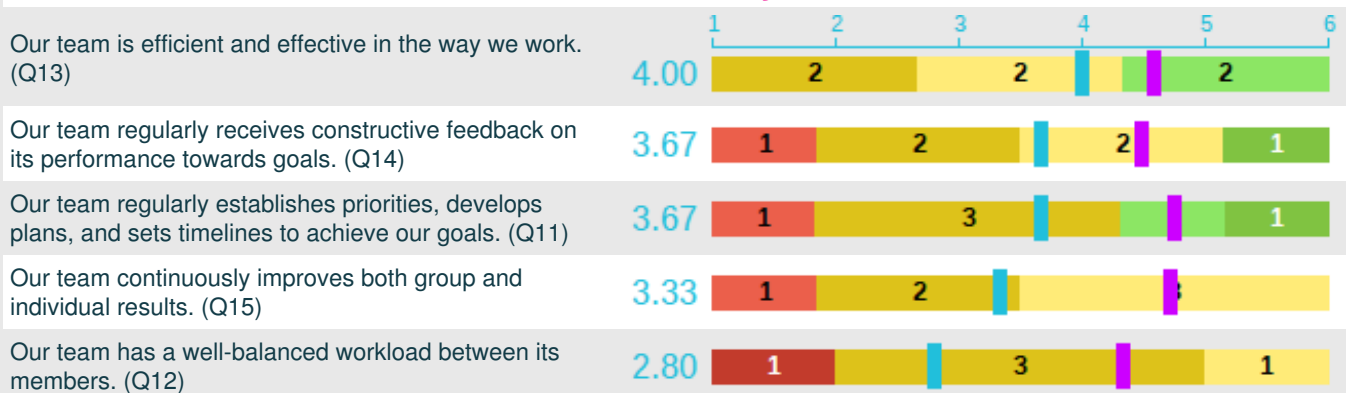
Meaningful Work



Identity



Productivity



On the following pages, elements are listed from highest to lowest based on component average, then sub-component average and finally by element average.

AVE: This is the team average for the element.

SD: This number, SD (Standard Deviation) is an index of discord among team members. SD greater than one are highlighted in red and indicate a wide range of answers of at least 4 points. For these elements, the team has much room for debate concerning the element's impact on the team.

NORM: This is the average rating for all team assessments to date.

Rank: This number is the rank of the element (by average) compared to all others. For example, 1 indicates the highest ranked element. The top ten and bottom ten elements are highlighted in green and red, respectively.



Individual Contribution Team Element Results by Table

[HOME](#)

ELEMENT	AVE	SD	Norm	Rank
Component - Individual Contribution	5.47	0.50	5.48	-
Sub-component - Accountability and Ownership	5.79	0.33	5.75	-
I hold myself accountable for knowing my portion of work on my team.	6.00	0.00	5.71	1
I own my mistakes.	5.83	0.37	5.79	4
I hold myself accountable for completing my tasks in a timely manner.	5.67	0.47	5.72	7
I proactively correct mistakes I make.	5.67	0.47	5.78	15
Sub-component - Membership and Roles	5.63	0.51	5.42	-
I clearly understand my role in meeting the overall team's objectives.	5.80	0.40	5.38	5
I take responsibility for my successes and failures.	5.67	0.47	5.71	9
I have the authority to do what needs to be done to accomplish my job.	5.67	0.47	5.20	10
I clearly understand the expectations and responsibilities of my job.	5.67	0.47	5.44	11
I clearly understand my goals, objectives, and expected results.	5.33	0.75	5.36	28
Sub-component - Self-empowerment	5.50	0.45	5.47	-
I am able to work under pressure	5.67	0.47	5.63	14
I am self-directed in the work that I do.	5.67	0.47	5.46	16
I set daily goals and/or tasks for myself to accomplish.	5.50	0.50	5.44	19
I know how to manage my stress.	5.17	0.37	5.34	37
Sub-component - Problem Solving and Decision Making	5.49	0.47	5.33	-
I try to resolve problems I encounter myself before turning to my team for help.	5.67	0.47	5.40	13
I help resolve any issues that may arise with projects my team is working on.	5.67	0.47	5.43	17
I have the ability to make decisions that impact my work results.	5.50	0.50	5.48	18
I make sound judgment calls on the work I do for my team.	5.50	0.50	5.42	23
I make decisions in my role that have positive effects on my team and our goals.	5.40	0.49	5.30	26
I have influence on the decisions being made by this team.	5.20	0.40	4.95	31
Sub-component - Learning, Growth, and Continuous Improvement	5.39	0.57	5.44	-
I am constantly trying to develop my skills and knowledge to better myself.	5.50	0.50	5.54	22
I am open to the different approaches of my teammates and readily adopt them if my task calls for it.	5.33	0.47	5.56	27
I seek out training and development opportunities to further my career.	5.33	0.75	5.21	29
Sub-component - Motivation, Satisfaction, and Well-being	5.33	0.46	5.44	-
I feel a sense of satisfaction when I contribute to the success of my team.	6.00	0.00	5.73	2
I feel a sense of satisfaction when I accomplish my work.	5.67	0.47	5.69	12
I genuinely enjoy the work I do.	5.50	0.50	5.53	21
I am encouraged to be innovative and creative with my work.	5.00	0.82	5.29	45
I feel motivated and inspired by my work.	5.00	0.58	5.32	48
I feel valued for my contributions to the team.	4.83	0.37	5.08	52
Sub-component - Skills, Knowledge, and Experience	5.33	0.59	5.51	-
I have or am learning the required knowledge and skills for my role.	5.50	0.50	5.57	20
I fully use my knowledge, skills, talents, and experiences on this team.	5.17	0.69	5.44	36
Sub-component - Commitment	5.30	0.64	5.57	-
I go above and beyond to produce quality results for the team.	5.67	0.47	5.61	6
I am committed to the vision and purpose of the team.	5.67	0.47	5.70	8
I put in extra time when required to help the team accomplish any tasks or projects.	5.50	0.50	5.67	24
I complete the work I do for the team on time or ahead of schedule.	4.83	0.69	5.35	57
I put the team's needs ahead of my own personal agenda.	4.83	1.07	5.49	59



ELEMENT	AVE	SD	Norm	Rank
Component - Organizational Support	4.52	0.72	4.91	-
Sub-component - Resources and Support	4.92	0.60	5.00	-
The organization provides the team members with training and development opportunities to enhance individual skills and performance levels.	5.17	0.69	4.92	33
Teams have access to training and development resources for group development.	5.00	0.82	4.89	41
The organization provides the team with the necessary funds, tools, and resources to accomplish its tasks.	5.00	0.58	4.92	46
The organization provides the necessary information that is needed by the team to effectively accomplish its work.	4.83	0.37	4.97	56
The organization understands that the purpose of this team is important to overall organizational success.	4.83	0.69	5.19	58
The organization supports this team and its mission.	4.67	0.47	5.12	66
Sub-component - Inter-Team Dynamics	4.79	0.91	4.98	-
Our team has a good reputation with other teams/departments that we interact with.	5.00	0.63	4.94	38
Our team knows how it fits in with the rest of the organization.	5.00	0.82	5.13	39
Our team is able to resolve differences with other teams/departments that we interact with.	4.67	1.25	4.91	67
Our team works well with other teams/departments to achieve organizational goals.	4.50	0.96	4.96	74
Sub-component - Organizational Recognition	3.67	0.70	4.70	-
The organization values teamwork.	5.17	0.69	5.21	34
The organization recognizes high performing teams.	4.17	0.90	4.87	90
The organization rewards team performance.	3.67	0.47	4.63	121
The organization provides employee compensation packages that include team incentives.	1.67	0.75	4.08	143



ELEMENT	AVE	SD	Norm	Rank
Component - Team Leadership	4.50	0.61	4.92	-
Sub-component - Leadership Approach	4.64	0.61	4.92	-
The team leader cares about team members.	5.40	0.49	5.27	25
The team leader effectively manages the day-to-day operations of this team.	4.80	0.40	4.80	61
The team leader encourages participation, involvement, and dialog.	4.80	0.40	5.03	63
The team leader encourages members to improve their team interpersonal relationships.	4.80	0.75	4.79	64
The team leader appropriately shares power and responsibility with team members.	4.60	0.49	4.88	71
The team leader intervenes appropriately to help create an environment that is conducive to effective team performance.	4.40	0.49	4.83	77
The team leader is trusted by team members.	4.40	1.02	5.05	78
The team leader models the way for effective team work.	4.40	0.49	4.83	80
The team leader adapts his/her leadership style to meet the needs of the team or individual team member.	4.20	0.98	4.81	87
Sub-component - Feedback from Leader	4.64	0.57	4.97	-
The team leader is accessible to me when I need help.	5.20	0.75	5.11	30
The team leader encourages two way communication.	5.20	0.40	5.08	32
The team leader is open to receiving feedback.	5.00	0.63	4.98	40
The team leader provides positive feedback when the team meets its goals and/or objectives.	4.67	0.47	5.01	68
The team leader provides positive feedback when the team members work well together.	4.60	0.49	4.98	70
The team leader provides constructive feedback when the team does not meet its goals and/or objectives.	4.00	0.82	4.91	108
The team leader provides constructive feedback when the team does not work well together.	3.80	0.40	4.71	116
Sub-component - Direction from Leader	4.04	0.67	4.84	-
The team leader ensures that members clearly understand their roles and job expectations.	4.67	0.47	4.89	65
The team leader ensures that priorities are set and managed.	4.50	0.50	4.82	76
The team leader conveys a clear vision for the team to strive for.	4.00	0.82	4.93	104
The team leader sets clearly defined goals and objectives.	3.80	0.75	4.82	117
The team leader has a well thought out plan to achieve team goals.	3.25	0.83	4.72	131



ELEMENT	AVE	SD	Norm	Rank
Component - Team Effectiveness	4.12	0.88	4.73	-
Sub-component - Interpersonal Relationship	4.71	0.48	4.94	-
Team members enjoy working together.	4.83	0.37	4.91	51
Team members treat each other with respect.	4.83	0.37	4.95	53
Team members genuinely care about each other's well-being.	4.83	0.69	5.01	60
Team members value each individual's contributions.	4.33	0.47	4.90	86
Sub-component - Communication	4.36	0.84	4.74	-
Team members share incoming information with all appropriate team members.	4.60	0.80	4.74	72
Team members share information with each other in a timely manner.	4.50	0.96	4.73	75
Team members have access to information that is relevant to the team's and individual's performance.	4.17	0.90	4.74	91
Team members freely share information with each other.	4.17	0.69	4.76	93
Sub-component - Conflict Resolution	4.13	0.99	4.54	-
Team members work together to solve process and/or procedural issues that arise.	5.00	0.82	4.75	49
Team members recognize that it is okay to disagree with each other.	4.17	1.07	4.68	94
Team members embrace conflict resolution as a powerful tool for improvement.	4.00	1.10	4.37	99
Team members address issues that have arisen in a timely manner.	4.00	1.00	4.59	105
Team members address relationship issues that occur between each other.	3.50	0.96	4.30	125
Sub-component - Recognition	4.00	1.04	4.78	-
Team members give credit to those who achieve high results.	4.17	1.07	4.83	92
Team members attribute their success to the team rather than taking all the credit for themselves.	4.00	1.15	4.70	98
Team members make each other feel good for their contribution.	3.83	0.90	4.82	114
Sub-component - Learning, Growth, and Continuous Improvement	4.00	0.73	4.66	-
Team members actively seek opportunities to improve themselves and learn.	4.33	0.75	4.84	84
Team members embrace innovation and change.	4.00	0.82	4.70	100
Team members accept constructive feedback as a means to improve and grow.	3.83	0.69	4.58	110
Team members provide constructive feedback to help each other improve and grow.	3.83	0.69	4.52	112
Sub-component - Collaboration	3.92	1.21	4.82	-
Team members share best practices.	4.17	1.34	4.76	95
Team members brainstorm to inspire new ideas.	4.00	1.00	4.75	103
Team members work together to accomplish goals.	3.83	1.57	4.92	111
Team members actively support each other.	3.67	0.94	4.86	122
Sub-component - Trust	3.71	0.88	4.68	-
Team members are trusted to maintain confidentiality.	4.00	1.29	4.93	102
Team members trust each other to be open and honest.	4.00	0.82	4.68	106
Team members trust each other to fulfill their role and do their work.	3.50	0.96	4.76	126
Team members are vulnerable and take risks to build trust.	3.33	0.47	4.33	130



ELEMENT	AVE	SD	Norm	Rank
Component - Team Infrastructure	3.99	0.86	4.66	-
Sub-component - Roles and Responsibilities	5.08	0.48	5.05	-
Team members have sufficient authority effectively get their work done.	5.17	0.37	5.08	35
Team members understand their roles and job responsibilities.	5.00	0.58	5.02	50
Sub-component - Information and Knowledge Management	4.38	0.80	4.70	-
Our team's technological communications between members are appropriate.	5.00	0.58	4.87	47
Our team members are willing to share information with each other.	4.33	0.75	4.88	85
Our team meeting frequency is appropriate.	4.17	1.07	4.58	89
Our team meetings are effective.	4.00	0.82	4.46	96
Sub-component - Coordination, Planning, and Decision Making	3.70	1.01	4.63	-
The team has a clear and effective decision making process.	4.40	0.80	4.58	79
The team is organized in a way that best supports achieving our mission, objectives, and goals.	3.80	0.98	4.74	115
The team regularly examines and improves its work coordination.	3.40	0.80	4.48	127
The team has an overall plan for achieving its purpose, objectives, and goals.	3.20	1.47	4.74	132
Sub-component - Group Norms	3.61	0.94	4.74	-
The team has a clear understanding of how to treat each other.	4.00	0.82	4.92	107
The team has efficient work processes.	3.67	0.94	4.63	118
The team has clear operating guidelines that assist us in accomplishing our work.	3.17	1.07	4.68	135
Sub-component - Documentation	3.50	0.92	4.31	-
The team has documented guidelines, policies, procedures, and best practices that help the team work more effectively together.	4.00	0.82	4.32	101
The team documents best practices and improvements.	3.83	0.69	4.23	113
The team has a documented plan, strategy, and/or goals.	2.67	1.25	4.38	142



ELEMENT	AVE	SD	Norm	Rank
Component - Team Output	3.96	1.00	4.87	-
Sub-component - Organizational Alignment	4.60	1.05	5.08	-
Our team keeps the customer in mind as we work.	5.00	1.00	5.44	44
The purpose/goals of our team align with the overall mission, vision, objectives and/or goals of the organization.	4.80	0.75	5.18	62
The interests of other teams/departments are taken into consideration as we plan our work.	4.60	1.20	4.80	73
Our team's goals are aligned with those of other work groups.	4.00	1.26	4.89	109
Sub-component - Results	4.20	0.93	4.82	-
Our team produces high quality work.	5.00	0.58	5.15	43
Our team consistently produces results that meet or exceed the expectations of those, external to our team, who evaluate our performance	4.83	1.07	4.88	54
Our team delivers its work within budget.	4.83	0.90	4.91	55
Our team completes its work on time.	4.33	0.75	4.83	81
Our team consistently achieves our goals.	3.20	0.98	4.67	133
Our team has a clear method of measuring our results.	3.00	1.29	4.49	136
Sub-component - Purpose, Mission, and Goals	4.17	1.15	5.11	-
Our team understands the relevance our work has for our internal/external customers.	5.00	1.00	5.38	42
Our team members are fully committed to fulfilling the purpose of the team.	4.67	0.94	5.12	69
The purpose/mission of our team is clearly defined.	4.17	1.07	5.06	88
Our team has clearly defined goals/objectives.	2.83	1.57	4.88	138
Sub-component - Meaningful Work	4.00	0.83	5.00	-
The work we do is meaningful and important.	6.00	0.00	5.63	3
Our team is challenged to stretch and grow.	4.33	0.75	5.25	83
Team members talk about how our team's mission is personally important and meaningful to their work, profession, and career success.	2.83	1.21	4.47	139
Team members talk about the team's mission/purpose as an opportunity to create important results for the larger organization and customer.	2.83	1.34	4.66	140
Sub-component - Identity	3.52	1.03	4.75	-
We have a reputation for high team performance.	4.33	0.94	4.85	82
We have shared goals.	3.67	0.94	4.87	119
We depend on each other to achieve our team's purpose/mission.	3.60	0.80	4.86	124
We are focused on team results more than on individual results.	3.33	1.60	4.61	129
We hold each other accountable for each other's part of the team's overall success.	3.17	0.90	4.57	134
We are all in it together and share ownership for the team's overall success or failure.	3.00	1.00	4.76	137
Sub-component - Productivity	3.49	1.03	4.57	-
Our team is efficient and effective in the way we work.	4.00	0.82	4.59	97
Our team regularly receives constructive feedback on its performance towards goals.	3.67	1.25	4.48	120
Our team regularly establishes priorities, develops plans, and sets timelines to achieve our goals.	3.67	1.37	4.75	123
Our team continuously improves both group and individual results.	3.33	0.75	4.71	128
Our team has a well-balanced workload between its members.	2.80	0.98	4.33	141

A woman with dark hair and black-rimmed glasses, wearing a yellow t-shirt and a colorful patterned scarf, is leaning over a table. She is holding a black pen and writing on a large sheet of paper. Another person's hand, holding a yellow pencil, is also visible on the paper. The paper contains various diagrams, charts, and text. In the background, another person's arm in a grey sweater is partially visible. The overall scene suggests a collaborative work environment.

5

ACTION PLANNER

Introduction
Degree of Improvement
Actions to Take
Document Our Plan
Take Action

Use this section to determine next step
actions to increase your team's performance.

Introduction

Taking a Team Assessment is useless, and can cause a decrease in performance, if it is not acted upon. The key to increased team performance is to create an improvement action plan that is executed upon.

Your report provides an abundance of data to work on. The key is to narrow down your results into actionable steps to improve team performance. It is better to choose a few items to work on than it is to choose too many.

There are a few ways to approach your improvement action planner. The data can be shared with your team and worked on together. The action planner can be solely completed by the leader. And or you can engage a team coach to facilitate your next steps and improvement plan.

Degree of Improvement

When considering the data it is important to think about the degree of difficulty an improvement will make. It is also important to think about the true gain upon performance that will be generated by approaching your teamwork from a new perspective. As you develop your plan, consider the following.

- Some Elements may be able to be improved quickly - for example, more effectively documenting best practices.
- Some Elements may take more time and effort - for example, building higher trust.
- And some Elements may be beyond your control - for example, incorporating a compensation change to include a team bonus structure.

Actions to Take

We recommend that you do the following with your data

- 1) Document your Plan
- 2) Take Action
- 3) Complete a Progress report
- 4) Reach out for help if it is needed

1) Document Your Plan

HOME

Overall Data

In general, what struck you about your overall team performance assessment results?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

The Components

Which components are you doing well in and where do you need improvement?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

1) Document Your Plan

[HOME](#)

Subcomponents

Which subcomponents are you doing well in and where do you need improvement?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

Top Ten Elements

Which Elements listed are critical for your team success? What could you do to ensure that the Elements that you are doing well in remain effective?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

1) Document Your Plan

[HOME](#)

Bottom Ten Elements

What are obvious opportunities for improvement from your bottom 10 list?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

Most Debatable Ten Elements

These are the items that have the least consensus amongst your team members. Which items on the list, if cleared up, would bring your team to the next level of team performance?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

The Elements

Which additional Elements stuck out as items that if you improved upon them would shift your team's performance to the next level?

Recommendations

Based on your response to the preceding question what are your initial recommendations / ideas to implement to take your team's performance to the next level?

2) Take Action

Based on your preceding data analysis and recommendations set 1-5 goals to accomplish that will take your team to the next level of team performance. Work on these goals for the next 2-6 months. Establish a timeline and lock in commitment due dates on your goals. After setting these goals continue to work with your team to create action plans on the steps required to accomplish your team's goals.

Goal	Element(s) Focus	Define Action	Start Date	Completion Date
Sample	Improve Team Meetings	Restructure team meetings	Immediately	3 months
1				
2				
3				
4				
5				

3) Complete a Progress report

To ensure that the work you are doing is moving your team to the next level of performance administer the Team Assess survey again in 3- 6 months to see the effect of your actions on Team Performance. The progress report will also help you to determine future next steps for your team's development. Based on the timing of your Action Plan, commit to a date to administer the Team Assess Progress report.

Team Assess Progress Report Launch Date	Date:
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4) Reach out for help if it is needed

If you are not sure what to do with your data, or have questions, give us a call and we will do our best to help take your team to the next level.