

team effectiveness
SURVEY

Team Effectiveness Survey Report for

Sample North

First Assessment: 21-05-02



Team Effectiveness Survey

This is a feedback report presenting the information gathered recently from the Team and its Customers using the Team Effectiveness Survey questionnaires. Team Members and Team Leader(s) were asked to complete both the Team Process Skills questionnaire and the Customer Orientation questionnaire, while Customers were only asked to complete the Customer Orientation questionnaire.

The Team Effectiveness Survey report is divided into two major sections; Team Process Skills and Customer Orientation Skills. Each section has an introduction to help you to understand how to read and make sense of the graphs, and an action planning area where you are encouraged to summarise the Team's action plan and the part you will play in implementing it.

Team Process Skills

Understanding your profile

Enclosed is your Team Process Skills Profile. The Team Process Skills Profile represents how the Team performs, as seen by the Team Leader(s) or Team Members (not how well the Team Leader(s) or Team Members perform).

Your Team Process Skills Profile is displayed in six pages of graphs.

Reading your graphs

Look at the first graph. Run your eyes up the left side and you will notice a '1' to '5' scale. This scale represents the five-point scale contained in the questionnaire, where '1' is 'strongly disagree' and '5' is 'strongly agree'. No judgement is intended that strong agreement is always required, although this is often the case.

The Team Process Skills questionnaire is answered by two respondent types: The Team Leader is represented by a green triangle and Team Members are represented by a blue square. The Team Members' ratings have been aggregated and the mean determines where the point occurs on the graph for any one question statement. The Team Leader's ratings are shown directly unless there is more than one Leader, when the mean is used. The points on the graph represent how the Team performs, as seen by the Team Leader(s) or Team Members (not how well the Team Leader or Team Members perform).

What to look for:

“Strengths”: On the whole strengths are Question Statements that respondents “strongly agree” with, i.e. where the points are at the top of the graph. These are areas for the Team to congratulate themselves on and to build on.

“Weaknesses”: On the whole weaknesses are Question Statements that respondents “strongly disagree” with, i.e. where the points are at the bottom of the graph. These are areas that should be worked upon to enable the team to move ahead.

“Gaps”: This is where there is a difference between the Team Leader’s and the Team Members’ ratings. If the difference is large (one point or greater) then the area needs discussion to clarify the difference of opinion.

It is important to note that this is not always the case; occasionally strong disagreement will be seen as a strength, and strong agreement as a weakness. Your Team Leader and Facilitator should be able to guide you when this is the case.

The summary reports

At the end of the Team Process set of graphs you will find a pair of summary reports, one for the Team Leader responses and one for the Team Member responses. Each summary report is prepared in two distinct paragraphs; one highlights the five behaviors that received the highest ratings, and the other shows the five behaviors that received the lowest ratings. The behaviors are rank ordered so that the highest-rated item is listed first. In the second paragraph, the lowest-rated item is listed first.

The performance factors

The first graph is a little different from the others. It reflects the total Team Process Skills questionnaire results based on the five performance factors. These five factors were developed from the forty separate behaviors rated in the Team Process Skills questionnaire, because it is easier to deal with the scores from only five factors than it is with the scores from forty separate behaviors. The five performance factors that appear at the bottom of the first graph are as follows

1. Purpose and Commitment
2. Working as a Group
3. Contribution to the Team
4. Interaction
5. Focus

The remaining five graphs show the scores for each Team Process Skill item associated with each performance factor. The name of the performance factor appears at the top of each graph in large letters.

Team Process Skills Dimensions and behaviors

The following list shows the specific behaviors associated with all five Team Process Skills Dimensions.

1. Purpose and Commitment (graph 2)

- Other teams
- Means something
- Mission
- Role understood
- Team identity
- Sense of Purpose
- Role fits
- Problems solved

2. Working as a Group (graph 3)

- Use of time
- Agenda contributions
- Action
- Paperwork
- Real issues
- Agenda flexible
- Agenda interest
- Decisions

3. Contribution to the Team (graph 4)

- Contribution
- Harmony of objectives
- Participation
- Expertise

- Jobs understood
- Attendance
- Shared leadership
- One leader

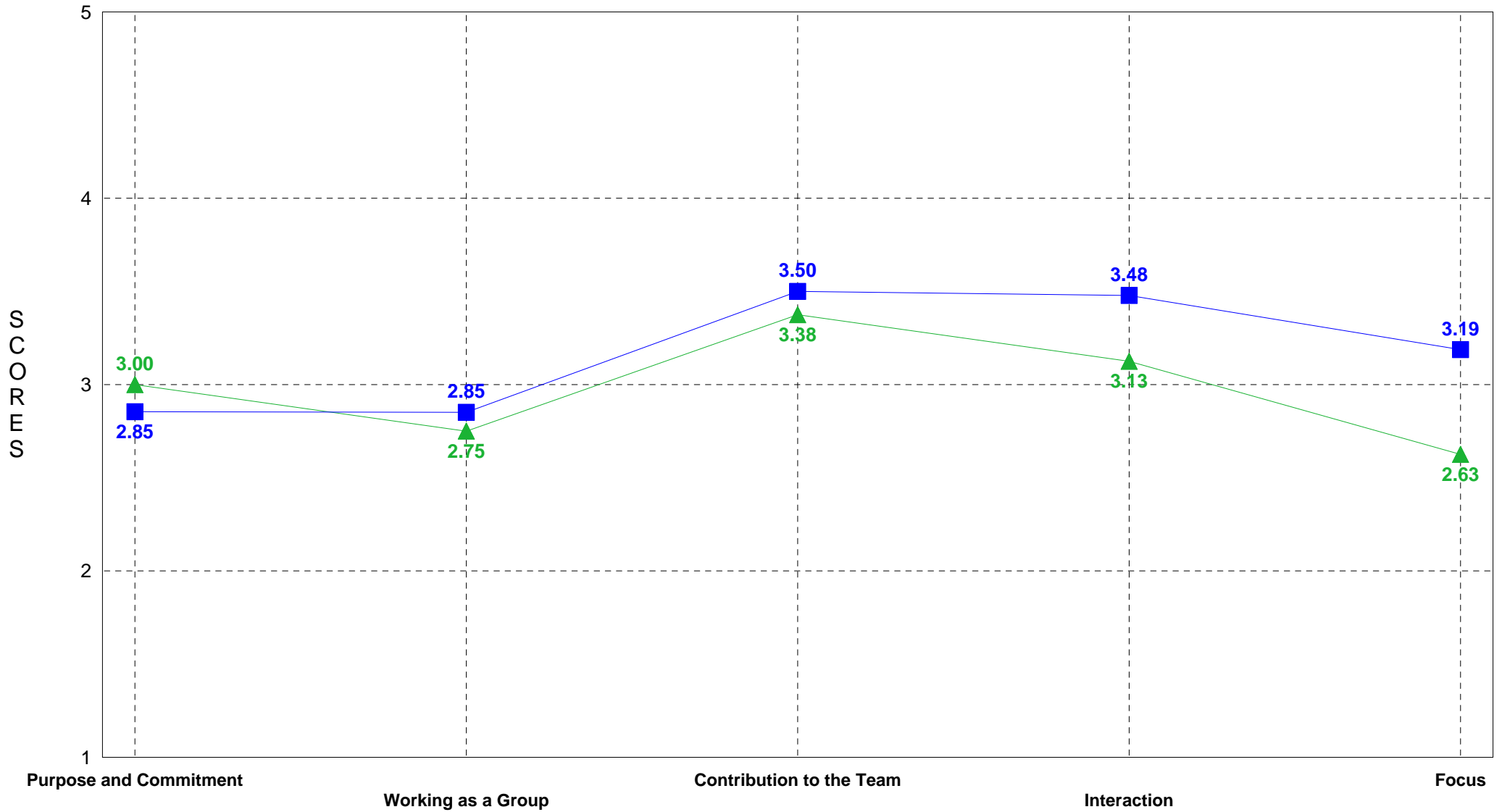
4. Interaction (graph 5)

- Conflict faced
- Members supportive
- Majority view
- Decisions not imposed
- Open disagreement
- Real decisions
- Listening
- Feedback sought

5. Focus (graph 6)

- Processes reviewed
- Challenge the status quo
- Seek to improve productivity
- Self awareness
- Good to belong
- Positive effect
- Teamwork
- Action

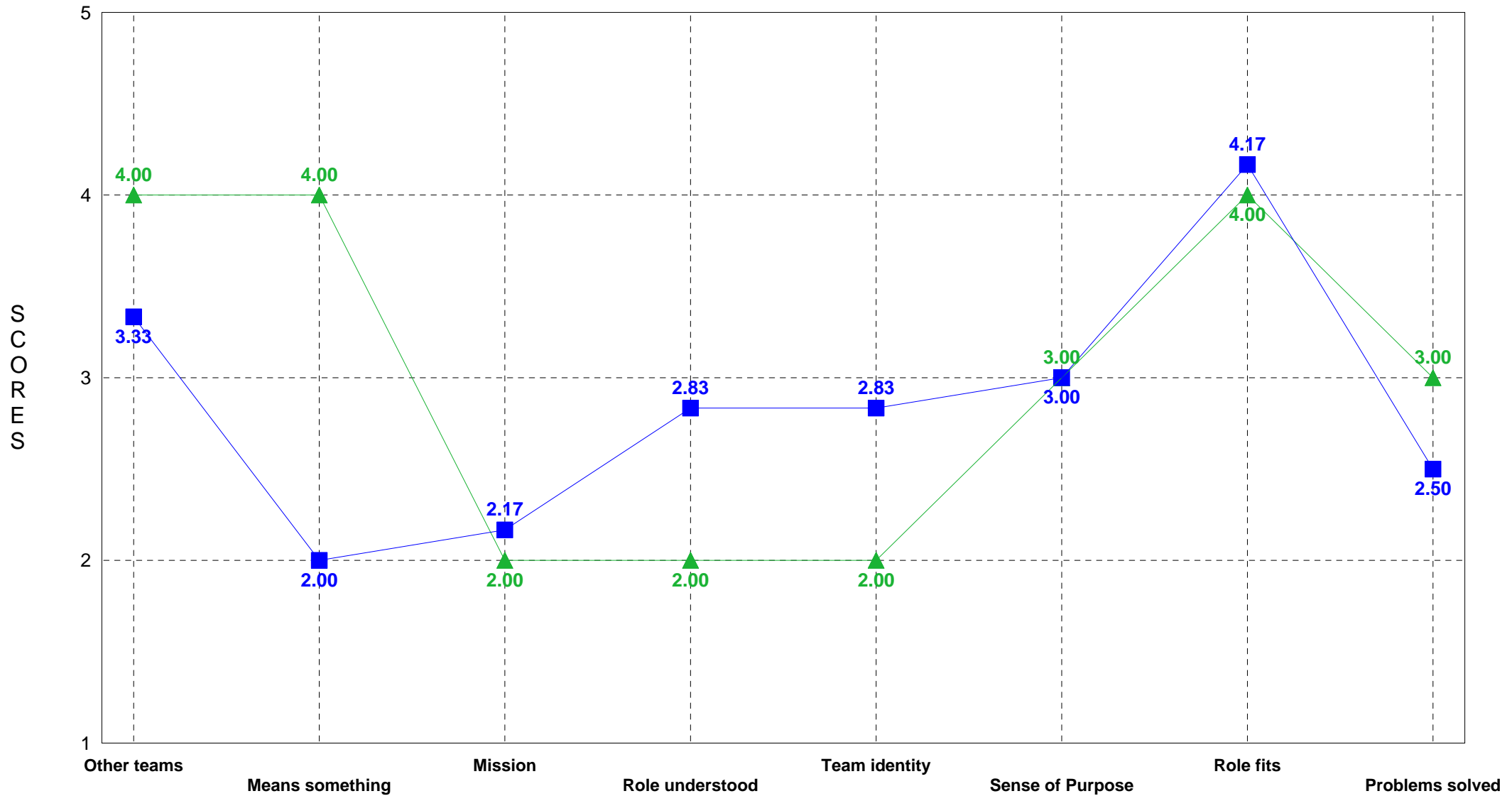
Team Process Skills



First Assessment
21/05/2002



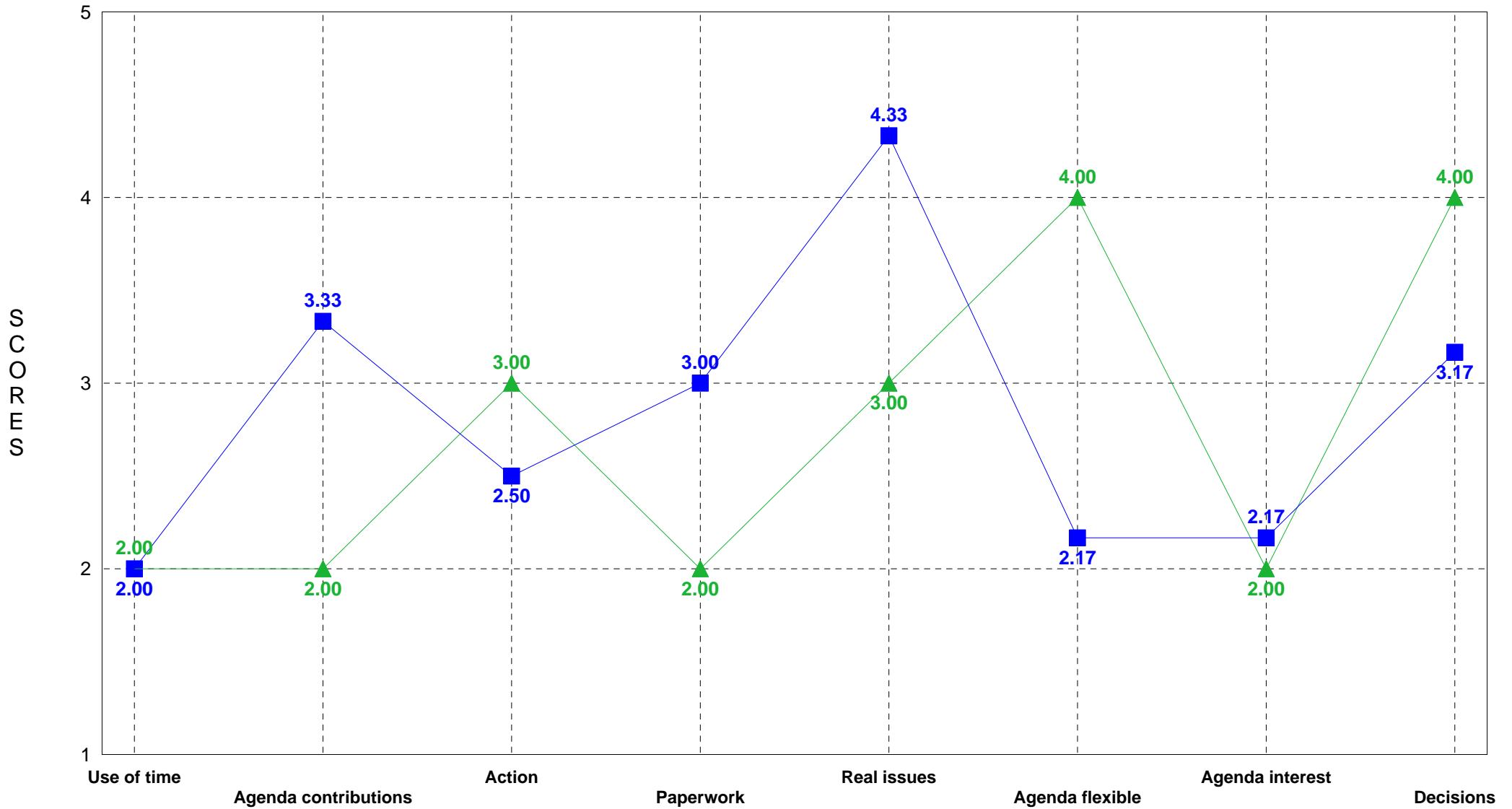
Purpose and Commitment



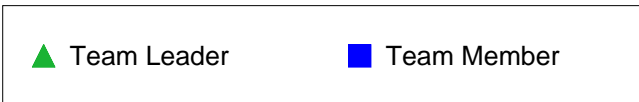
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21/05/2002



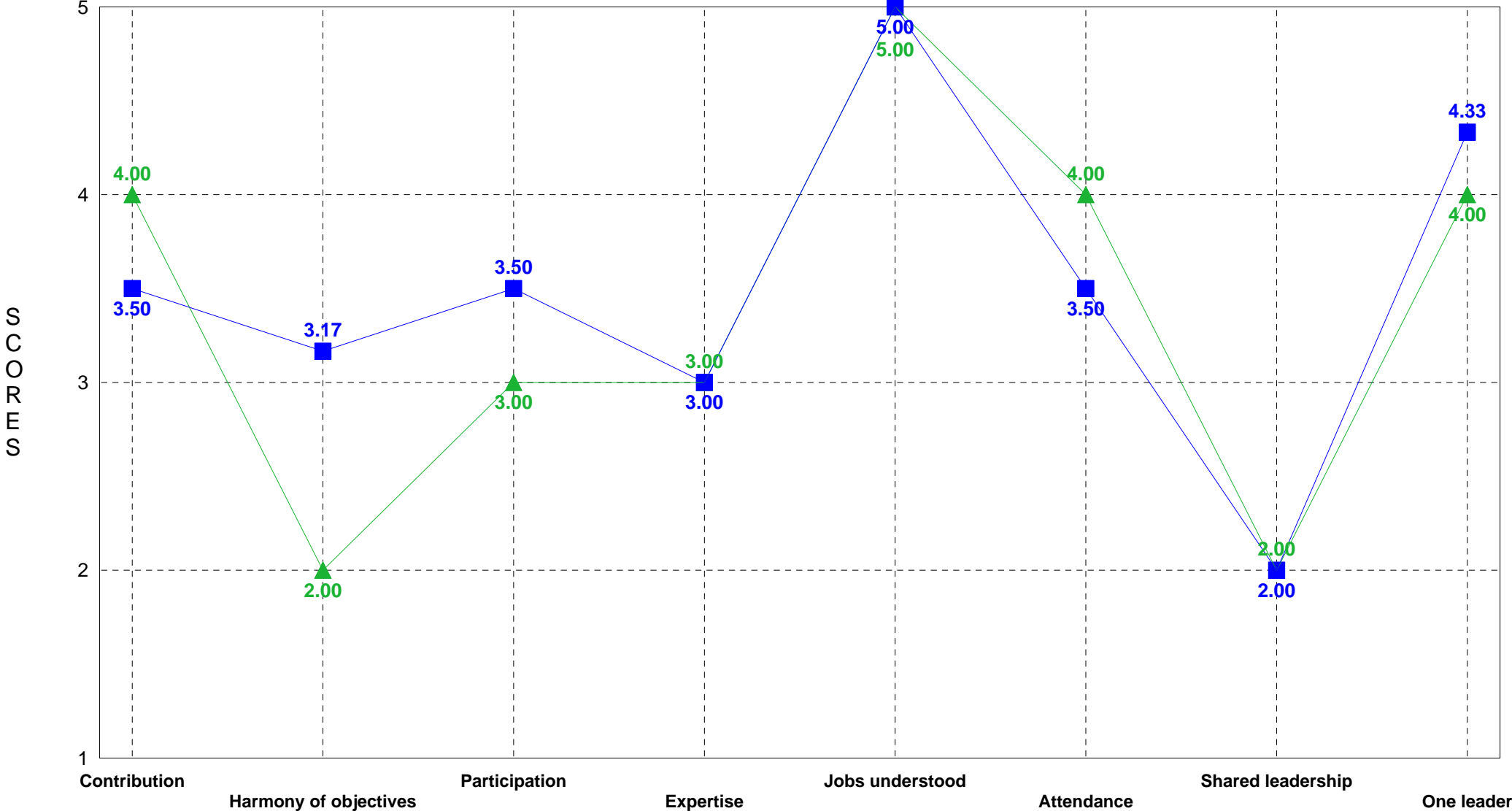
Working as a Group



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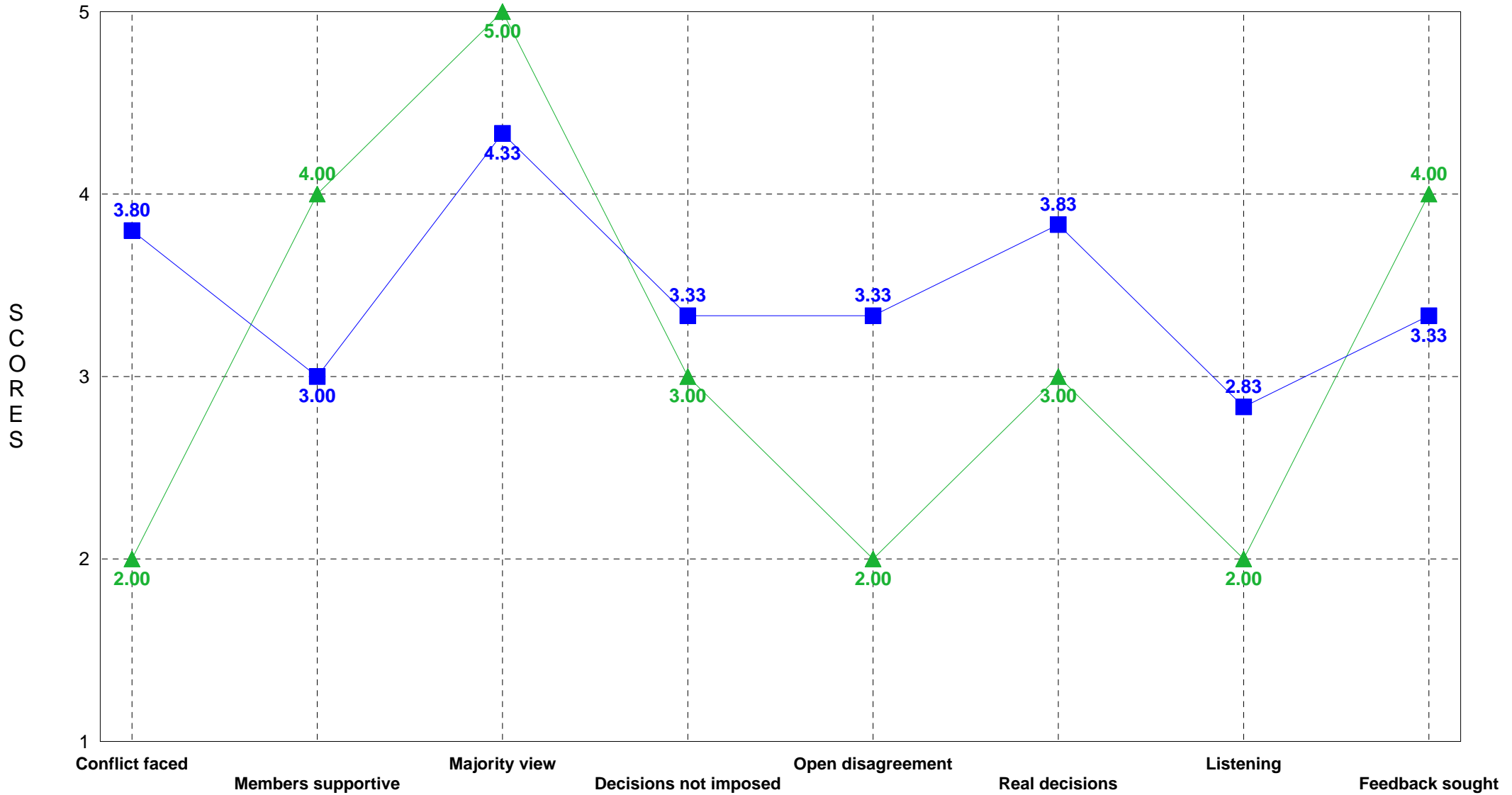
Contribution to the Team



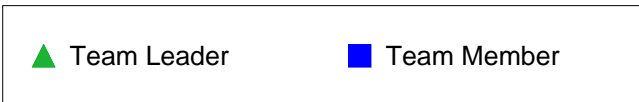
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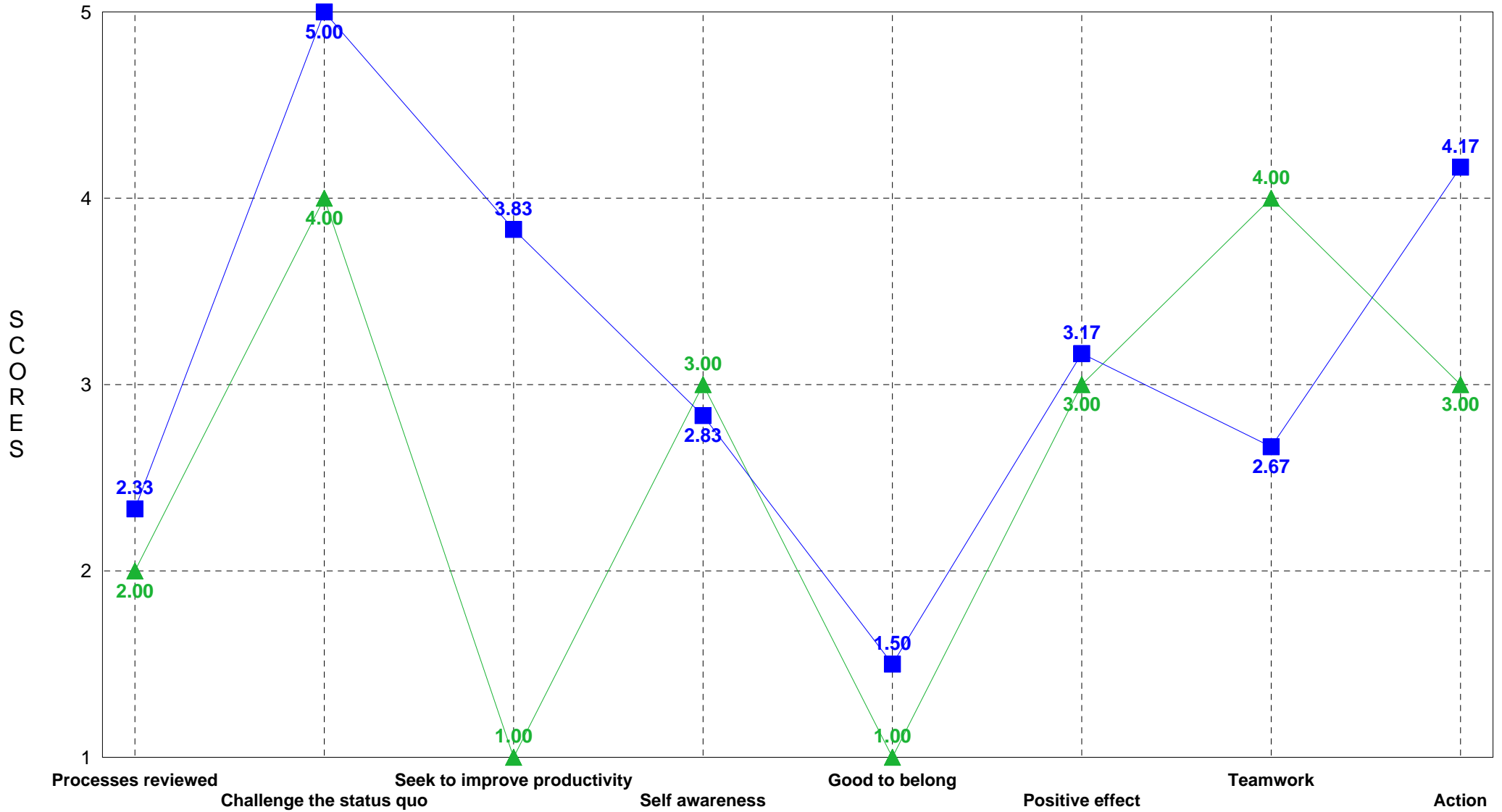
Interaction



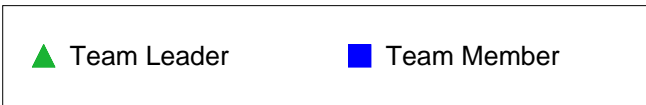
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Focus



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21/05/2002



Top & Bottom Five Team Process Skills Behaviors - Team Leader

These Team Process Skills behaviors were identified by the Team Leader(s) as the team's greatest strengths. They are rank ordered so the first item is the most effective.

Score	Behavior	Performance Factor
5.00	Jobs understood	Contribution to the Team
5.00	Majority view	Interaction
4.00	Contribution	Contribution to the Team
4.00	Attendance	Contribution to the Team
4.00	One leader	Contribution to the Team

These Team Process Skills behaviors were identified by the Team Leader(s) as those in which the team's performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behavior	Performance Factor
1.00	Good to belong	Focus
1.00	Seek to improve productivity	Focus
2.00	Harmony of objectives	Contribution to the Team
2.00	Shared leadership	Contribution to the Team
2.00	Processes reviewed	Focus

Top & Bottom Five Team Process Skills Behaviors - Team Member

These Team Process Skills behaviors were identified by the Team Members as the team's greatest strengths. They are rank ordered so the first item is the most effective.

Score	Behavior	Performance Factor
5.00	Jobs understood	Contribution to the Team
5.00	Challenge the status quo	Focus
4.33	One leader	Contribution to the Team
4.33	Majority view	Interaction
4.33	Real issues	Working as a Group

These Team Process Skills behaviors were identified by the Team Members as those in which the team's performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behavior	Performance Factor
1.50	Good to belong	Focus
2.00	Shared leadership	Contribution to the Team
2.00	Means something	Purpose and Commitment
2.00	Use of time	Working as a Group
2.17	Mission	Purpose and Commitment

Customer Orientation

Understanding your profile

Enclosed is your Customer Orientation Profile. The Customer Orientation Profile represents how the Team performs, as seen by the Team Leader(s), Team Members and Customers (not how well the Team Leader(s), Team Members or Customers perform).

Your Customer Orientation Profile is displayed in six pages of graphs.

Reading your graphs

Look at the first graph. Run your eyes up the left side and you will notice a '1' to '5' scale. This scale represents the five-point scale contained in the questionnaire, where '1' is 'never' and '5' is 'always'. No judgement is intended that 'always' is always required, although this is often the case.

The Customer Orientation questionnaire is answered by three respondent types: The Team Leader is represented by a green triangle, Team Members are represented by a blue square and Customers are represented by a red circle. The Team Members' and Customers' ratings have been aggregated and the mean determines where the point occurs on the graph for any one question statement. The Team Leader's ratings are shown directly unless there is more than one Leader, when the mean is used. The points on the graph represent how the Team performs, as seen by the Team Leader(s), Team Members and Customers (not how well the Team Leader, Team Members or Customers perform).

What to look for:

“Strengths”: On the whole strengths are Question Statements that respondents “strongly agree” with, i.e. where the points are at the top of the graph. These are areas for the Team to congratulate themselves on and to build on.

“Weaknesses”: On the whole weaknesses are Question Statements that respondents “strongly disagree” with, i.e. where the points are at the bottom of the graph. These are areas that should be worked upon to enable the team to move ahead.

“Gaps”: This is where there is a difference between the Team Leader's, Team Members' and Customers' ratings. If the difference is large (one point or greater) then the area needs discussion to clarify the difference of opinion.

It is important to note that this is not always the case; occasionally 'never' will be seen as a strength, and 'always' as a weakness. Your Team Leader and Facilitator should be able to guide you when this is the case.

The summary reports

At the end of the Customer Orientation set of graphs you will find three summary reports, one for the Team Leader responses, one for the Team Member responses and one for the Customer Responses. Each summary report is prepared in two distinct paragraphs; one highlights the five behaviors that received the highest ratings, and the other shows the five behaviors that received the lowest ratings. The behaviors are rank ordered so that the highest-rated item is listed first. In the second paragraph, the lowest-rated item is listed first.

The Dimensions

The first graph is a little different from the others. It reflects the total Customer Orientation questionnaire results based on the five dimensions. These five dimensions were developed from the forty separate behaviors rated in the Customer Orientation questionnaire, because it is easier to deal with the scores from only five dimensions than it is with the scores from forty separate behaviors. The five dimensions that appear at the bottom of the first graph are as follows

1. Communication
2. Specialist/Product Knowledge
3. Problem Solving
4. Customer Service
5. Concern for Quality

The remaining five graphs show the scores for each Customer Orientation item associated with each dimension. The name of the dimension appears at the top of each graph in large letters.

Customer Orientation Dimensions and behaviors

The following list shows the specific behaviors associated with all five Customer Orientation Dimensions.

1. Communication (graph 2)

- Understanding
- Precise answers
- Listening
- Approachable
- Seek clarification
- Talk clearly
- Written communication
- Persuasion

2. Specialist/Product Knowledge (graph 3)

- Confidence
- Competent
- Know your business
- Customer needs
- Product knowledge
- Develop expertise
- Clear language
- Up to date

3. Problem Solving (graph 4)

- Time to consider
- Patience
- Calmness
- Customer concerns acknowledged

- Flexibility
- Give alternatives
- Practical solutions
- Win-win

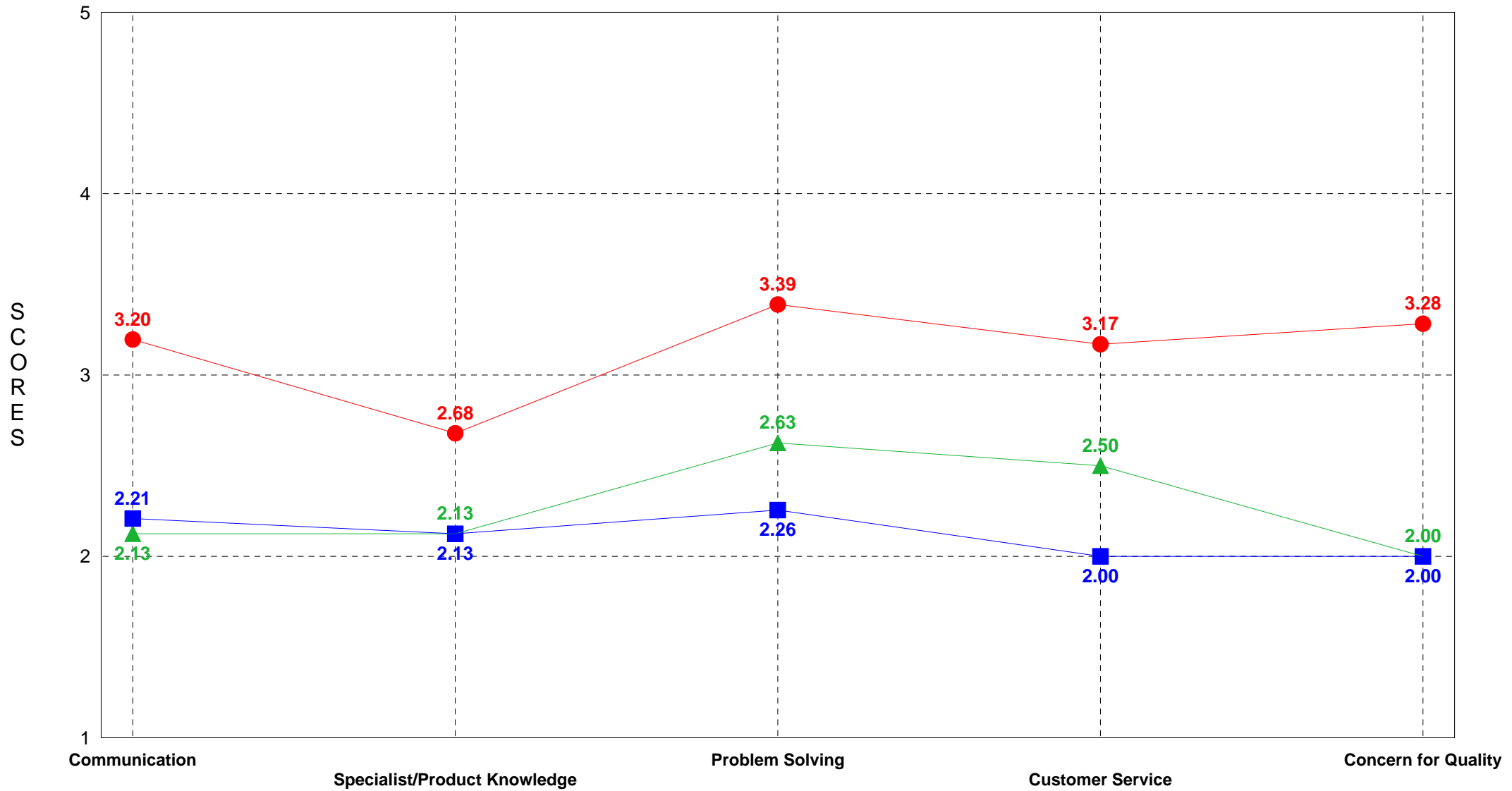
4. Customer Service (graph 5)

- Share information
- New services
- Deliver
- Practical help
- Help your effectiveness
- Analyze the future
- Identify needs
- Timely help

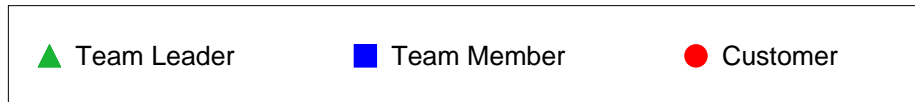
5. Concern for Quality (graph 6)

- Reliable
- Exceed expectations
- Ask for feedback
- Take criticism
- Quality work
- Serious about quality
- Standards
- Continuous improvement

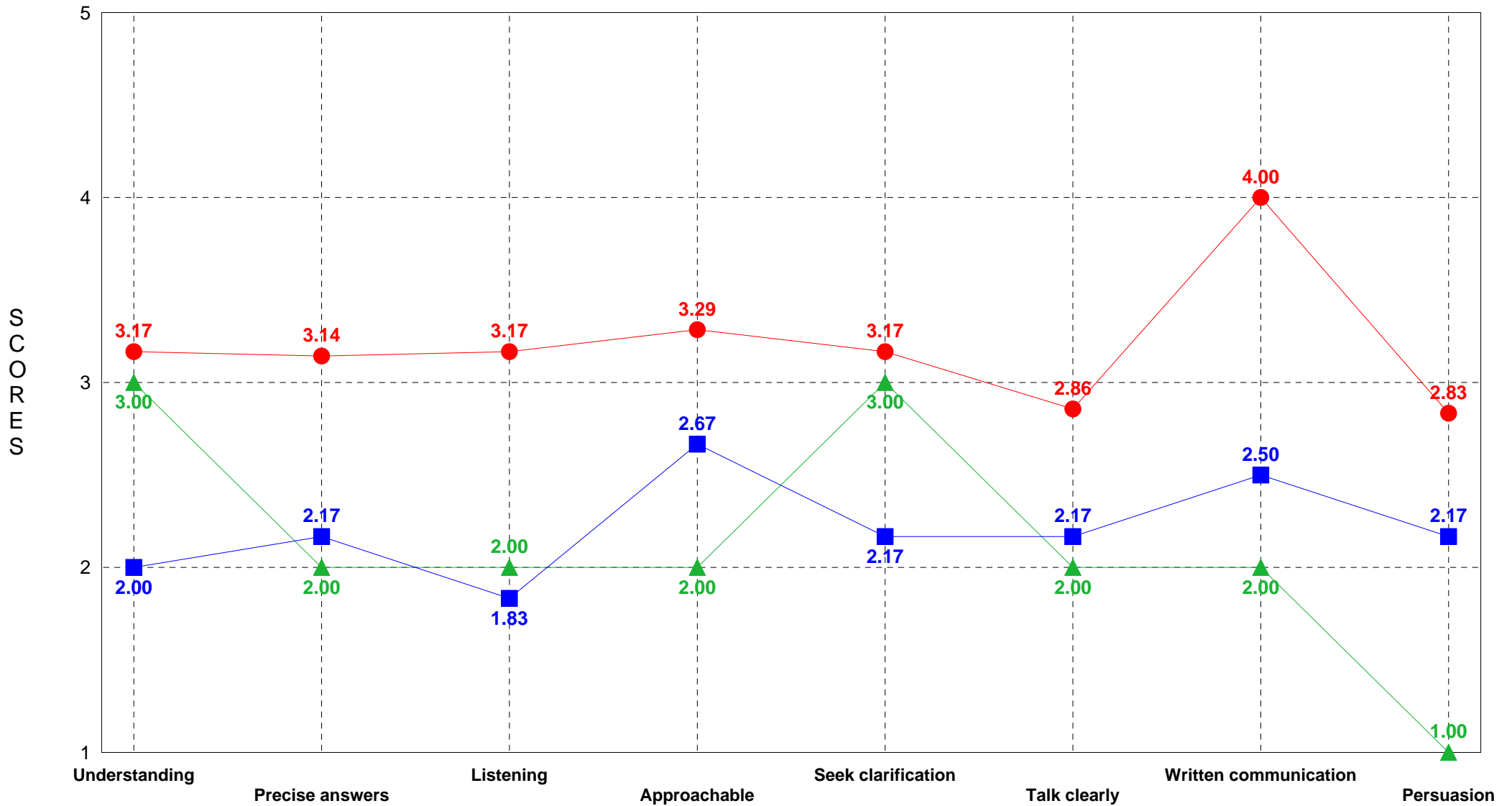
Customer Orientation



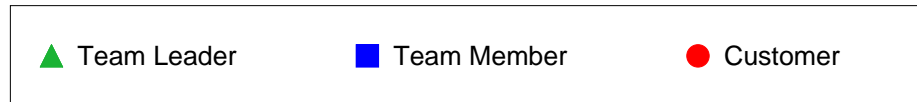
First Assessment
21-05-02



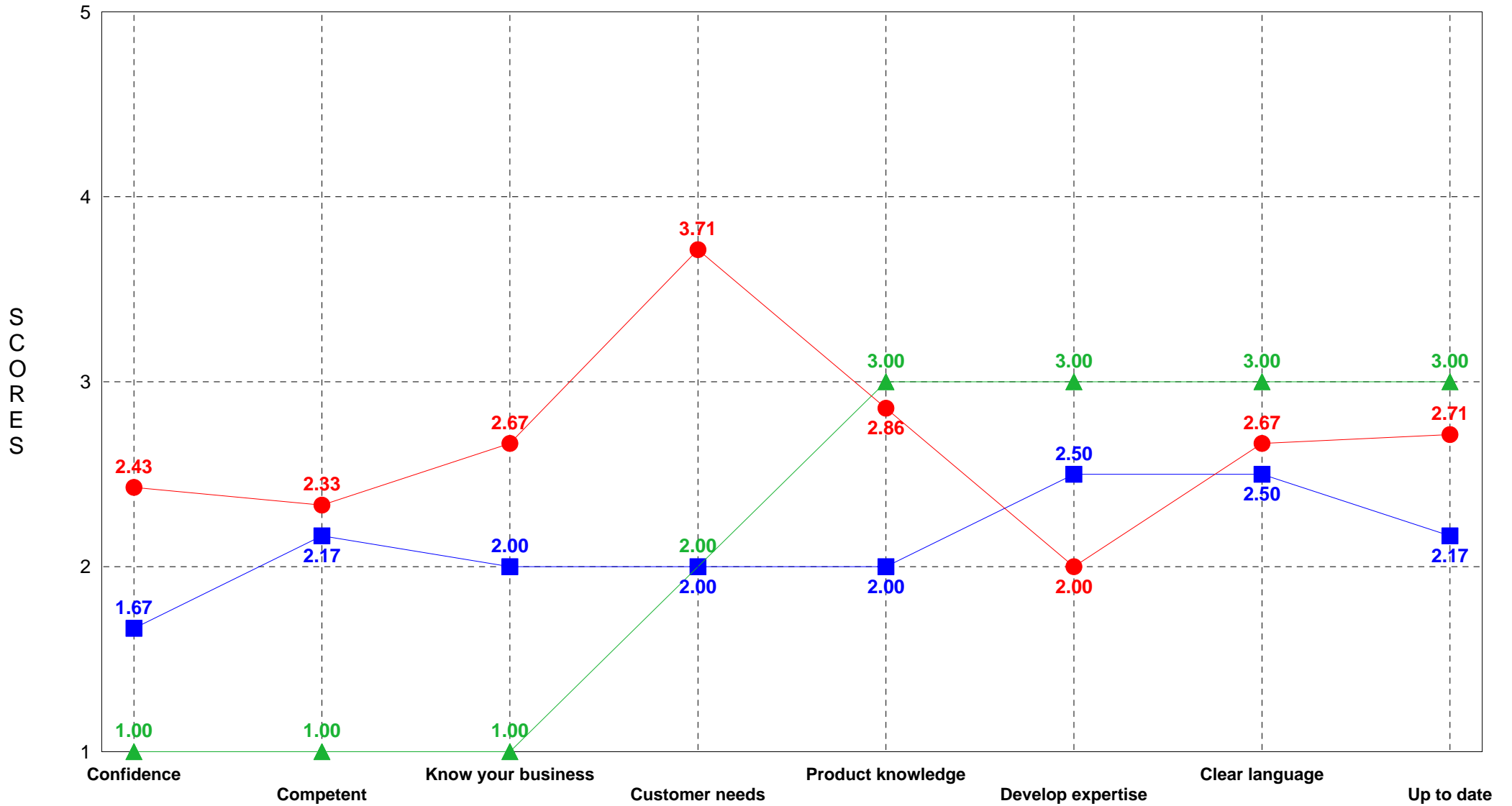
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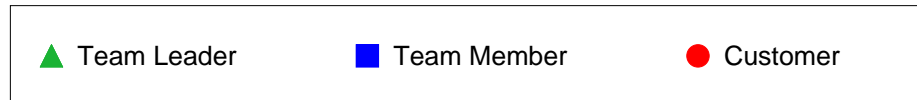
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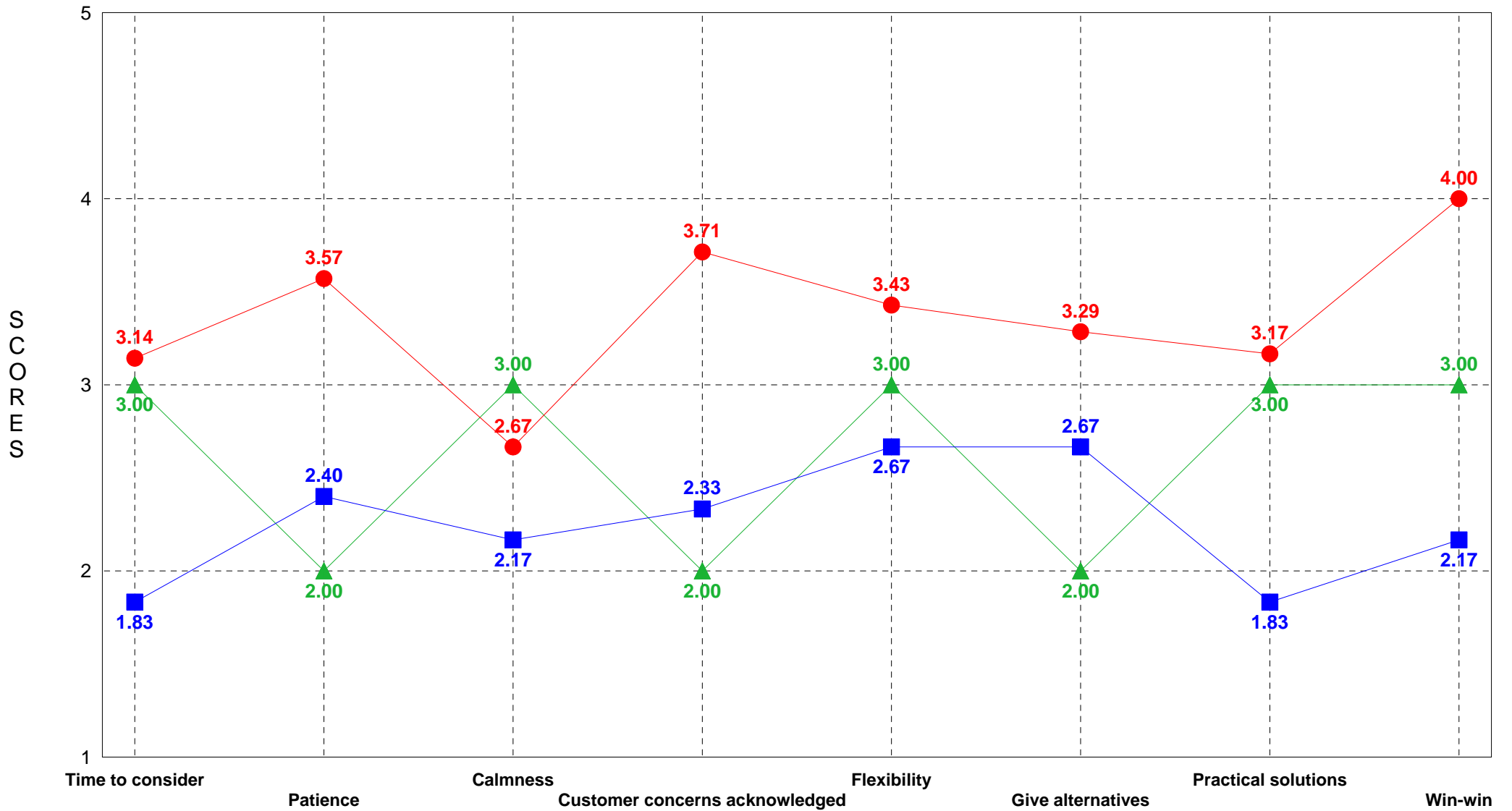
Specialist/Product Knowledge



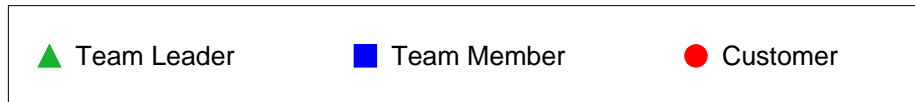
First Assessment
21-05-02



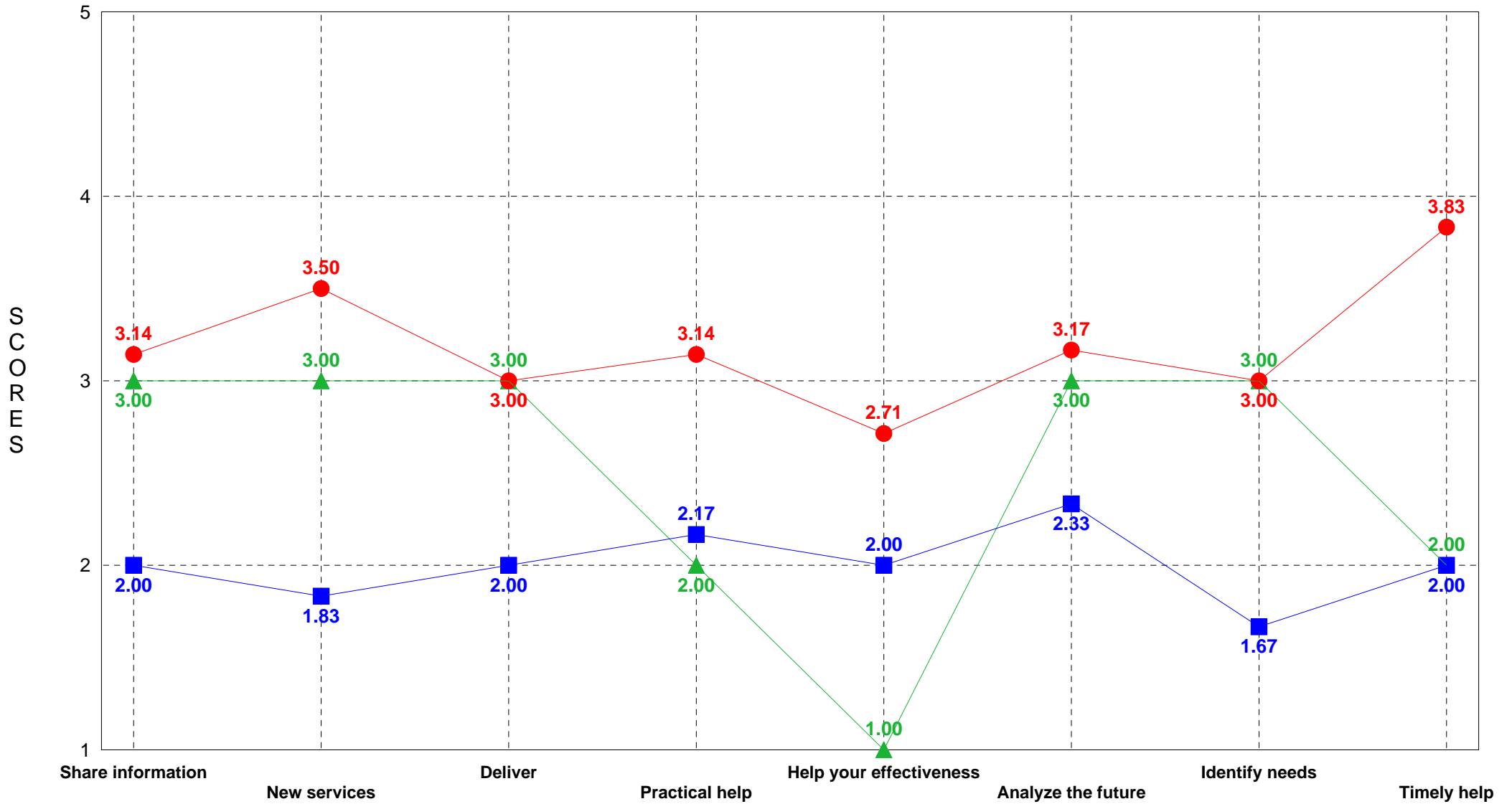
Problem Solving



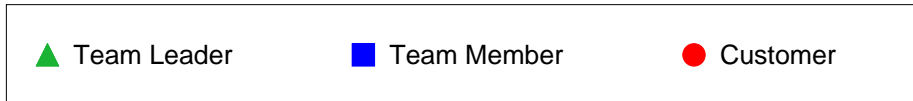
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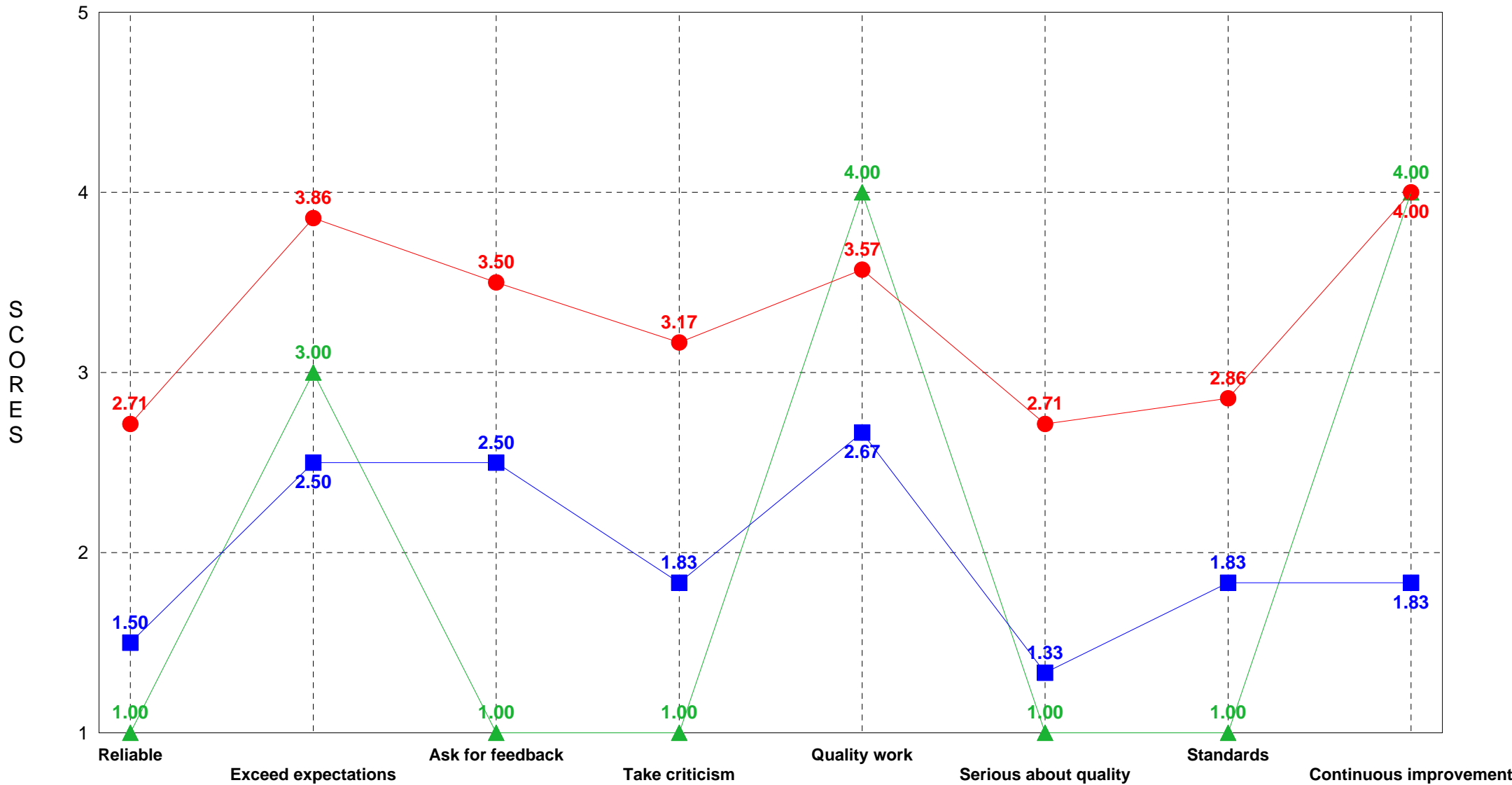
Customer Service



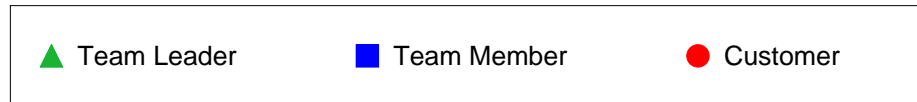
First Assessment
21-05-02



Concern for Quality



First Assessment
21-05-02



Top & Bottom Five Customer Orientation Behaviors - Team Leader

These Customer Orientation behaviors were identified by the Team Leader(s) as the team's greatest strengths. They are rank ordered so the first item is the most effective.

Score	Behavior	Performance Factor
4.00	Quality work	Concern for Quality
4.00	Continuous improvement	Concern for Quality
3.00	Seek clarification	Communication
3.00	Understanding	Communication
3.00	Exceed expectations	Concern for Quality

These Customer Orientation behaviors were identified by the Team Leader(s) as those in which the team's performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behavior	Performance Factor
1.00	Persuasion	Communication
1.00	Standards	Concern for Quality
1.00	Serious about quality	Concern for Quality
1.00	Take criticism	Concern for Quality
1.00	Ask for feedback	Concern for Quality

Top & Bottom Five Customer Orientation Behaviors - Team Member

These Customer Orientation behaviors were identified by the Team Members as the team's greatest strengths. They are rank ordered so the first item is the most effective.

Score	Behavior	Performance Factor
2.67	Approachable	Communication
2.67	Quality work	Concern for Quality
2.67	Flexibility	Problem Solving
2.67	Give alternatives	Problem Solving
2.50	Written communication	Communication

These Customer Orientation behaviors were identified by the Team Members as those in which the team's performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behavior	Performance Factor
1.33	Serious about quality	Concern for Quality
1.50	Reliable	Concern for Quality
1.67	Identify needs	Customer Service
1.67	Confidence	Specialist/Product Knowledge
1.83	Listening	Communication

Top & Bottom Five Customer Orientation Behaviors - Customer

These Customer Orientation behaviors were identified by the Customers as the team's greatest strengths. They are rank ordered so the first item is the most effective.

Score	Behavior	Performance Factor
4.00	Written communication	Communication
4.00	Continuous improvement	Concern for Quality
4.00	Win-win	Problem Solving
3.86	Exceed expectations	Concern for Quality
3.83	Timely help	Customer Service

These Customer Orientation behaviors were identified by the Customers as those in which the team's performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behavior	Performance Factor
2.00	Develop expertise	Specialist/Product Knowledge
2.33	Competent	Specialist/Product Knowledge
2.43	Confidence	Specialist/Product Knowledge
2.67	Calmness	Problem Solving
2.67	Clear language	Specialist/Product Knowledge

A Final Note

The Team Effectiveness Profile cannot improve Team Performance on its own. It can only collect and present information about Team behavior. However, by informing the team about perceptions of Team Performance and focusing attention on specific areas that are recognized as important to high performing Teams, it can highlight areas that need improvement. This allows the team to concentrate on how to change rather than on what to change, which means that the Team needs to meet and discuss their profile. Discussion of the profile is a starting point, but is not enough.

To achieve the maximum improvement from the exercise the team needs to:

- Agree on what change is required
- Agree on specific actions to achieve these changes
- Assign specific actions to team members
- Meet again to review the plan, decide on further actions to take
- Take part in a re-evaluation at a later date (e.g. 6 months/ 1 year ahead)

Equally, each Team Member (including the Team Leader) needs to:

- Understand that Team Performance can only be optimised through the work of each Team Member
- Be willing to change the way they work to improve the Team Performance
- Participate frankly in the discussion of team issues
- Make the changes that they have agreed to make and maintain them