

TEAM ASSESSMENT REPORT

Sample Team

7 Respondents

15 May 2019

Overview

This assessment provides teams and team leaders with feedback on current strengths and areas that need to be developed in order to build a high performance team. The Team Assessment identifies a team’s perception of its current stage of development and the most crucial areas for improvement, which can help teams align on what is needed to progress. This assessment also helps identify the key behaviors the team needs most from its leader.

Top Takeaways

Team stage our team identified with most:



This is your team’s perception based on the four team stage descriptions from the questionnaire.

Team strengths

- Team members understand the purpose of the team. (#1)
- Team members feel comfortable expressing themselves during conflict. (#5)
- Trustful relationships are cultivated between team members. (#19)
- Team members share responsibility for team leadership. (#21)
- Team members believe they are stronger together than they are individually. (#12)

Review strengths.

Areas to develop

- Specific team goals are agreed upon. (#13)
- Team members listen to each other in order to truly understand. (#2)
- The team solves problems using the talents of all team members. (#18)
- Team members help each other be successful. (#7)
- The team seeks opportunities for continued growth. (#24)

See if these areas are similar to your perceptions.

Where Do We See Our Team?

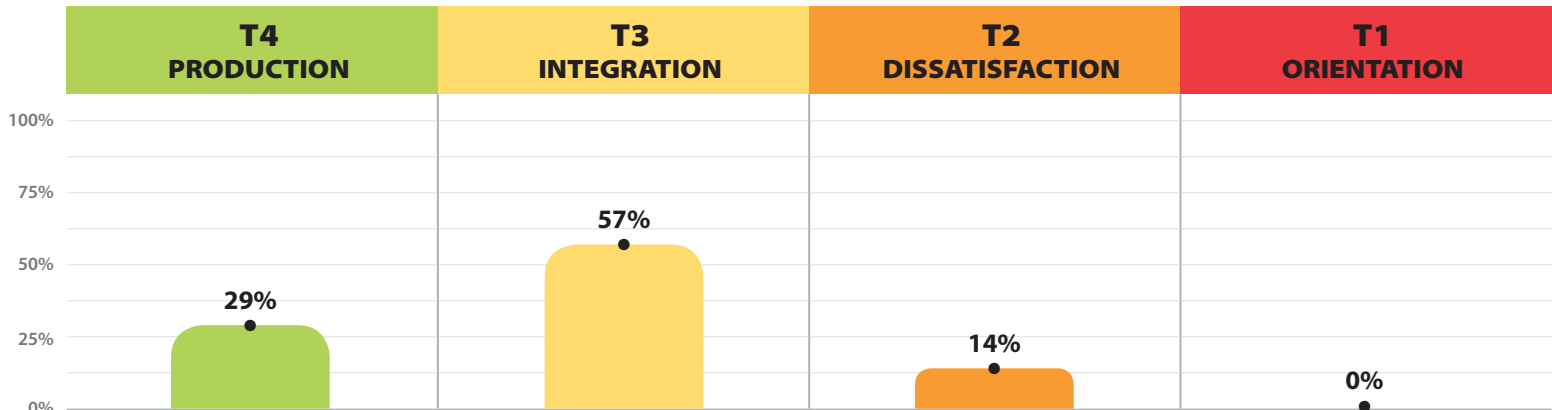
Our Perceptions

2 of the team members believe your team is at T4.
A T4 team needs to remain unified and share leadership to sustain higher performance.

4 of the team members believe your team is at T3.
A T3 team needs to build trust and cohesion to reach high performance.

1 of the team members believe your team is at T2.
A T2 team needs to learn how to communicate during conflict to move forward.

0 of the team members believe your team is at T1.
A T1 team needs to get off to a good start by aligning for results.



Team Stage Descriptions

The team is highly productive and pride in the results achieved is evident. Team members are empowered and confident as they consistently share responsibilities and demonstrate expertise while seeking even greater levels of team accomplishment.

The team has begun to work together more effectively. There is increased trust and cooperation among team members. Yet, to preserve harmony, some team members hesitate to speak their mind or to disagree with one another.

The team has been together for a while with some progress being made, but there is little to show for it. Some team members are withdrawn and others are confrontational. There is frustration at the lack of collaboration. The team struggles to find ways to work together.

Although the team is inexperienced as a group, members are enthusiastic about the work ahead and everyone seems eager to participate. Team members have many questions and lots of big ideas. Without a clear plan for how to work together, they are looking for guidance.

Total respondents = 7

Notice how many team members see the team at each stage. Why might that occur?

Align for Results

Statements	T4	T3	T2	T1	Average Score	Highs / Lows
1. Team members understand the purpose of the team.	4	3	0	0	3.57	✓
6. The team has an agreed-upon decision-making process.	1	5	1	0	3.00	
10. The team has an agreed-upon set of behaviors for working together.	2	5	0	0	3.29	✓
13. Specific team goals are agreed upon.	1	3	3	0	2.71	✗
16. Team members know why the team's work is important.	3	2	2	0	3.14	
22. Individual roles are clearly defined.	3	4	0	0	3.43	✓

✓ = Team strength ✗ = Area to develop Total respondents = 7

Although the team perceives itself to be at T3, there are actions in the T1 and T2 stages that need to be addressed in order for the team to reach T4.

This focus area has three statements with either a T1 or T2 response (circled), which indicates not all team members see the team as demonstrating these actions consistently.

Three statements have no responses in either the T1 and T2 columns and are considered strengths. One statement has a low average score of 2.99 or below, and is considered an area to develop. The team should begin by addressing the lowest-rated item.

Review team strengths

Describe one example of each strength.

- The team just discussed the elevator speech for our common purpose.
- We have our roles identified in our project charter.

What are the implications of these strengths?
 Purpose and roles are well understood; therefore, efficiency in working together should be positive.

Review areas to develop

Circle any responses in the T1 and T2 columns.

What are the implications of these areas to develop?
 The team needs to clarify team goals and ensure these goals require interdependence (the team unit) to achieve them.

What actions should the team take?
 Discuss goals at our next meeting: Have everyone come with what they believe are the top three team goals.

Communicate during Conflict

Statements	T4	T3	T2	T1	Average Score	Highs / Lows
2. Team members listen to each other in order to truly understand.	1	3	3	0	2.71	X
5. Team members feel comfortable expressing themselves during conflict.	3	4	0	0	3.43	✓
11. Team members are curious about others' points of view.	1	5	1	0	3.00	
15. The team welcomes differences of opinion to develop new options.	2	3	2	0	3.00	
17. Team members value individual differences.	3	3	1	0	3.29	
23. Honest feedback is valued.	1	5	1	0	3.00	

✓ = Team strength
 X = Area to develop
 Total respondents = 7

This focus area has five statements with either a T1 or T2 response (circled). Pay attention to the patterns. Notice that nearly half of this team rated statement #2 as only somewhat true. This statement was rated with an average score of under 2.99 and is considered an area to develop.

Review team strengths

Describe one example of each strength.

Our team meetings are very open with most of the team sharing their views – loud and noisy vs. withdrawn and silent.

What are the implications of these strengths?
 We may compete for voice time because we all want to participate. A plus is people open up versus withdraw.

Review areas to develop

Circle any responses in the T1 and T2 columns.

What are the implications of these areas to develop?
 Too much talking, not enough listening. May not be open to differing views.

What actions should the team take?

- Agree on a structured approach to hear everyone before moving to decisions.
- Ask open-ended questions; e.g., What would help us move forward?

Build Team Cohesion

Statements	T4	T3	T2	T1	Average Score	Highs / Lows
3. Team members work through issues together.	1	6	0	0	3.14	✓
4. Team members discourage behavior that conflicts with established team norms.	2	3	2	0	3.00	
7. Team members help each other be successful.	0	5	2	0	2.71	✗
18. The team solves problems by using the talents of all team members.	0	5	2	0	2.71	✗
19. Trustful relationships are cultivated between team members.	2	5	0	0	3.29	✓
20. Team members hold each other accountable on commitments.	1	4	2	0	2.86	✗

✓ = Team strength ✗ = Area to develop Total respondents = 7

This focus area has four statements with either T1 or T2 responses. Look for patterns.

Notice that both statements #3 and #19 have no T1 or T2 responses and are considered team strengths.

There are three areas to develop. This team needs to ensure that any areas to develop are addressed in T1, T2, and T3 in order to reach T4.

Review team strengths

Describe one example of each strength.
 Team members are focusing on building better relationships.

What are the implications of these strengths?
 The T3/T4 responses from all members on statements #3 and #19 indicate that self-interest is being replaced by shared interest, which builds more trust.

Review areas to develop

Circle any responses in the T1 and T2 columns.
 What are the implications of these areas to develop?
 Statements #7 and #18 call for critical attention.

What actions should the team take?

- Identify ways to help one another.
- Agree on problem-solving practices that leverage the diversity/talents of all team members.

Sustain High Performance

Statements	T4	T3	T2	T1	Average Score	Highs / Lows
8. Decision making is shared by all team members.	3	3	1	0	3.29	
9. The team is comfortable taking risks.	1	4	2	0	2.86	X
12. Team members believe they are stronger together than they are individually.	4	2	1	0	3.43	
14. The team celebrates its accomplishments.	1	4	2	0	2.86	X
21. Team members share responsibility for team leadership.	4	3	0	0	3.57	✓
24. The team seeks opportunities for continued growth.	1	3	3	0	2.71	X

✓ = Team strength X = Area to develop Total respondents = 7

This focus area requires the most attention. There are five statements with either a T1 or T2 response. Three statements have an average score of 2.99 or below and are considered areas to develop.

Review team strengths

Describe one example of each strength.

Leadership of team meetings is shared and everyone takes a rotation.

What are the implications of these strengths?

The team has developed a strong sense of unity and members are comfortable taking the lead.

Review areas to develop

Circle any responses in the T1 and T2 columns.

What are the implications of these areas to develop?

The team may require new challenges or may need to take the time to understand which obstacles are preventing growth.

What actions should the team take?

The team needs to identify when and how to take risks.

Reflections from Our Team

Our greatest strengths:

- Willingness to take on additional work within the team
- People working really hard to get the job done
- Safe environment where people can share and be vulnerable
- Respect and trust for one another
- Expertise in many areas that build our credibility
- Willingness to look at new ways of doing things

What are the key takeaways from your greatest strengths?

• Hard-working team

• Open, safe environment

• Need to leverage expertise

Reflections from Our Team

Our greatest challenges:

- Although we share a lot of information, sometimes we don't share a lot about ourselves
- Some team members work a lot harder than others; not sure the workload balance is right
- Need to understand difference between individual goals and team goals
- Some team members dominate discussions and new members aren't heard
- Not enough time to do everything we are expected to do
- Not appreciated for doing a good job on things

What are the key takeaways from your greatest challenges?

• *Varying perspectives*

• *Some parallels with areas to develop*

• *Goals seem to need clarity*

• *Opportunities to learn more about one another*

Reflections from Our Team

Our team leader can help the team by:

- Providing clarity on goals
- Getting team members to listen more to one another
- Helping us identify better ways to resolve conflict
- Recognizing what we are doing well
- Finding additional ways for us to collaborate on new challenges
- Keeping us informed about what's going on with other projects that impact us
- Providing additional resources

What are the key takeaways from your team leader actions?

• The need for goal clarity is a theme throughout the responses

• Need for team to improve listening skills

• Team leader should provide big picture

Align for Results—Respondent Scores

Statements

1. Team members understand the purpose of the team.
6. The team has an agreed-upon decision-making process.
10. The team has an agreed-upon set of behaviors for working together.
13. Specific team goals are agreed upon.
16. Team members know why the team's work is important.
22. Individual roles are clearly defined.

Clarify team purpose

Determine goals and roles

Agree on behavioral norms

RESPONDENT	STATEMENT #1	STATEMENT #16	STATEMENT #13	STATEMENT #22	STATEMENT #6	STATEMENT #10	FOCUS AVERAGE
1	4	4	3	4	4	4	3.83
2	3	3	2	3	3	3	2.83
3	4	4	3	3	3	3	3.33
4	4	2	3	4	2	3	3.00
5	4	4	4	3	3	4	3.67
6	3	2	2	3	3	3	2.67
7	3	3	2	4	3	3	3.00
STATEMENT AVERAGE	3.57	3.14	2.71	3.43	3.00	3.29	3.19
ACTION AVERAGE	3.36		3.07		3.14		TEAM AVERAGE

Respondent 6's score is the lowest. What might be occurring that would create that?

Which respondent sees the team most favorably in this focus area?

This focus area has the highest overall average.

Rating Scale

- 4 Very True
- 3 Mostly True
- 2 Somewhat True
- 1 Not At All True

Align for Results—Action Planning

What is this data telling you? What patterns do you see? What are the outliers?

Big strengths on purpose and roles.

Participant 1 sees the team most positively. Participant 6 is an outlier.

Align for Results is the highest focus area.

What are the positive and negative implications?

Clarity is a plus overall.

Team members understand the team's purpose and the role they each play.

Actions are needed in aligning on goals.

Which specific team action(s) should be addressed in order for the team to Align for Results?

Review and define team goals more clearly.

Discussion of different perceptions about specific goals should be open and honest.

Communicate during Conflict—Action Planning

What is this data telling you? What patterns do you see? What are the outliers?

Three team members rated this focus area below 3.00.

The team generally expresses ideas candidly and values diversity, but listening with curiosity needs improvement.

Statement #2 is critical to address.

What are the positive and negative implications?

Expressing ideas without listening to truly understand can lead to conflict within the team.

Which specific team action(s) should be addressed in order for the team to Communicate during Conflict?

Facilitate a team conversation that allows opposing views to be heard and truly understood.

Build Team Cohesion—Respondent Scores

Statements

- 3. Team members work through issues together.
- 4. Team members discourage behavior that conflicts with established team norms.
- 7. Team members help each other be successful.
- 18. The team solves problems using the talents of all team members.
- 19. Trustful relationships are cultivated between team members.
- 20. Team members hold each other accountable on commitments.

Work collaboratively	Trust and support each other	Hold each other accountable
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RESPONDENT	STATEMENT #3	STATEMENT #18	STATEMENT #7	STATEMENT #19	STATEMENT #4	STATEMENT #20	FOCUS AVERAGE
1	3	3	3	3	4	3	3.17
2	3	3	2	4	2	3	2.83
3	4	2	3	3	3	2	2.83
4	3	2	3	3	4	3	3.00
5	3	3	3	4	3	4	3.33
6	3	3	3	3	2	2	2.67
7	3	3	2	3	3	3	2.83
<div style="border: 1px dashed gray; padding: 10px; margin: 10px auto; width: 80%;"> <p>Four respondents rated this focus area with averages below 3.00. What does that tell you?</p> </div>							
STATEMENT AVERAGE	3.14	2.71	2.71	3.29	3.00	2.86	2.95
ACTION AVERAGE	2.93		3.00		2.93		TEAM AVERAGE

Rating Scale

- 4 Very True
- 3 Mostly True
- 2 Somewhat True
- 1 Not At All True

Work is needed in all three team actions: Work collaboratively, Trust and support each other, and Hold each other accountable.

This focus area has the lowest overall average.

Build Team Cohesion—Action Planning

What is this data telling you? What patterns do you see? What are the outliers?

This is the lowest rated of the four focus areas.

Four team members rated this focus area below 3.00.

Statements #18, #7, and #20 are critical to address.

What are the positive and negative implications?

Problem solving needs to include the entire team.

Support for each other can be increased.

Accountability needs to be increased.

Which specific team action(s) should be addressed in order for the team to Build Team Cohesion?

Identify talents of each team member and help them problem-solve together.

Discuss examples of helping one another be successful.

Encourage team members in holding each other accountable on team agreements and behaviors.

Sustain High Performance—Action Planning

What is this data telling you? What patterns do you see? What are the outliers?

The team believes they are sharing leadership pretty effectively.

Team members 2 and 6 see the team as not effective in three or more areas.

Striving for continuous growth is a weak spot for the team.

What are the positive and negative implications?

The team will not successfully reach T4 unless the outlier scores of team members 2 and 6 are understood and addressed.

Which specific team action(s) should be addressed in order for the team to Sustain High Performance?

Explore what is standing in the way of the team taking risks and seeking new challenges.

Take more time to celebrate team successes and accomplishments.

Next Steps and Actions

What are the top three actions that your team will take during the next 30 days?

Define and align on team goals.

Complete a role matrix to identify overlap and areas we can cross-train one another in.

Agree on an approach to ensure all team members are heard.

As team leader, what actions will you take during the next 30 days?

Have one-on-one conversations with my team members to better understand why there are major differences in perceptions of the team's effectiveness.

Follow up and check progress on clarifying team goals.

What are the enablers and/or obstacles to these actions?

The team's commitment and willingness to work on our areas to develop are enablers.

Time constraints and current deliverables are obstacles.

How will you hold one another accountable?

Review action items and conduct a Process Check during weekly team meetings.

Create teamwork partners who can work as sub-teams to support one another.

Discuss in one-on-one conversations, as needed.

When will your team meet to review progress? Team meeting - 30 days

High Performance Teams Road Map

