team *effectiveness* SURVEY

Team Effectiveness Survey Profile for

Sample South

Second Assessment: 21-05-02

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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.

This 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.

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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.

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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 behaviours that received the highest ratings, and the other shows the five behaviours that received the lowest ratings. The behaviours 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 behaviours 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 behaviours. 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.

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Team Process Skills Dimensions and behaviours

The following list shows the specific behaviours 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

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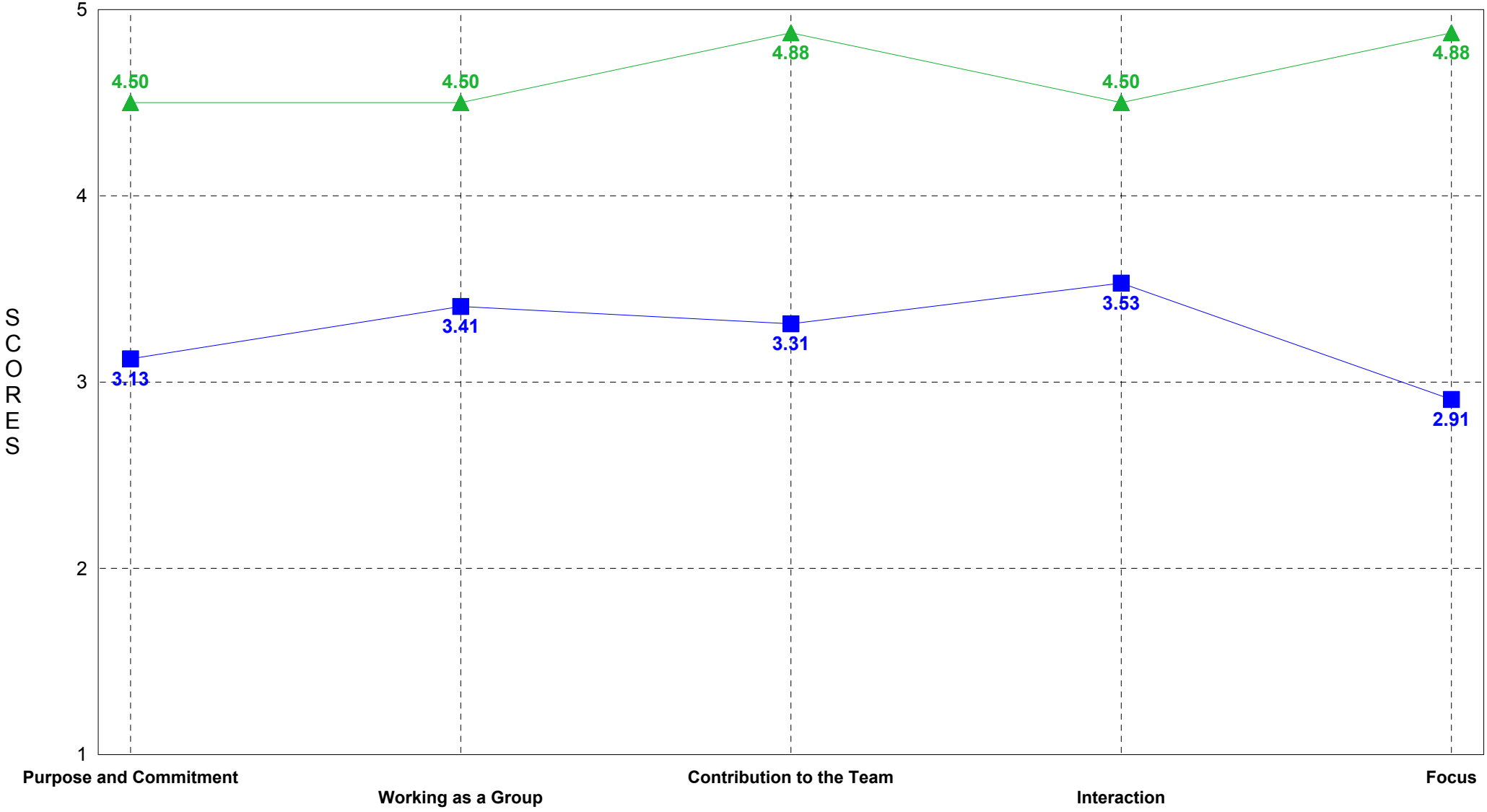
Team Process Skills



Second Assessment
21/05/2002

▲ Team Leader ■ Team Member

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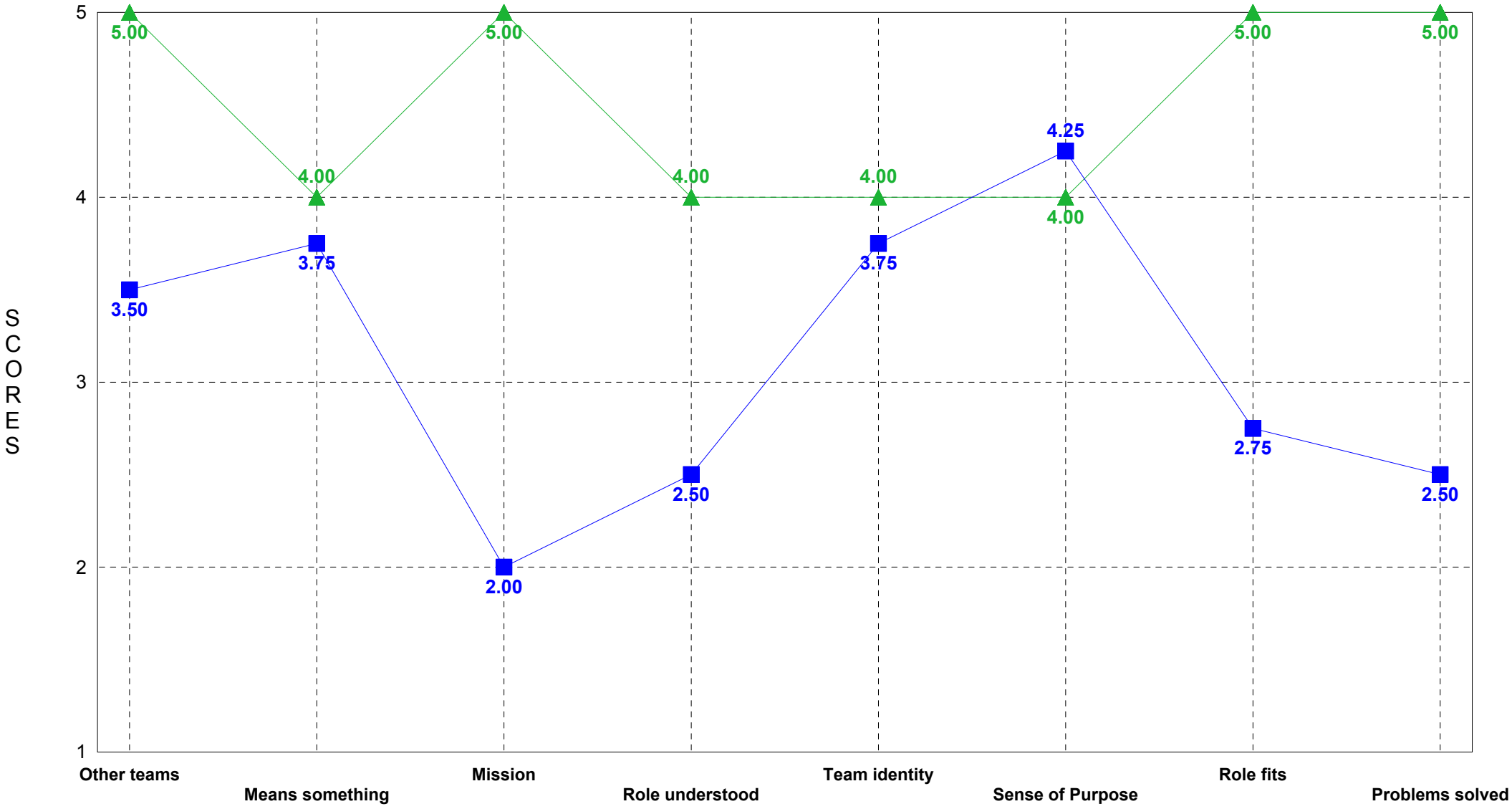
Purpose and Commitment



Second Assessment
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▲ Team Leader ■ Team Member

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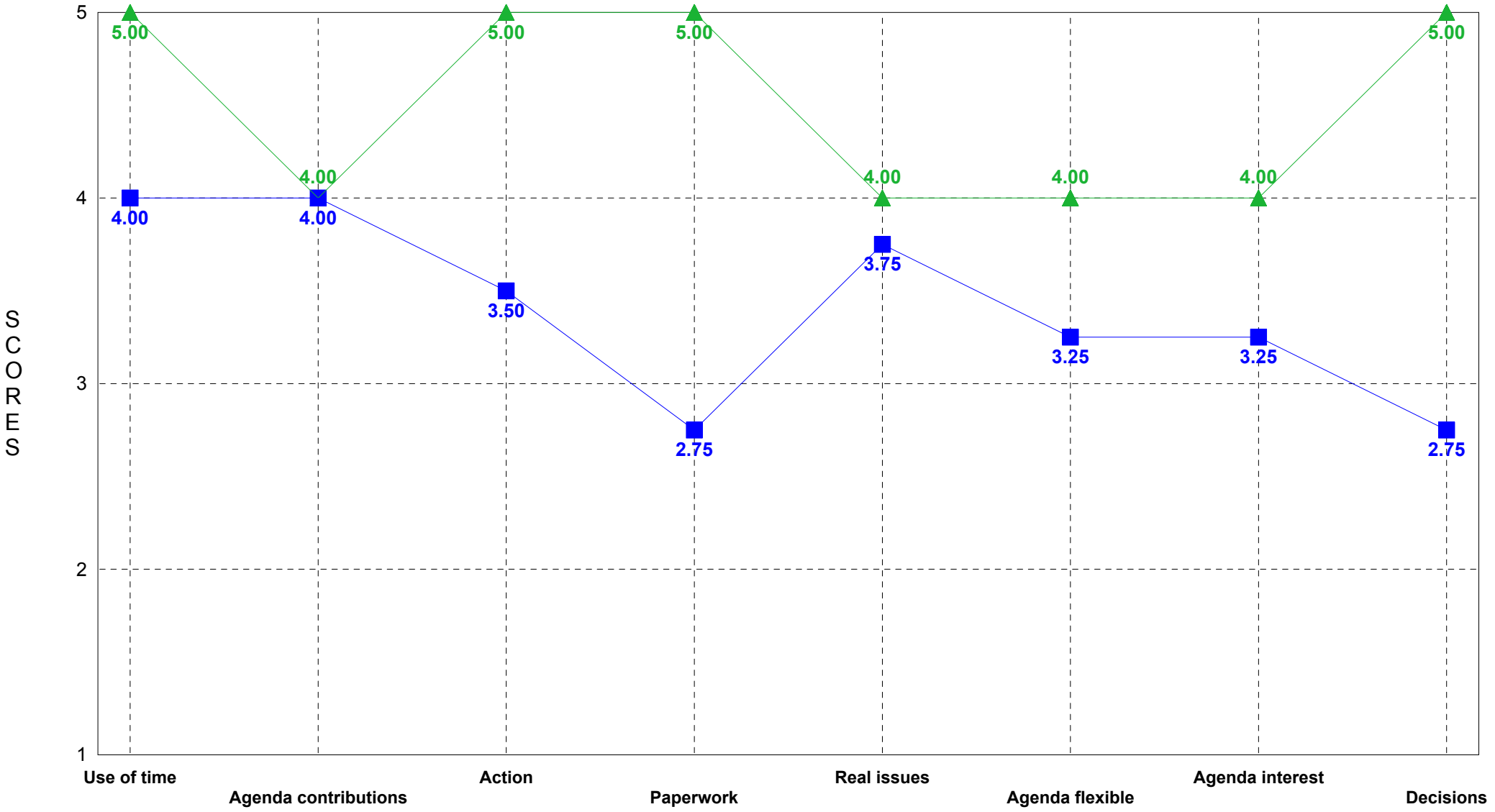
Working as a Group



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Team Leader Team Member

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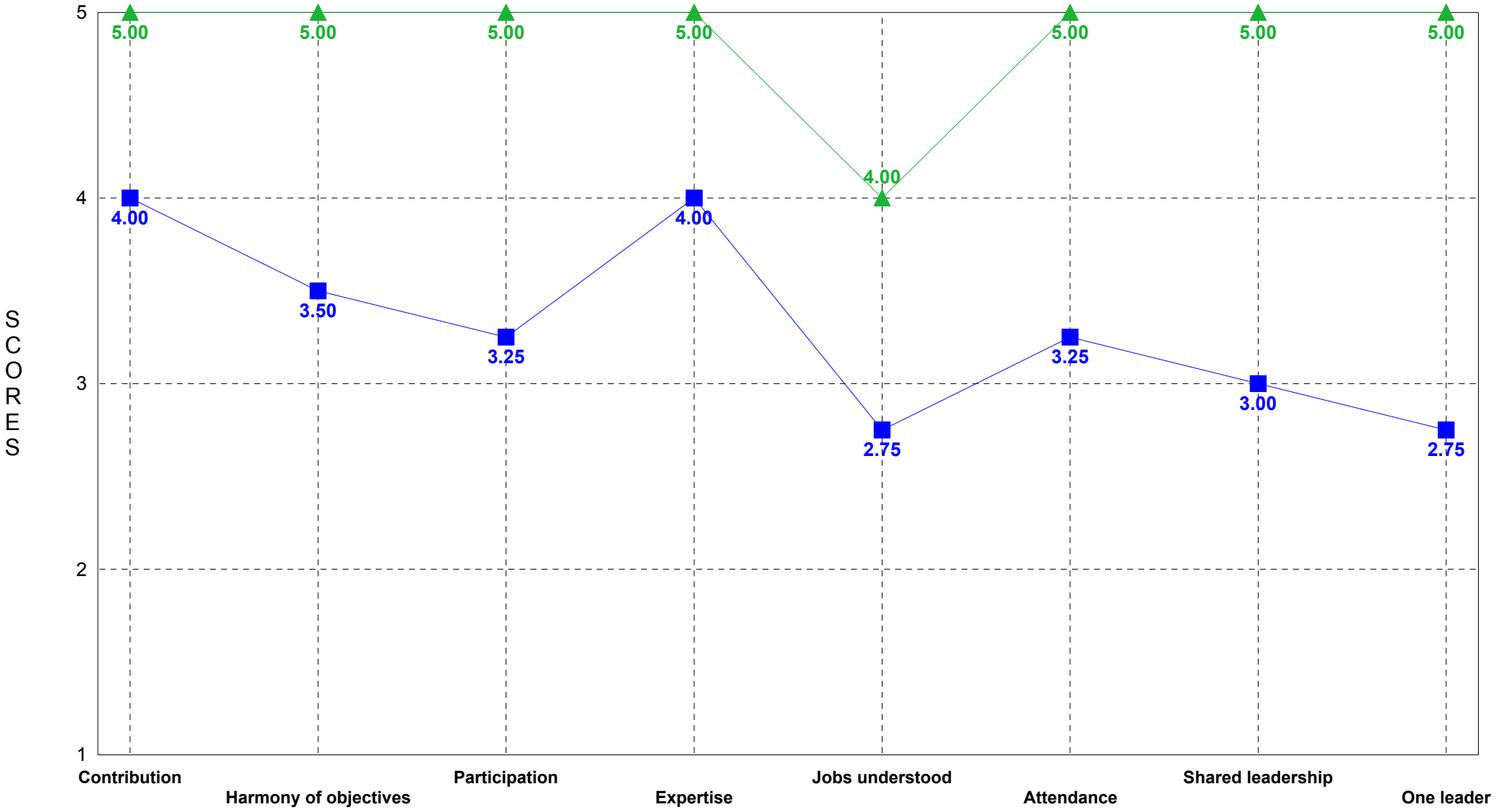
Contribution to the Team



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Team Leader Team Member

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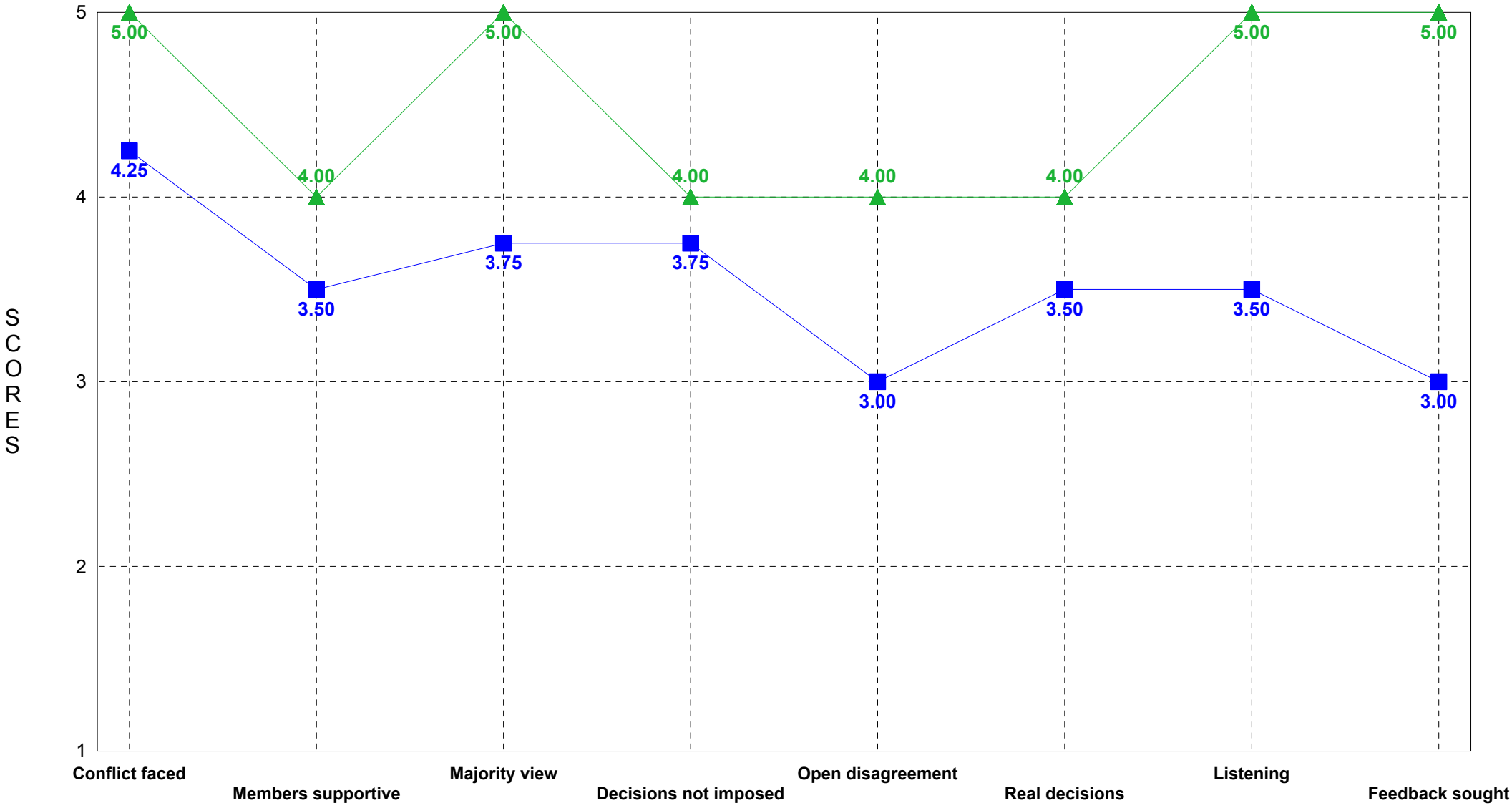
Interaction



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▲ Team Leader ■ Team Member

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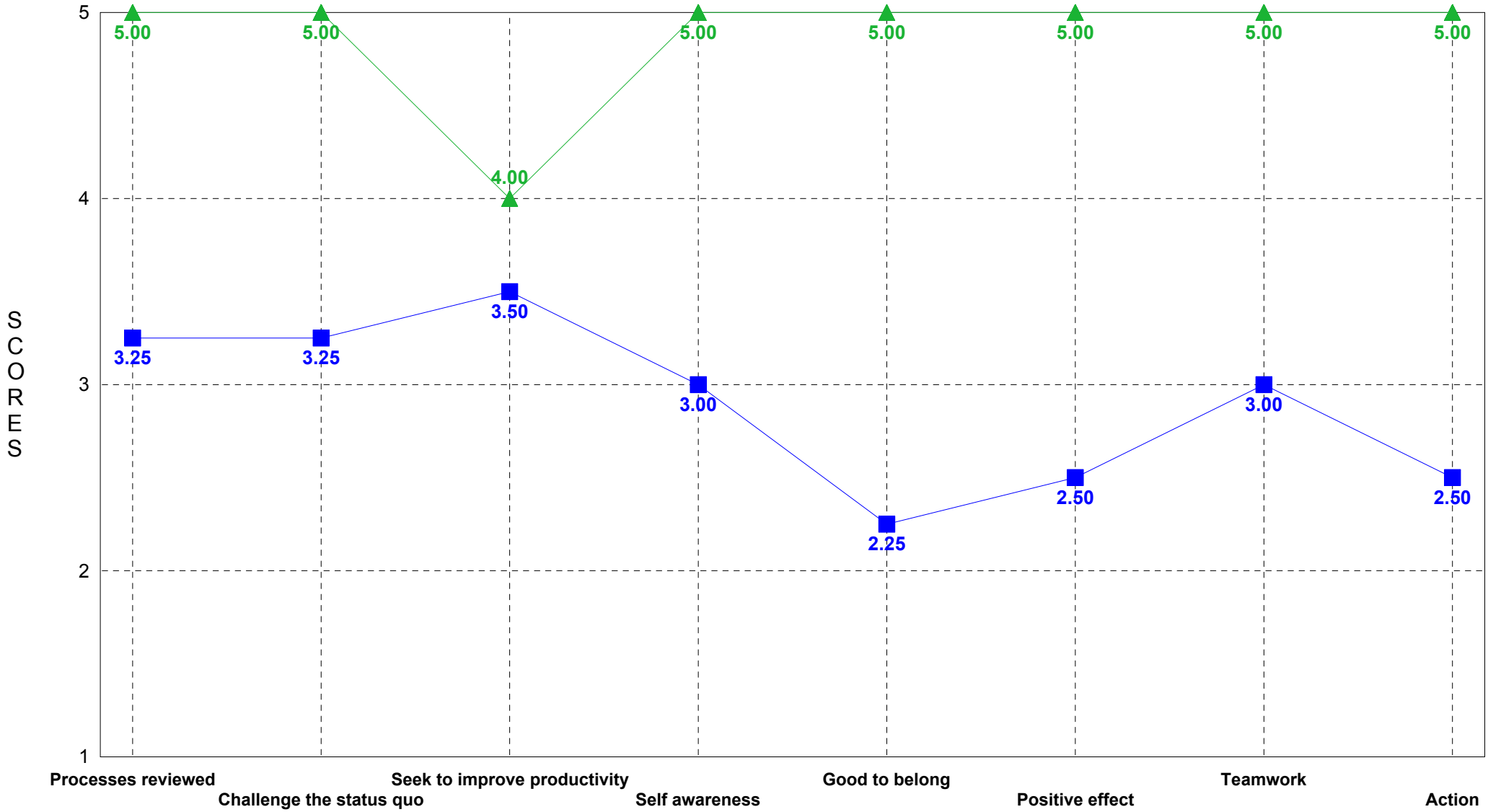
Focus



Second Assessment
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Team Leader Team Member

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Top & Bottom Five Team Process Skills Behaviours - Team Leader

These Team Process Skills behaviours 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	Behaviour	Performance Factor
5.00	Expertise	Contribution to the Team
5.00	Contribution	Contribution to the Team
5.00	Harmony of objectives	Contribution to the Team
5.00	Participation	Contribution to the Team
5.00	Attendance	Contribution to the Team

These Team Process Skills behaviours 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 behaviour that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behaviour	Performance Factor
4.00	Jobs understood	Contribution to the Team
4.00	Seek to improve productivity	Focus
4.00	Real decisions	Interaction
4.00	Members supportive	Interaction
4.00	Decisions not imposed	Interaction

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Top & Bottom Five Team Process Skills Behaviours - Team Member

These Team Process Skills behaviours 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	Behaviour	Performance Factor
4.25	Conflict faced	Interaction
4.25	Sense of Purpose	Purpose and Commitment
4.00	Expertise	Contribution to the Team
4.00	Contribution	Contribution to the Team
4.00	Use of time	Working as a Group

These Team Process Skills behaviours 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 behaviour that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behaviour	Performance Factor
2.00	Mission	Purpose and Commitment
2.25	Good to belong	Focus
2.50	Positive effect	Focus
2.50	Action	Focus
2.50	Problems solved	Purpose and Commitment

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Team Process Skills

Personal Action Plan

Strength, Weakness or Gap	Question Statement	Action Plan

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Team Process Skills

Summary and Team Action Plan

Strength, Weakness or Gap	Question Statement	Action Plan

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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.

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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 behaviours that received the highest ratings, and the other shows the five behaviours that received the lowest ratings. The behaviours 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 behaviours 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 behaviours. 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.

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Customer Orientation Dimensions and behaviours

The following list shows the specific behaviours 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
Analyse 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

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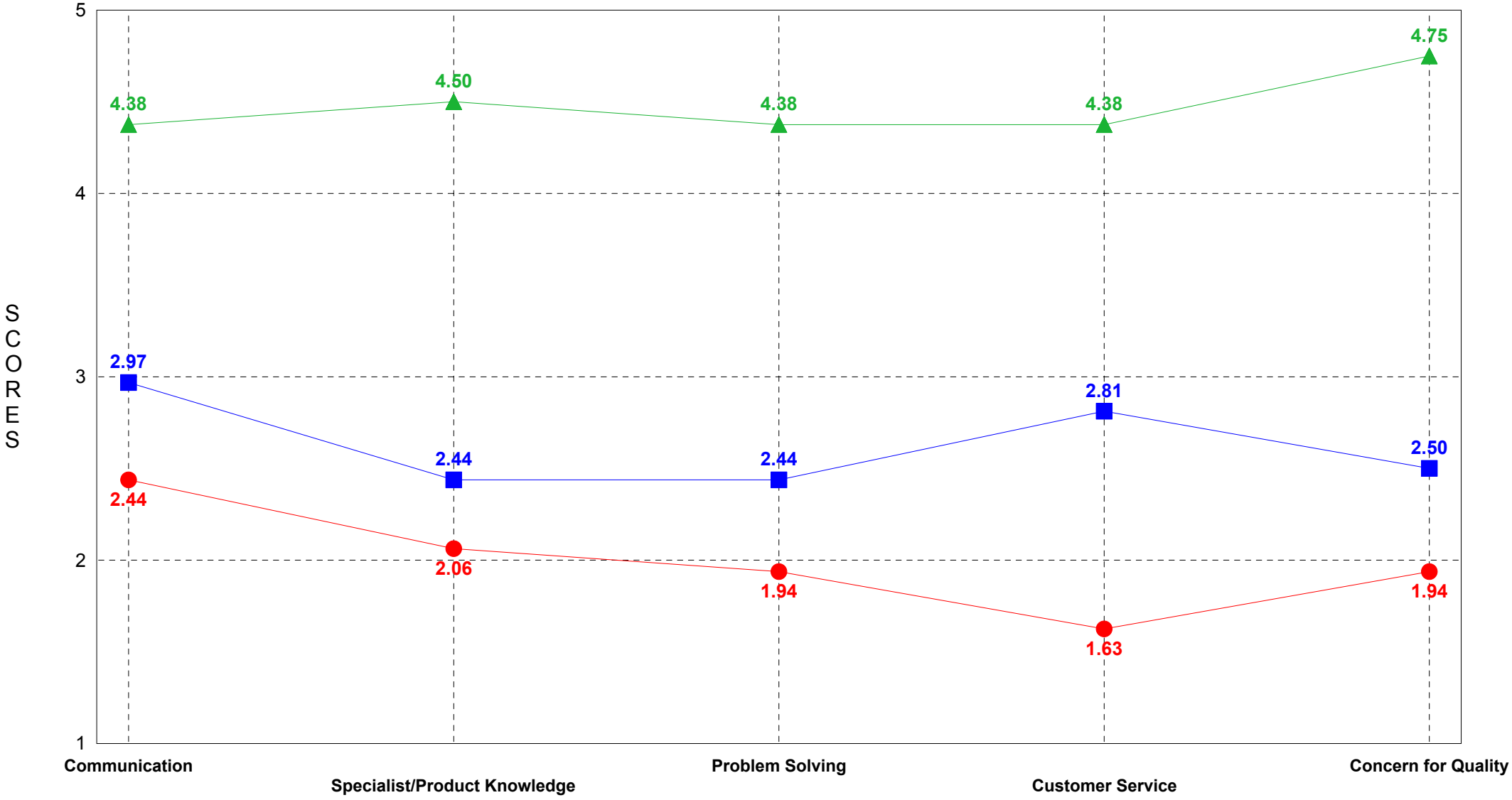
Customer Orientation



Second Assessment
21-05-02

▲ Team Leader ■ Team Member ● Customer

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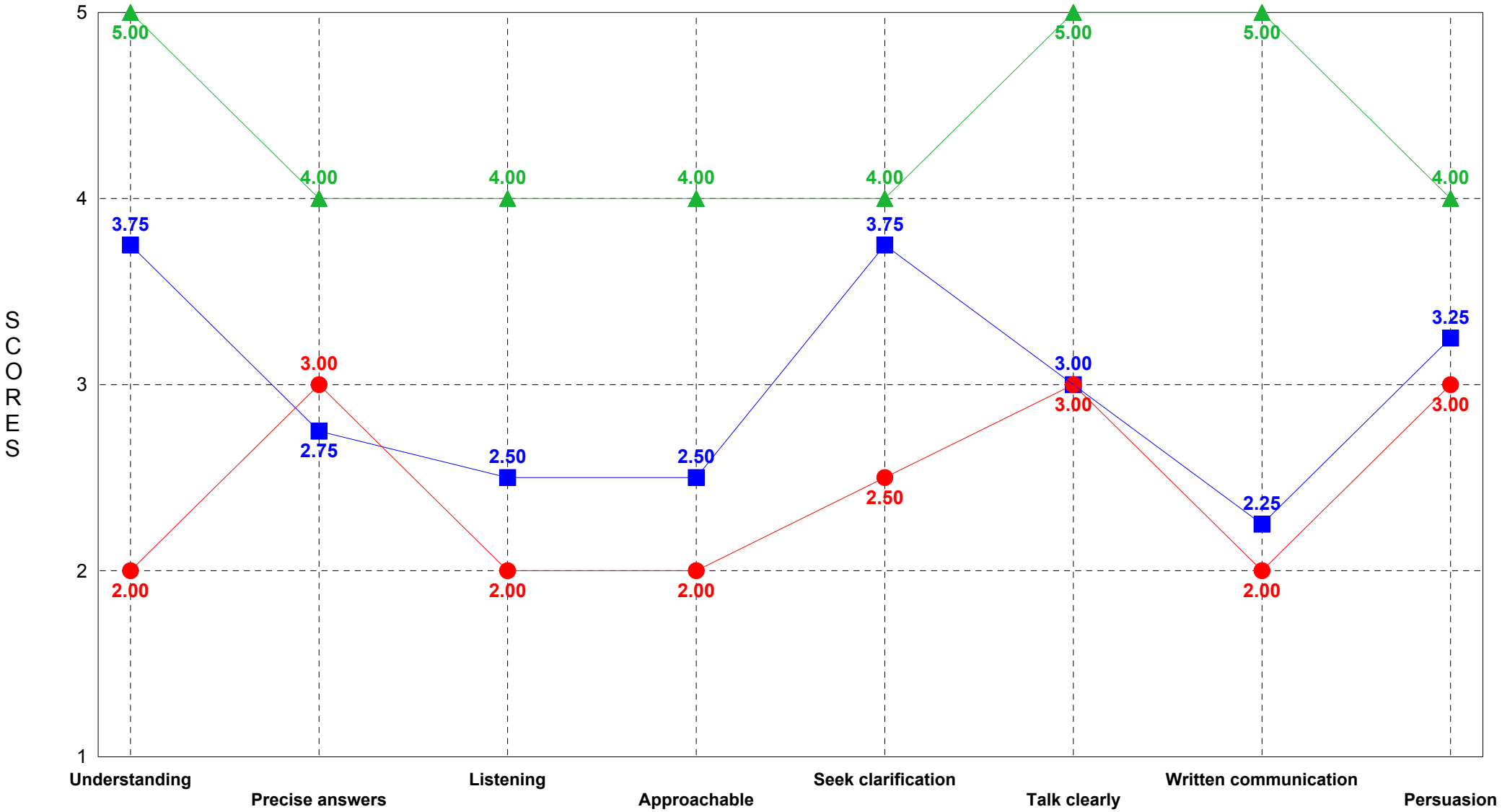
Communication



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▲ Team Leader ■ Team Member ● Customer

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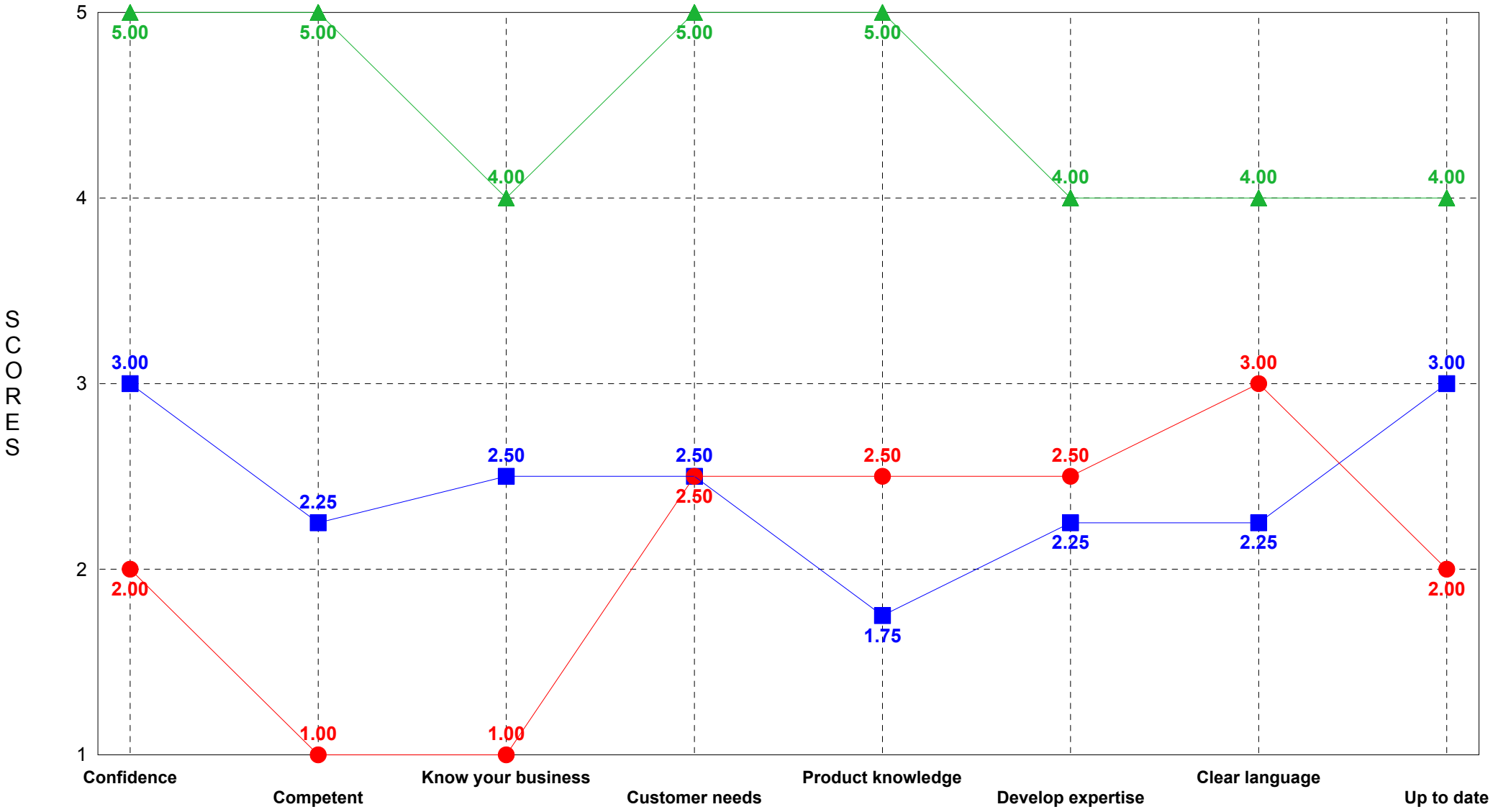
Specialist/Product Knowledge



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21-05-02

Team Leader Team Member Customer

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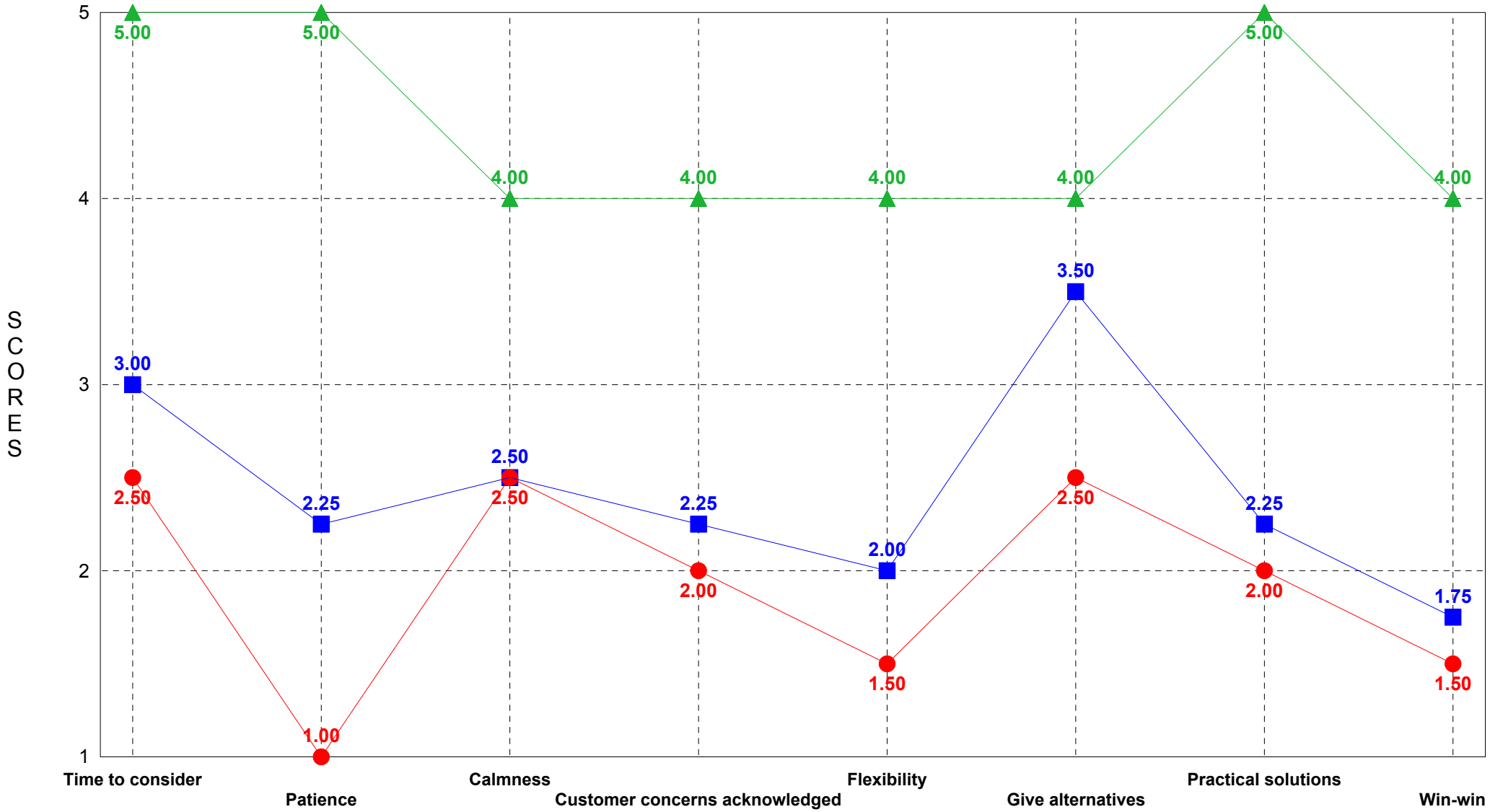
Problem Solving



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Team Leader Team Member Customer

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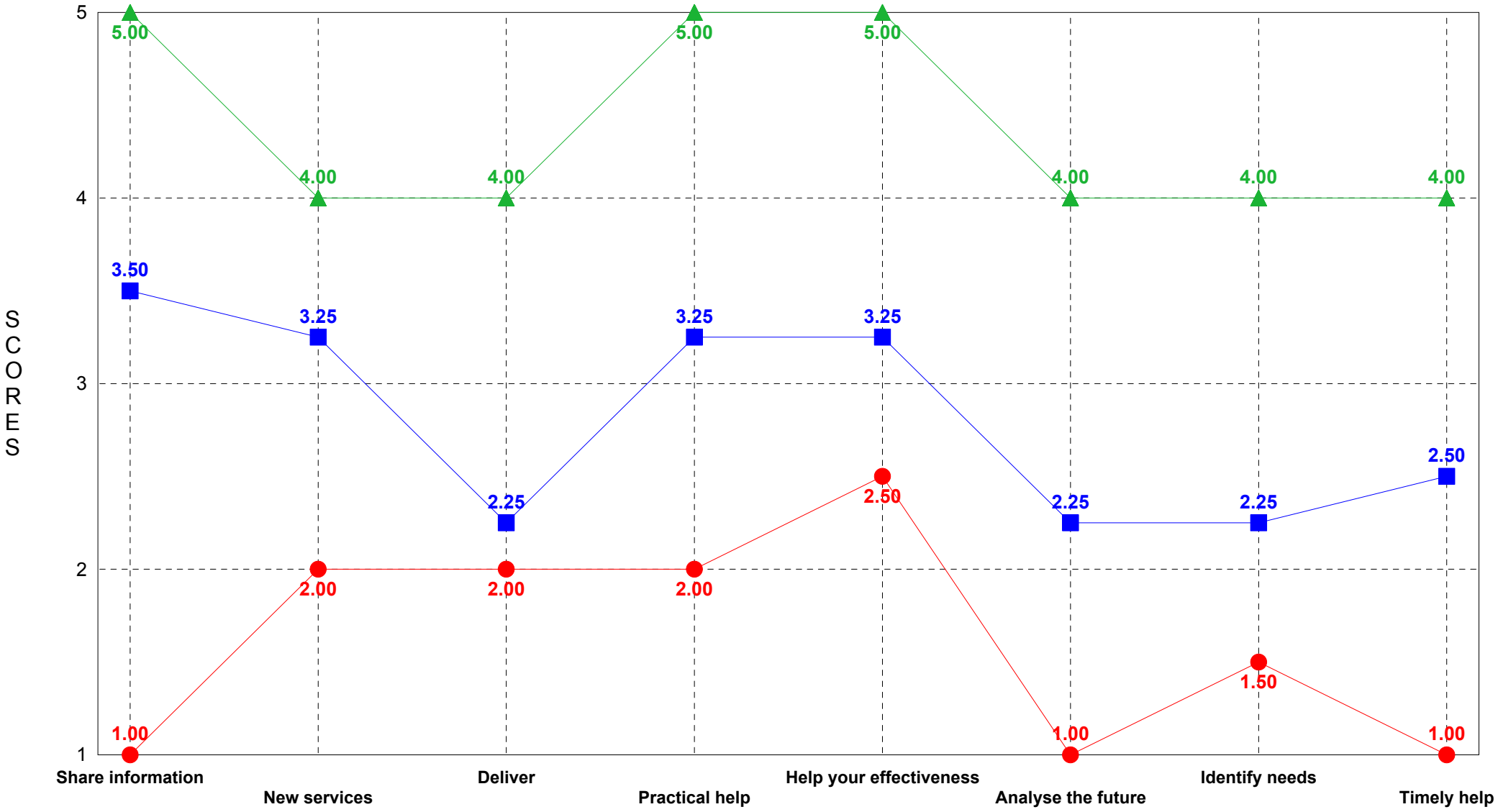
Customer Service



Second Assessment
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Team Leader Team Member Customer

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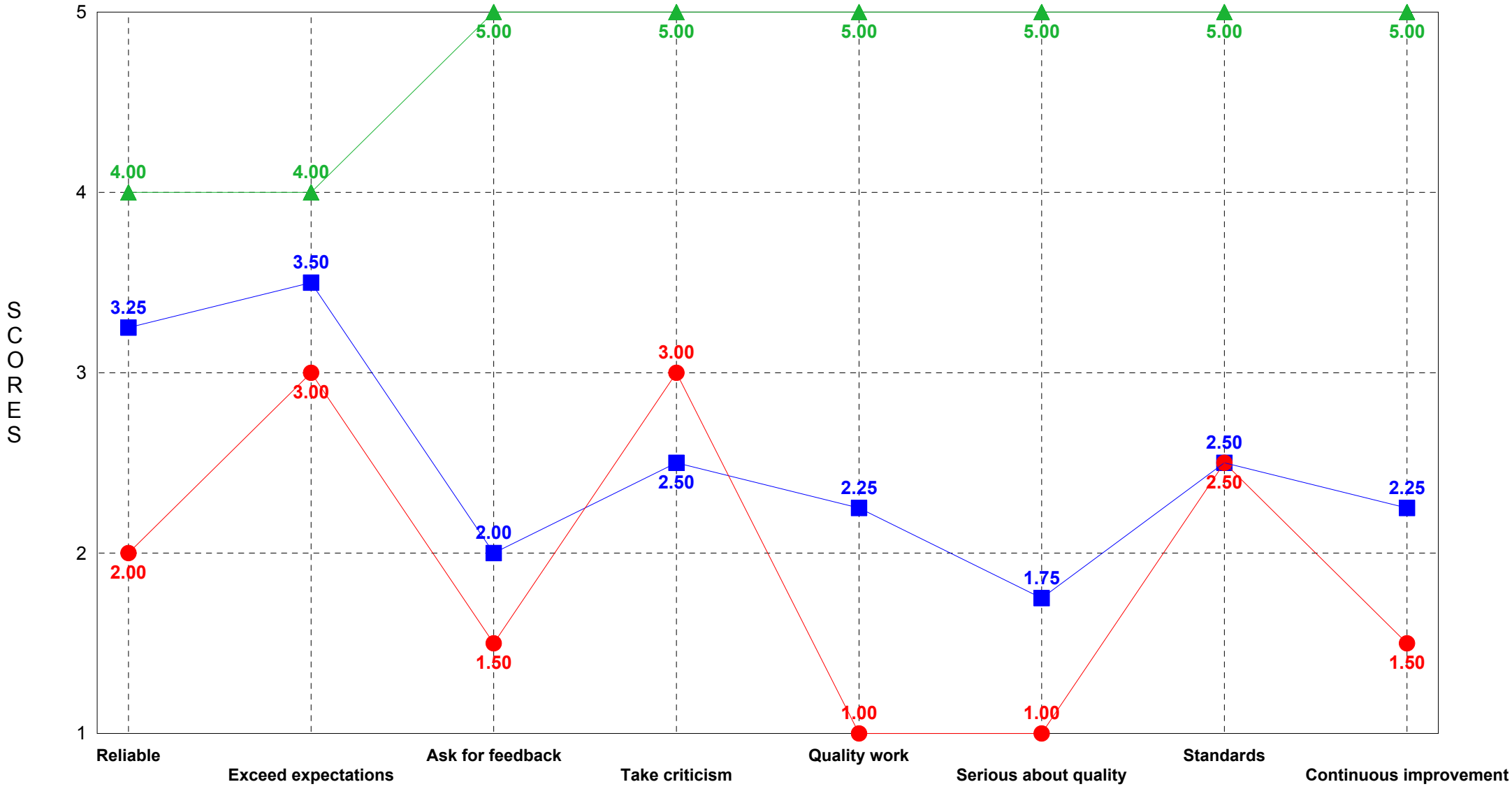
Concern for Quality



Second Assessment
21-05-02

▲ Team Leader ■ Team Member ● Customer

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Top & Bottom Five Customer Orientation Behaviours - Team Leader

These Customer Orientation behaviours 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	Behaviour	Performance Factor
5.00	Written communication	Communication
5.00	Talk clearly	Communication
5.00	Understanding	Communication
5.00	Standards	Concern for Quality
5.00	Serious about quality	Concern for Quality

These Customer Orientation behaviours 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 behaviour that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behaviour	Performance Factor
4.00	Precise answers	Communication
4.00	Listening	Communication
4.00	Approachable	Communication
4.00	Seek clarification	Communication
4.00	Persuasion	Communication

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Top & Bottom Five Customer Orientation Behaviours - Team Member

These Customer Orientation behaviours 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	Behaviour	Performance Factor
3.75	Understanding	Communication
3.75	Seek clarification	Communication
3.50	Exceed expectations	Concern for Quality
3.50	Share information	Customer Service
3.50	Give alternatives	Problem Solving

These Customer Orientation behaviours 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 behaviour that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behaviour	Performance Factor
1.75	Serious about quality	Concern for Quality
1.75	Win-win	Problem Solving
1.75	Product knowledge	Specialist/Product Knowledge
2.00	Ask for feedback	Concern for Quality
2.00	Flexibility	Problem Solving

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Top & Bottom Five Customer Orientation Behaviours - Customer

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

Score	Behaviour	Performance Factor
3.00	Talk clearly	Communication
3.00	Persuasion	Communication
3.00	Precise answers	Communication
3.00	Take criticism	Concern for Quality
3.00	Exceed expectations	Concern for Quality

These Customer Orientation behaviours 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 behaviour that received the lowest score. We suggest you pay particular attention to these five and focus your immediate developmental activities on them:

Score	Behaviour	Performance Factor
1.00	Serious about quality	Concern for Quality
1.00	Quality work	Concern for Quality
1.00	Analyse the future	Customer Service
1.00	Share information	Customer Service
1.00	Timely help	Customer Service

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Customer Orientation

Personal Action Plan

Strength, Weakness or Gap	Question Statement	Action Plan

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Customer Orientation

Summary and Team Action Plan

Strength, Weakness or Gap	Question Statement	Action Plan

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A Final Note

The Team Effectiveness Survey cannot improve Team Performance on its own. It can only collect and present information about Team behaviour. However, by informing the team about perceptions of Team Performance and focusing attention on specific areas that are recognised 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

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