



PSYCH PRESS
Talent Management Psychologists



TEAM ASSESSMENT REPORT - STRICTLY CONFIDENTIAL

360° TEAMBUILDER™ REPORT

Sample Team

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Prepared by

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INTRODUCTION

Recently your team completed a 360° TeamBuilder™ questionnaire where each team member rated the functioning of the work team in relation to eleven research-based team attributes. The results of this questionnaire will provide you with an insight into the team's perceived effectiveness, as well as provide a comparison of the team with other team's from the same industry.

Purpose

The purpose of this TeamBuilder™ report is to provide a composite picture of the functioning of your work team as viewed by each team member combined. This information is intended to assist in identifying your team's specific strengths and resources, as well as any areas which may benefit from further development. In order to address these areas, the report will also provide personalised development tips to help improve the future effectiveness of your work team.

Research Based

The TeamBuilder™ Questionnaire is based on current research which identifies eleven core components as being critical in assessing the effectiveness of a work team. Many studies have shown that team success in organisations is related to individual and team characteristics, task characteristics, and work structure - not just the IQ or technical skills of individual team members. This is why it is considered important to know how team members perceive such team factors in an honest, objective and balanced way, which is encouraged by the anonymous nature of the questionnaire.

Benefits of Results

Getting useful feedback about the functioning of a work team is often difficult given how busy people are, how uncomfortable they may feel providing feedback in person, and how this type of feedback is often based on how much we like individual team members, rather than on the behaviours and effectiveness of the work team as a whole. What makes this feedback so valuable is that it:

- Is likely to be honest because it is confidential
- Is fair and dependable because it is objectively based on research findings
- Is based on ratings from several raters which provides greater reliability than individual assessments
- Provides you with tips on how to improve the areas of team functioning that are found to require further development, assisting you to put practices in place to improve the functioning of your work team.

SCALE DESCRIPTIONS

Clarity

This scale measures the extent to which team members are clear about the objectives and goals of the team, the roles and responsibilities of individual team members, and the degree to which the team has authority to make its own decisions.

Clarity is an essential component of any work team, as a team is only able to work effectively if all individual members understand their relative roles and how these contribute to the achievement of broader team objectives. If there is any ambiguity or disagreement about the objectives of the work team and the expectations of individual team members, the team will have little direction or focus and be unable to fulfill its intended purpose.

High clarity scores indicate that the team is clear about its intended purpose and the way in which team success is measured. It also implies that team members are focused on achieving appropriate targets that will assist and facilitate team goal achievement.

Example Question: “Individual team members have the opportunity to develop individual goals that define their contribution to the success of the organisation.”

Commitment

Commitment measures the extent to which team members are collectively committed to achieving the purpose and objectives of the team.

Team commitment is paramount to the successful accomplishment of any team objective. Team commitment not only suggests that individual members are supportive of team objectives, but that they also have a sense of loyalty towards the team – implying that team members will have a greater desire to remain employed and a lower propensity to leave.

High scores on commitment indicate that the team is collectively supportive of team objectives and dedicated to achieving these objectives. It also implies that individual team members feel valued within the team and are likely to remain loyal to the team and its purpose.

Example Question: “Team members believe that the work of this team is worthwhile and constructive”.

Processes

This scale measures the degree to which the necessary processes are in place to support the purpose of the team.

Effective team processes are essential for efficient, economical and successful functioning of any work team. Such processes influence a team's ability to generate ideas, solve problems, make decisions and take action. Furthermore, these team processes play a fundamental role in determining the quality of team performance.

High scores on processes suggest that the team has the necessary processes in place to support its functioning, and that the team is able to use the right processes at the right time in order to advance team performance and team goal attainment.

Example Question: "Team members within this team are supported by this organisation's processes and systems".

Participation

Participation measures the degree to which team members believe that their roles are critical to the success of the team and the extent to which team members work collaboratively to achieve team objectives.

Team participation is a key component of high performance teams, as the collective contribution of team members provides a pool of diverse knowledge, experience, and skills that would not otherwise be available to individual team members performing their own tasks independently.

High scores on participation indicate that team members' feel valued for their individual contributions, work interdependently to achieve team objectives, willingly share knowledge and expertise with the rest of the team, and feel empowered by the team's leadership.

Example Question: "I believe that my role and contribution to this team is essential for the team's overall success".

Resources

The resources scale measures whether there are sufficient personal and material resources in place to support the success of the team.

Access to sufficient resources (such as diverse capabilities, information, time, financial support etc.) is essential for effective team performance. If the demands placed on the team are greater than the available resources then the team will be unable to meet their performance objectives.

High scores on the resources scale indicate that the team is well equipped to handle their job demands and is more likely to be able to meet their performance objectives compared to poorly resourced teams.

Example Question: "Growth and development is encouraged in my team and there is adequate access to training and resources".

Communication

Communication measures whether there are appropriate and effective means of communication within the team.

Communication, which is the means through which a team manages its information, is critical for the effective functioning of any work team. When all members of a team are kept well-informed, the team is able to work more effectively and efficiently towards a common goal, whilst promptly addressing obstacles to success.

High scores on communication suggest that team members communicate with each other openly and transparently in order to promptly manage problems, address team member concerns and work towards the achievement of common team objectives.

Example Question: "Our team keeps our leaders updated on challenges and issues".

Development

This scale measures the extent to which team members feel they are growing and developing as a result of their team membership.

Development is an essential component of team effectiveness as it helps to ensure that team members are continually improving, learning new skills, and maintaining high levels of motivation. Furthermore, team member development can result in higher employee retention rates and higher levels of team productivity.

Teams that score high on the development scale encourage their members to develop new skills and learn from past mistakes.

Example Question: "Team members encourage self-development".

Competence

The competence scale measures the extent to which the team works together to produce the best possible results.

Competence is an important component of team success as it indicates that a team believes it can succeed and is able to produce high quality outputs. Team competence can further result in greater productivity as it encourages team members to work interdependently to achieve goals that would otherwise be impossible if team members were working in isolation.

High scores on competence are indicative of a highly effective work team in which team members work interdependently in order to produce the highest possible quality and quantity of outputs.

Example Question: "This team is based upon a belief that it can succeed".

Praise/Acknowledgement

The praise/acknowledgement scale measures whether team members and people external to the team give adequate praise for individual and team achievements.

Praise/acknowledgement is an important element of a team's motivation to achieve. Without adequate compensation and feedback, team members are likely to feel underappreciated and be unclear about how they are performing.

Achieving high scores on the praise/acknowledgement scale is suggestive of a work team that receives adequate performance feedback, is acknowledged for their individual and collaborative successes, and receives appropriate compensation relative to the amount of effort contributed.

Example Question: "We are paid appropriately according to our achievements and the effort we put in".

Interpersonal Relations

The Interpersonal Relations scale measures the degree to which the team is able to work cooperatively and resolve unproductive conflict.

Effective interpersonal relations are important for effective teamwork and the achievement of performance outcomes. Ineffective interpersonal relations are likely to result in intergroup conflict which is dysfunctional and difficult to resolve. This type of conflict is likely to hinder the attainment of team goals and objectives.

High scores on interpersonal relations is indicative of a cohesive, close-knit work team in which members provide support for each other and work together to resolve unproductive conflict.

Example Question: "In our team, conflict is resolved through a process of collaboration and communication".

Trust

This scale measures the extent to which team members share mutual beliefs and agree that team achievements are based on trust.

The level of trust that exists in a work team is reflective of the quality, strength and effectiveness of that team. Work teams that are built on a foundation of trust are likely to communicate in an open and honest fashion, ensure information flows freely through the team, and share power equally among team members.

High scores on the trust scale suggest that team members share responsibility and success, have a mutual respect for each other, and support each other's actions.

Example Question: "Team members trust each other to deliver on promises".

TEAMBUILDER™ RESULTS

Purpose

This section will provide details about how all members of the team combined perceive the team's functioning on each of the eleven scales previously described.

Graphical Results

1. Your team's functioning

This section shows the average of the ratings given by all team members in relation to each of the eleven scales. These ratings are ranked from highest to lowest, allowing you to see which aspects of team functioning are perceived to be strengths and which aspects are perceived to be less well-developed.

The graph below gives you a broad overview of the average ratings given to the team by all team members in relation to each of the overall scales. This will enable you to focus on setting development priorities which could improve the overall functioning of your team.

RANK	SCALE	AVERAGE RATING	1	2	3	4	5
1	Commitment	4.3					
2	Competence	4.2					
3	Interpersonal Relations	3.8					
4	Trust	3.6					
5	Participation	3.5					
6	Resources	3.1					
7	Praise/Acknowledgement	3.0					
8	Processes	2.6					
9	Communication	2.5					
10	Development	2.5					
11	Clarity	1.5					

Interpreting the graph

Focus on:

- The numerical **score** – is it above or below the median?
- Your team's strengths and development needs
- **The gap** between your team's strengths and development needs
- Whether the ranking is appropriate for **now** and in the **future**

A development perspective – issues for reflection:

1. Are there reasons for the strengths and development needs of your team?
2. Do any themes emerge?
3. Why might such differences occur?
4. Which aspects are most relevant to your team now? What does this mean in terms of your team's development needs now?
5. Which aspects are going to be most important for the effective functioning of your team in the future? What does this mean in terms of your team's development needs for the future?

YOUR OBSERVATIONS AND NOTES:

Statistical Notes

The average rating is the average of all the ratings given to all the questions related to each scale by all of the other raters – each rating being given an equal weighting.

2. Highest and lowest rated items

This section allows you to focus on **specific components** of team functioning rather than **broad scales**. It provides a very detailed analysis of the components on which your team is seen to be functioning effectively and the components on which your team is seen to be functioning less effectively - by the average ratings of everyone in your team.

The list provides the average ratings for each question, ranked – so you can see which scales and which specific components of team functioning are seen as strengths and which are seen as needing further development.

Of the 157 questions, the 10 highest ranked are listed, and the 10 lowest ranked are listed.

a. Highest rated aspects of team functioning

Questions	Average Rating	Rank
Our team is a cohesive group.	4.8	1
In our team people take responsibility for interpersonal relations.	4.2	2
Each member in our team brings different skills.	3.9	3
Team members are always well-informed of their responsibilities to the team.	3.9	4
Team members remain positive about the core purposes and goals of this team.	3.7	5
Our success is based upon a collective effort.	3.5	6
Our team fosters individual perceptions.	3.5	7
When this team communicates with people who are not in the group, it does so effectively.	3.2	8
In this team, I can be open and honest about how I feel about things.	3.1	9
Our team members update each other constantly.	3.1	10

b. Lowest rated aspects of team functioning

Questions	Average Rating	Rank
As a member of this team, I feel that I am continually learning new things.	1.8	1
Team members are always encouraged to build on their skills.	1.8	2
The nature and the general skills of the team are constantly being developed.	1.9	3
Some of the methods the team uses appear to be outdated.	2.1	4
This team is able to apply processes that work well to achieve our goals.	2.1	5
Team meetings are effective and contribute to achieving our objectives.	2.4	6
I quite often give praise, recognition and honest feedback to others in this team.	2.7	7
Team members praise and give acknowledgement whenever it is due.	2.8	8
Communication within this team is always quick and efficient.	2.9	9
Team members listen at least as much as they talk.	2.9	10

Interpreting the tables

In addition to identifying the strengths and development needs of the team, the tables above will enable you to set development priorities according to the current demands of the team and the demands that the team may face in the future. Can you identify a theme or a pattern in the components of team functioning which are rated high and low?

YOUR OBSERVATIONS AND NOTES:

What themes can you identify in the list of lowest rated items?

In terms of the future challenges that the team may face, which aspects of team functioning should your team concentrate on developing further?

3. Additional comments

At the conclusion of the survey, each rater was asked and encouraged to provide some additional comments about the team which may prove useful as feedback for further development. You may be able to relate some comments back to specific questions or component ratings.

Try not to dwell on 'who said that?' or whether it is 'right' or 'wrong'. Although such speculation can be interesting, it is rarely productive, and it can distract you from seeing the bigger picture or hearing a message or identifying themes.

Perceptions are not an absolute 'truth', but it is helpful to know what they are. It might be more helpful to ask: "What is the team doing that might convey that impression?" Or: "How can the team change to avoid an unintended impact?"

The questions the raters responded to were as follows:

- What are the team's greatest strengths?
- Thinking of non-productive aspects of the team, which ones if changed, would provide the most benefits?
- What are 2 – 3 things that could be done differently to help the team to function more effectively?
- What other comments do you have that may aid the team's growth and development?
- In what specific way do you think the team has improved in the past year?

It is hoped that these comments will provide you with additional insights about how team members perceive the functioning of your work team.

[The text has been transferred exactly as it was written, without spelling or grammatical corrections]

What are the team's greatest strengths?

- Everybody is very supportive of each other and always willing to help
- We all get along really well
- Everybody is given the chance to contribute their opinions

What are 2-3 things that could be done differently to help the team function more effectively?

- Give everyone assigned roles; make sure we have enough resources to complete an assignment on time; offer incentives for good work
- More social functions to reward the team and to help us bond; more team meetings so that everyone's clear about what's happening in the team
- More informal communication – so maybe if the team sat closer to each other in the office;
- more praise from management for our efforts

What other comments do you have that may aid the team's growth and development?

- We have a really good team but if we had an extra team member or more time to complete tasks we would function better
- N/A
- Share information more

4. Your team compared to other teams

This section shows a comparison of your team's results on each scale against the results of teams from the same industry. These results will allow you to see how your team is functioning in comparison to other similar work teams.

SCALE	RATING	1	2	3	4	5
Clarity	 Your Team 1.5					
	 Others 4.9					
Commitment	 Your Team 4.3					
	 Others 3.5					
Processes	 Your Team 2.6					
	 Others 3.5					
Participation	 Your Team 3.5					
	 Others 4.8					
Resources	 Your Team 3.1					
	 Others 3.5					
Communication	 Your Team 2.5					
	 Others 3.0					
Development	 Your Team 2.5					
	 Others 4.0					
Competence	 Your Team 4.2					
	 Others 3.5					
Praise/Acknowledgement	 Your Team 3.8					
	 Others 3.0					
Interpersonal Relations	 Your Team 3.8					
	 Others 3.0					
Trust	 Your Team 3.6					
	 Others 3.0					

Interpreting the graph

Focus on:

- **Your team's view** of the team's functioning
- **The gap** between your team's scores and other team's scores

A development perspective – issues for reflection:

1. Do any themes emerge?
2. Why might such differences occur?
3. Is your team rated more or less favourably compared to other teams from similar industry?
4. Where your team is rated less favourably, how can you minimise the gap between your team's functioning and the functioning of other similar teams?
5. Where your team is rated more favourably, why do you think this is so? How can you maintain this advantage over other teams from the same industry?

YOUR OBSERVATIONS AND NOTES:

DEVELOPMENT TIPS

Clarity

- To ensure that the team is working as effectively and efficiently as possible, make sure that individual team members are clear about their roles and responsibilities.
- Avoid prescribing excessively rigid work roles to team members as this may prevent them from going above their own duties to help other team members, thus restricting efficiency and productivity.
- The functions of each team member should serve as only broad indicators of their role and the team should rely on communication and collaboration to ensure that tasks are not duplicated.

Communication

To improve communications between team members, start by practicing some of the following tips:

- Schedule regular team meetings to discuss the concerns and queries of each team member, along with appropriate solutions.
- When discussing issues as a team, ensure each team member has an opportunity to contribute their opinion and offer solutions.
- Ensure team members proactively keep each other informed (via email, informal communication or team meetings) about project updates and relevant team issues
- Ensure team members listen to and acknowledge each others' opinions and suggestions.
- Encourage team members to ask for and offer constructive feedback and suggestions.
- If conflict arises, ensure all team members deal with this conflict in an open and constructive manner.
- Encourage and promote open and honest communication.
- Ensure different mediums of communication (face-to-face, email, telephone etc.) are used appropriately.

Development

Look at different ways of approaching professional development in order to gain the interest of different team members. For instance:

- **Coaching:** one-on-one coaching with a team leader or external supervisor can be used to enhance an individual's skills in a specific area by providing a process of observation, reflection and action.
- **Consultation:** can be used on a one-on-one or group basis to clarify and address immediate concerns by following a systematic problem-solving process.
- **Communities of practice:** improves professional practice by engaging in shared learning with people who have a common goal.
- **Mentoring:** partner a less experienced team member up with a more experienced team member who can provide and recommend opportunities for observation and reflection.

Strategies you can use to ensure that professional development is effective include:

- Ensure each team member has a set of clearly established personal goals and values.
- Assist team members to devise development goals that are strongly aligned with organisational values and priorities.
- Ensure team members get specific, relevant information regarding their performance.
- Help to enhance the jobs of team members by increasing their level of authority.
- Encourage team members to reflect upon their successes and failures.
- Be a role model for development by actively pursuing learning opportunities.

Processes

The execution of team processes can help to translate the capability of a team into tangible results. Such processes include:

- **Innovation:** generating new ideas, methods, tools and techniques for success
- **Problem-solving:** identifying problems as a team and working together to generate alternative solutions
- **Decision-making:** making quality decisions as a team by selecting the most appropriate alternative
- **Implementation:** engaging in team planning and taking effective action to get the intended results

To help improve these processes:

- As a team, analyse the formal and informal processes performed within your team
- Systematically review the work flow of your team, including the outcome of various processes, what happens when a team member is absent, how members of the team perceive different processes to be functioning and in what ways they can be improved, the physical layout of your work space, etc.
- Analyse the current structure of your work team (i.e. who does what and who reports to whom). Discuss why the team is structured in such a way, whether the structure is still relevant, and how the structure can be improved.

Keep in mind the importance of maintaining standardised work processes in order to facilitate a consistently high quality of work.