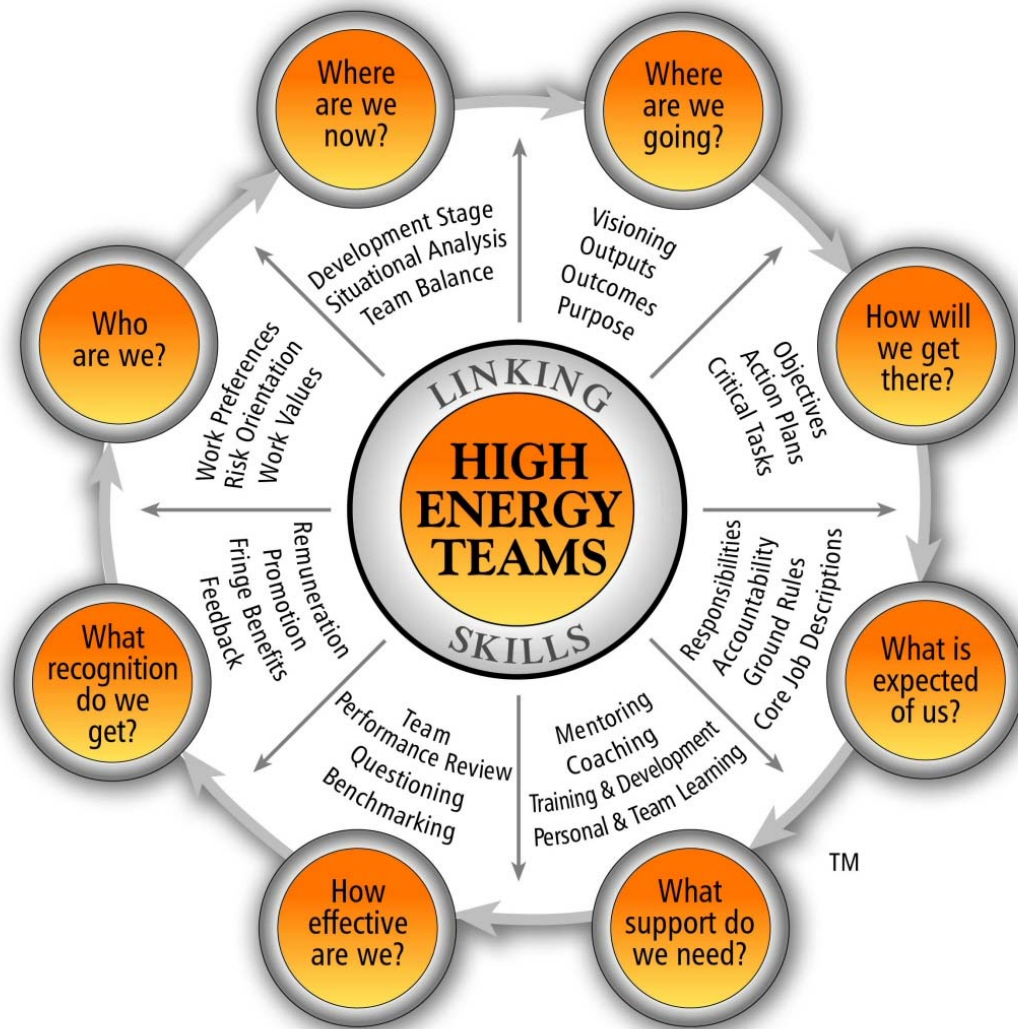


Strategic Team Development Profile



for

Your Team Name

Your Company Name



INTRODUCTION TO THE STRATEGIC TEAM DEVELOPMENT PROFILE

This Strategic Team Development Profile looks at eight key strategic questions that are fundamental to the development of high-energy teams. These questions were identified by Charles Margerison and Dick McCann as a way to determine which areas of team development should be given priority. This profile is based on the High-Energy Teams Model which identifies the key issues associated with these questions. Each question must be subject to continuous discussion and review through regular team learning processes.



- Who are we?
- Where are we now?
- Where are we going?
- How will we get there?
- What is expected of us?
- What support do we need?
- How effective are we?
- What recognition do we get?

Who are we?

Each person brings different strengths to a team and will approach problems and opportunities in a different way. Team members need to know 'what makes each person tick' so that individual differences can be harnessed to achieve maximum performance levels. The workplace behavior of team members can be understood by examining their Work Values, Risk-Orientation and Preferences.

Where are we now?

Before planning where you are heading as a team, it is useful to look at team balance, whether team members are likely to be risk averse or risk accepting, and whether conflicting values are likely to arise. A Situational Analysis will allow you to look at the team's key Strengths, Weaknesses, Opportunities and Threats and to determine whether the necessary resources are available to achieve the team's vision. In addition a Situational Analysis should contain a review of team balance in terms of Work Preferences and Risk-Orientation. Values alignment should also be checked.

Where are we going?

To work with energy, commitment and enthusiasm, a team needs to know where it is going. It has to have a vision that is aligned with the organization's mission and goals. It needs to understand its purpose - what makes it different from other teams, what its outputs are and what outcomes they lead to. A Team Purpose Statement can be used as a structure for the team to determine its 'purpose' and how that aligns with the organizational vision.

How will we get there?

To turn a vision into reality, it is necessary to systematically set objectives, action plans and measures of performance. It is important to plan the route from where you are now to where you want to be through looking at the critical tasks to be done.

What is expected of us?

People find it difficult to perform if they don't know what they are meant to be doing. In a High-Energy Team, all team members will fully understand their job description, their role in the team, what they are responsible for and, most importantly, what they are accountable for. The development of behavioral ground rules aligned with agreed shared team values is also important to ensure team survival.

What support do we need?

Once the team finds answers to the first five questions it can then focus on what support is required to deliver results. This means doing a training and development needs assessment and establishing on-going systems of team learning so that all team members can continuously develop their skills.

How effective are we?

A High-Energy Team is one that regularly reviews its effectiveness and continually improves its performance. Benchmarks for success can be established and procedures for learning from mistakes implemented. A regular process of 'Questioning' helps prevent complacency from developing.

What recognition do we get?

Most teams will not attain high-energy levels unless there is adequate recognition for the accomplishments of all team members. This can be achieved through feedback, remuneration, fringe benefits and promotion.

The processes that ensure all eight questions are integrated and coordinated are known as 'Linking'. Team members and particularly the team leader need to be effective at a whole range of Linking Skills.

SATISFACTION AND IMPORTANCE RATES

Following this introduction are a set of satisfaction and importance rates for the whole team and for the various co-worker groups (if any) that were used as external raters.

Ideally each group should be 100% satisfied with the way the team is addressing all eight strategic questions, although in reality this is unlikely to occur very often. You may find it interesting, however, to compare the satisfaction rates that each respondent group has recorded for each strategic issue.

If the satisfaction levels of any of the respondent groups are more than 10% below your own team's satisfaction level then you may need to look at what you can do to address the relevant strategic issues.

If the satisfaction levels of the respondent groups are more than 20% below your own team's estimate then you should seriously consider why the estimates vary. While you may 'think' that the team is addressing these issues satisfactorily, the reality is that other people see a need for improvement.

To the right of the satisfaction rate graphs are the importance ratings and ranking. The importance rating measures how important each respondent group considers the various strategic questions to be. A 100% rating means that this strategic issue is considered to be of maximum importance. The ranked order simply 'orders' the strategic questions from 'one' to 'eight' so that you can easily see which issues are considered more important.

RESPONDENT DATA

This Strategic Team Development Profile was compiled from responses by the following groups:

Team Members:

Your Team Name

Group A:

Colleagues from other teams in your organization

Group B:

Clients and / or customers of your team

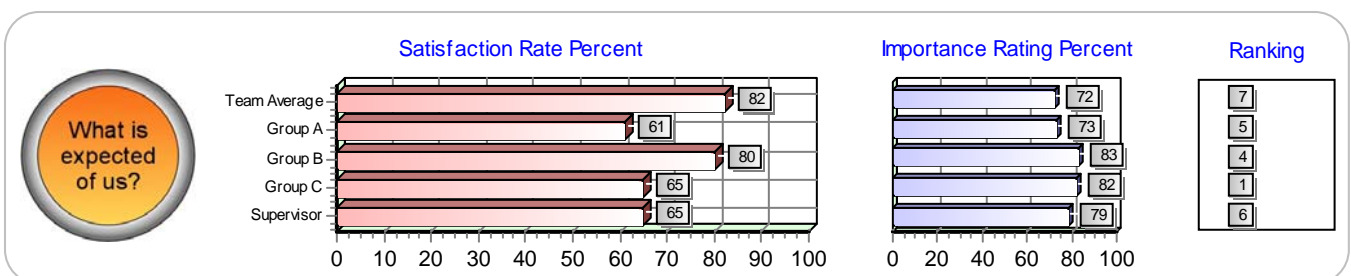
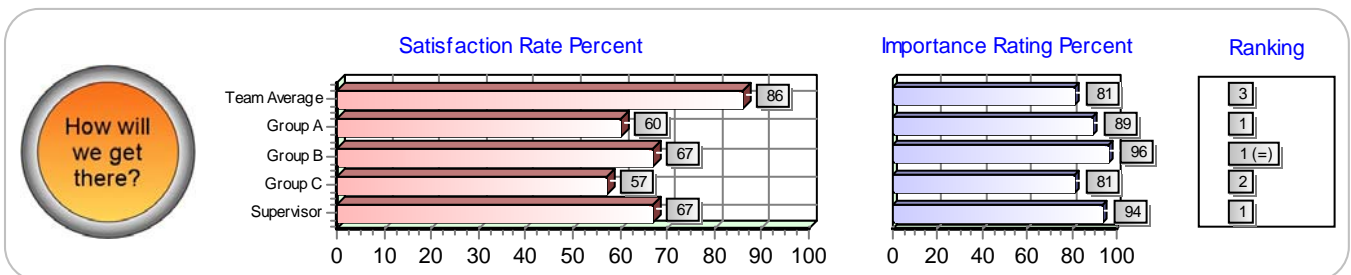
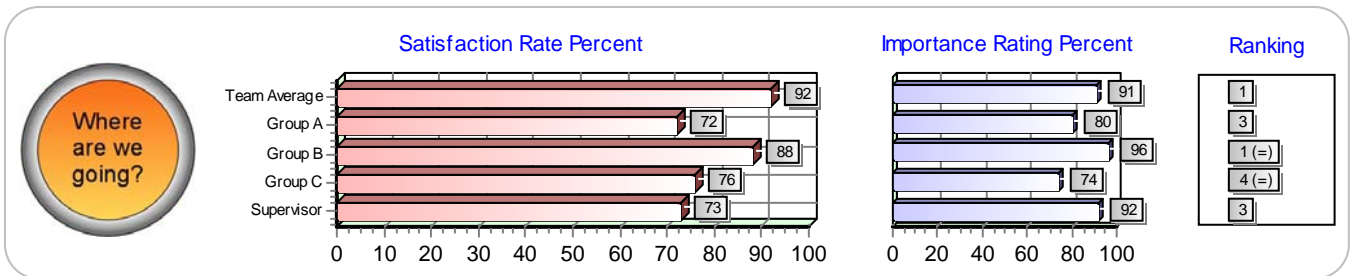
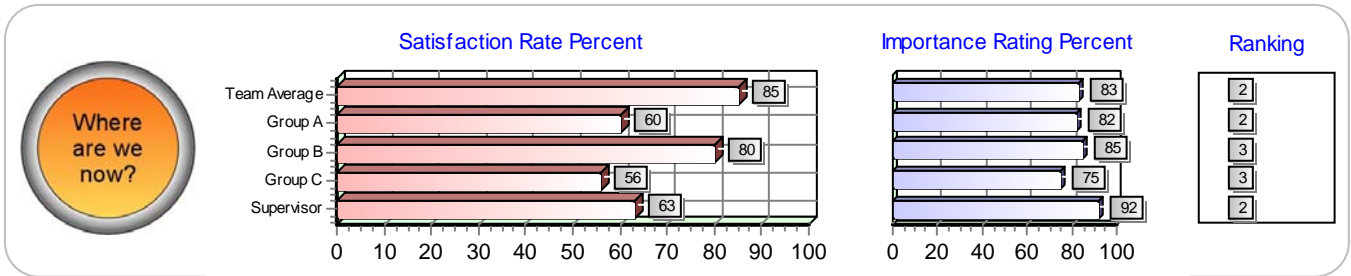
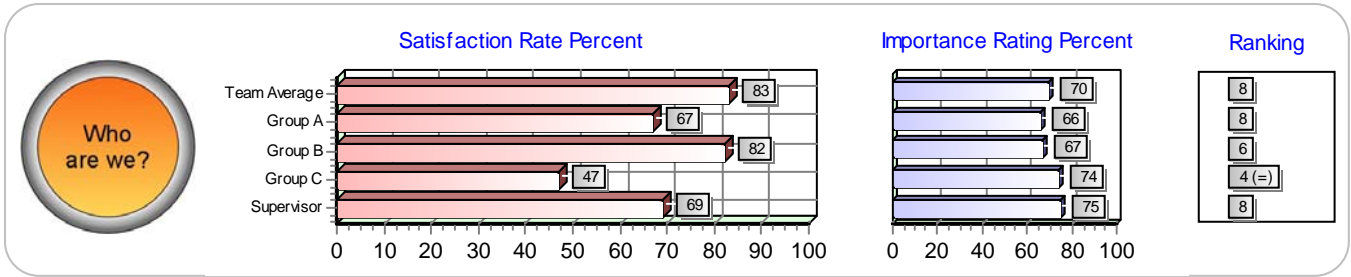
Group C:

Other respondents

Supervisor:

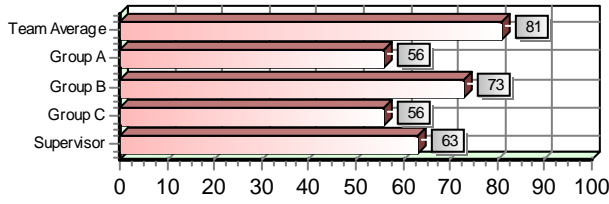
Colleagues at a higher level in the organization

TEAM PERFORMANCE SATISFACTION RATES - ALL RESPONDENT GROUPS

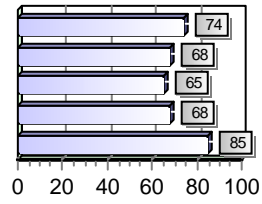




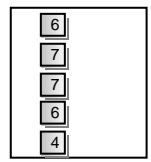
Satisfaction Rate Percent



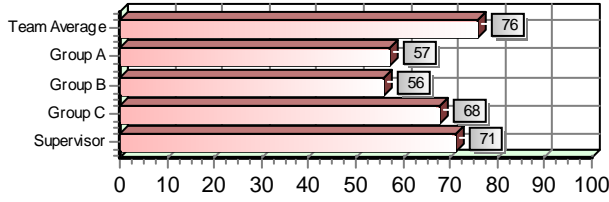
Importance Rating Percent



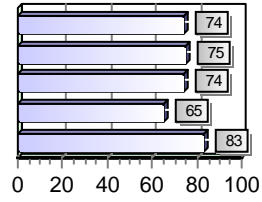
Ranking



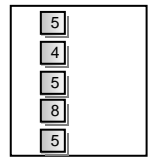
Satisfaction Rate Percent



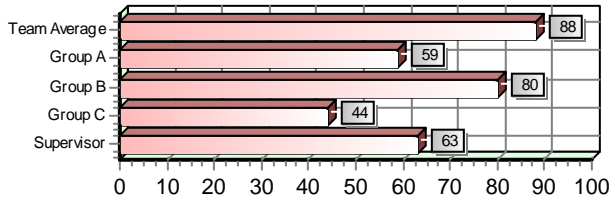
Importance Rating Percent



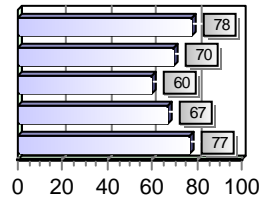
Ranking



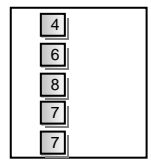
Satisfaction Rate Percent



Importance Rating Percent



Ranking



HIERARCHY OF SATISFACTION AND IMPORTANCE RATES



The next set of graphs shows the hierarchy of satisfaction and importance rates for the team, for each of the eight strategic questions. The graph on the left-hand side is the satisfaction rate hierarchy and the graph on the right-hand side is the importance rating hierarchy. The top bars are those with the highest score and the bottom bars those with the lowest score.

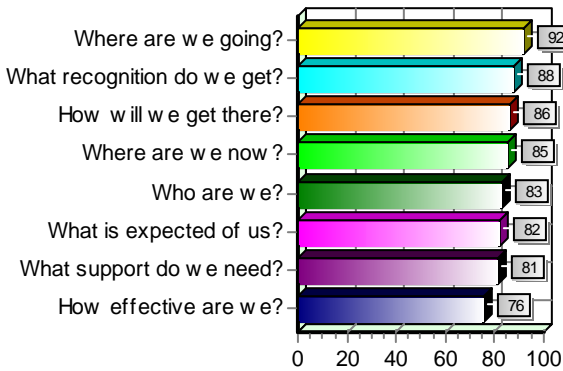
This information can help team members decide which of the strategic issues they are satisfied with and which may need addressing. It is important to examine both the satisfaction rate *and* the importance rating for each of the questions. If, for example, 'what support do we get' has the lowest satisfaction rate *but* the highest importance rating then this could be regarded as the strategic issue in most need of attention. If, however, 'what support do we get' has the lowest satisfaction rate *and* also the lowest importance rating then the team members may consider that other issues have a higher priority for attention.

If there are any co-worker or supervisor group respondents then satisfaction and importance hierarchies are also presented for each group. This comparative information can also be very useful in helping team members decide which issues should be a priority. If there are consistent views across all groupings then the decision may be easy. If however, the team, co-worker grouping and supervisor groupings have different patterns then a discussion should focus on why people hold different perceptions concerning the team's activities.

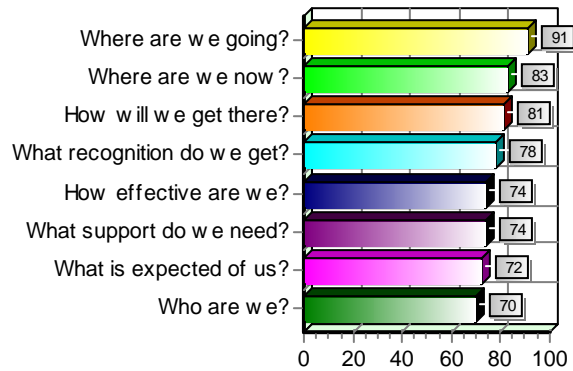
HIERARCHY OF SATISFACTION AND IMPORTANCE RATES

Team Members

Satisfaction Rate Percent

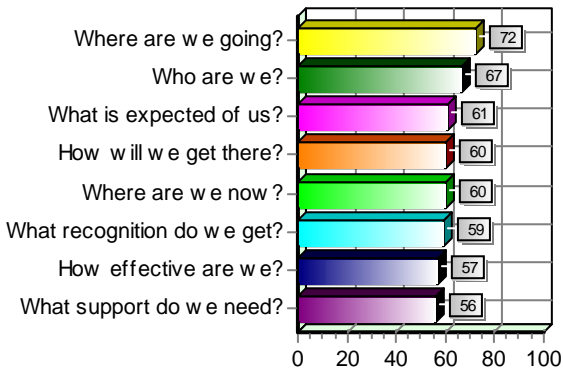


Importance Rating Percent

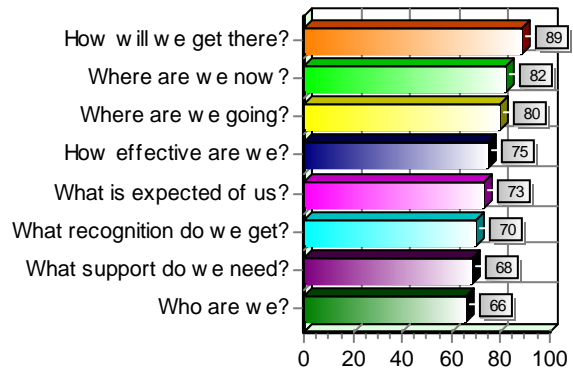


Group A

Satisfaction Rate Percent

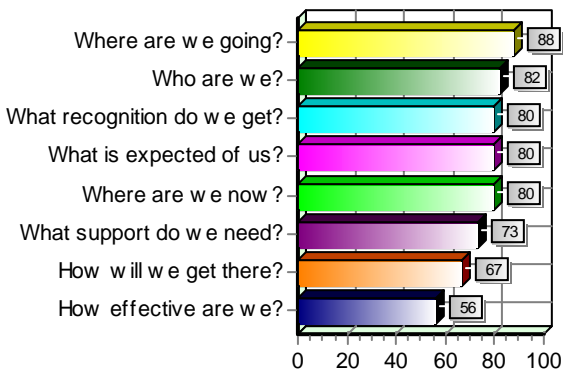


Importance Rating Percent

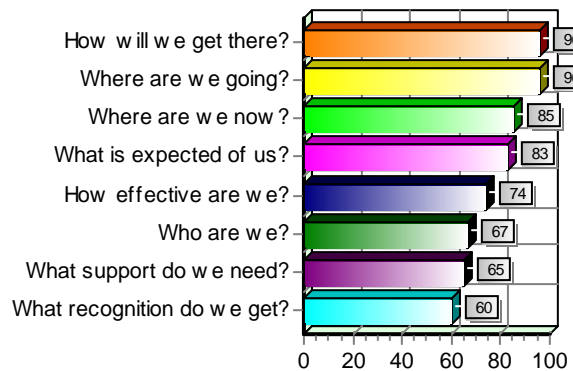


Group B

Satisfaction Rate Percent

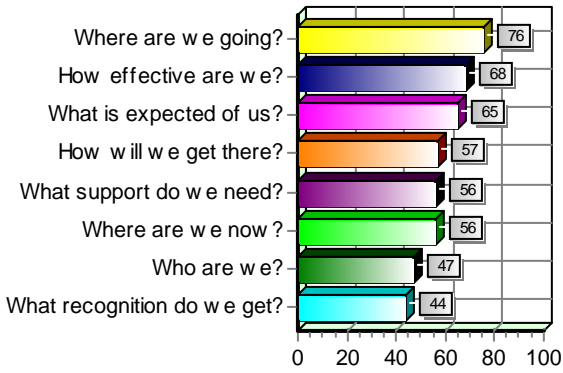


Importance Rating Percent

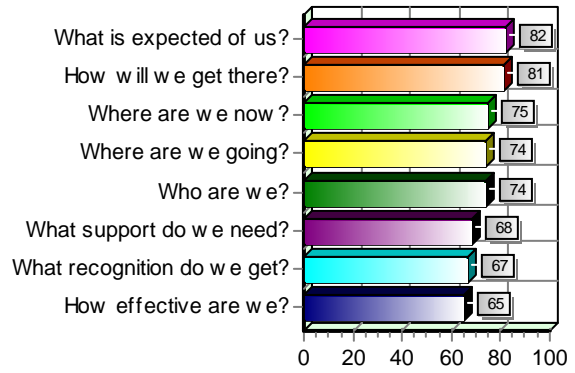


Group C

Satisfaction Rate Percent

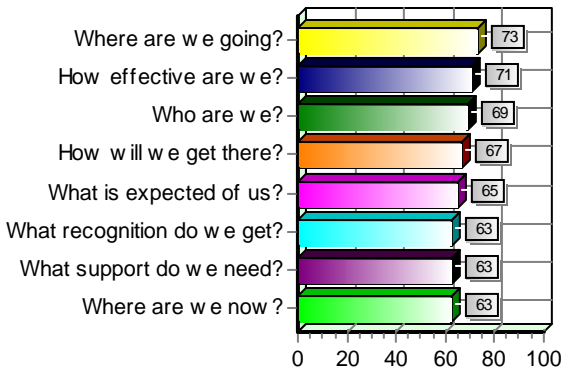


Importance Rating Percent

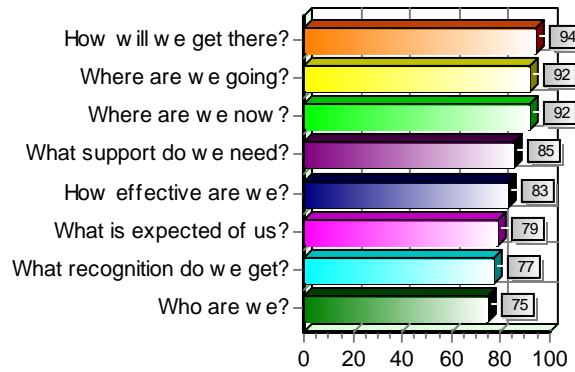


Supervisor

Satisfaction Rate Percent



Importance Rating Percent



TEAM MEMBERS' RANGE OF OPINION ON SATISFACTION RATES AND IMPORTANCE RATINGS

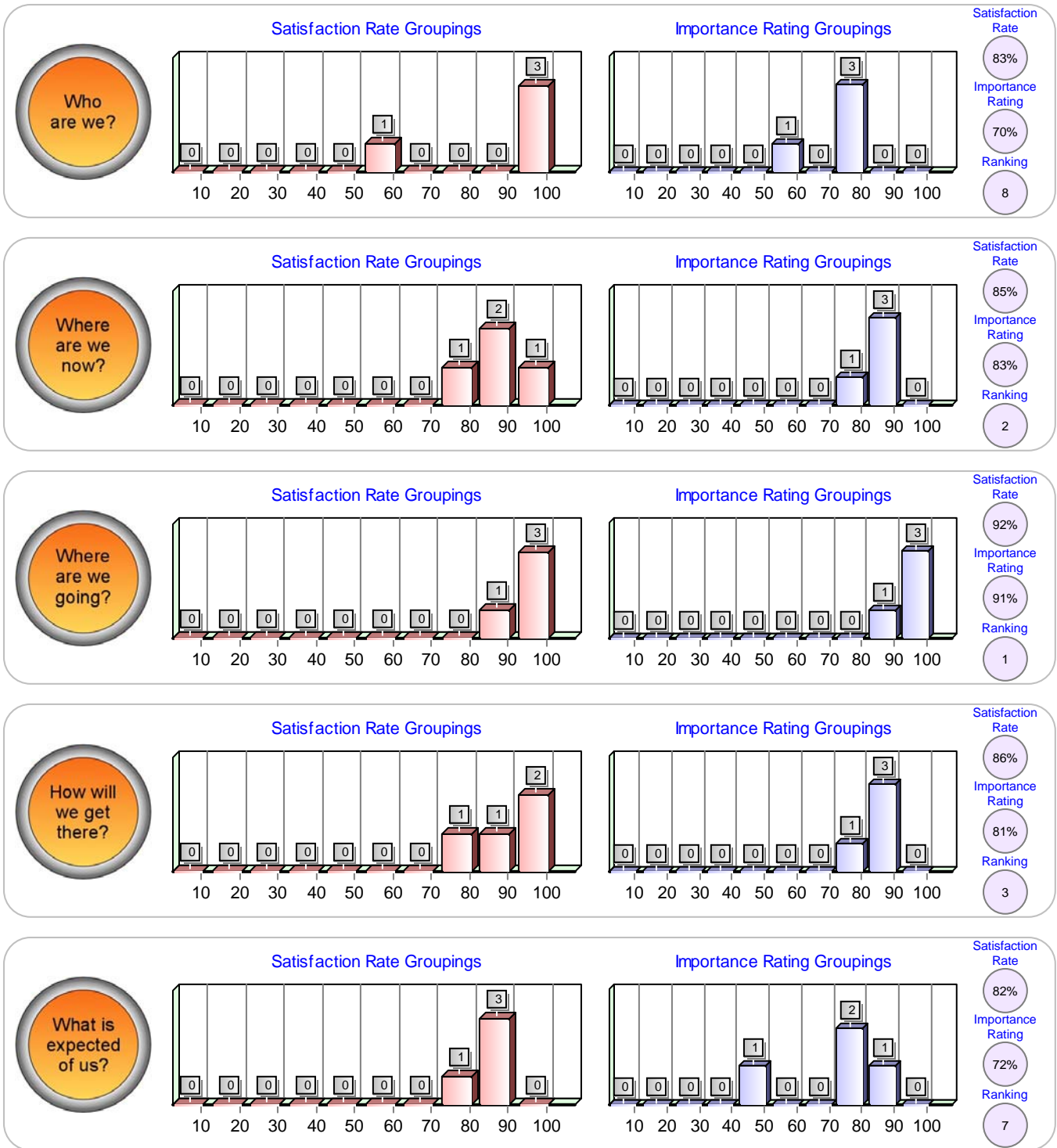


The third set of graphs show frequency distributions for individual team members, for each of the eight strategic questions. The graphs on the left-hand side are the satisfaction rates and those on the right-hand side are the importance ratings.

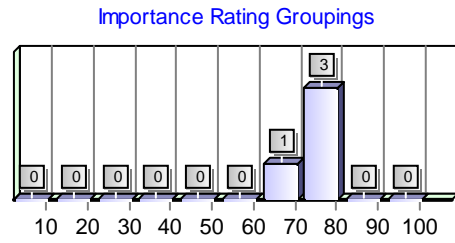
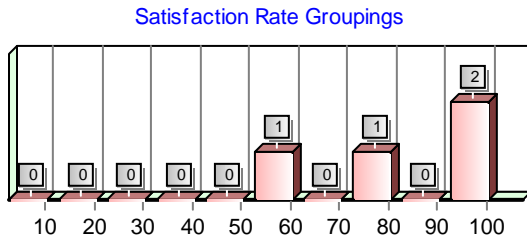
These graphs indicate the number of team members with scores in percentage bandwidths of 10%. By examining these graphs you can see whether team members are of the same opinions or whether there are significant differences. If, for example there were three team members scoring satisfaction rates in the range 70-80%, two in the range 50-60% and one in the 10-20% range then there is an obvious disagreement in the level of satisfaction experienced for that particular strategic issue. If, however, everyone scores in the same 10% range (for example 70-80%) then there is general agreement.

Where there are significant differences in team members' ratings then a discussion should take place to try to understand the reasons.

TEAM MEMBERS' RANGE OF OPINION ON SATISFACTION RATES AND IMPORTANCE RATINGS



What support do we need?

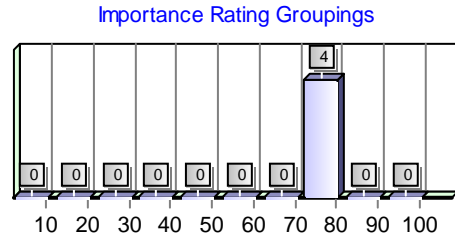
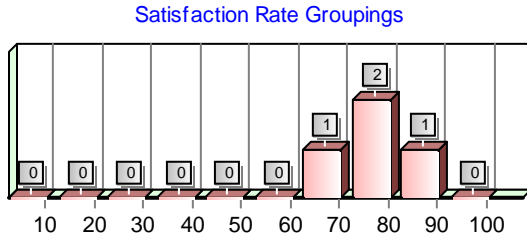


Satisfaction Rate
81%

Importance Rating
74%

Ranking
6

How effective are we?

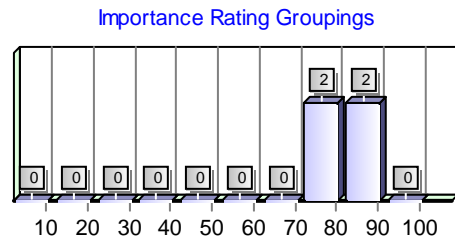
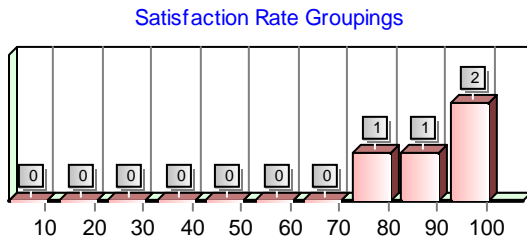


Satisfaction Rate
76%

Importance Rating
74%

Ranking
5

What recognition do we get?

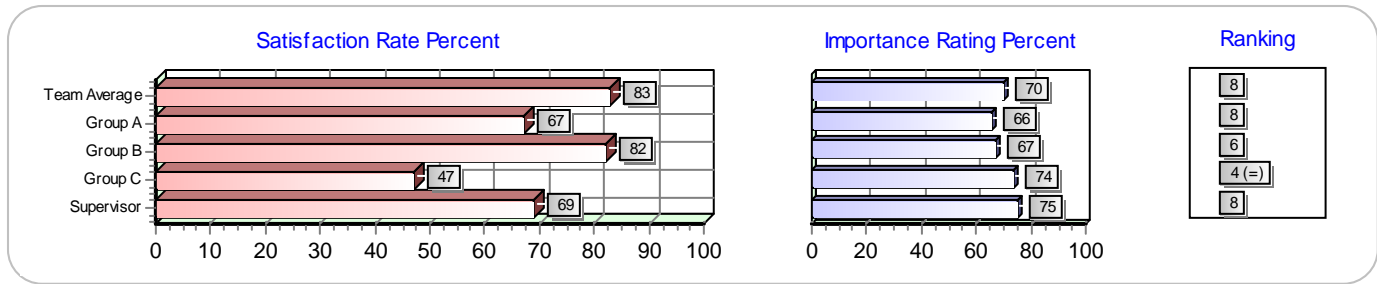


Satisfaction Rate
88%

Importance Rating
78%

Ranking
4

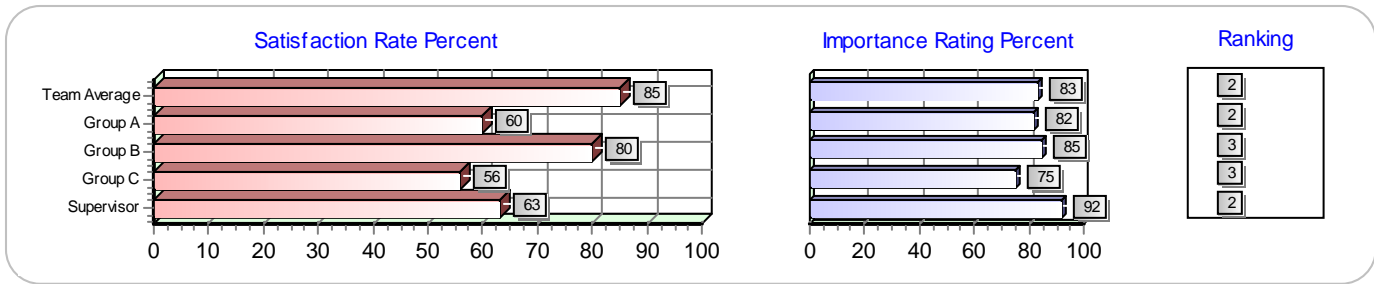
Who are we?



This strategic issue has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of addressing the following areas:

- Perhaps the greatest challenge facing team members and particularly their managers and leaders is to understand why people behave the way they do. Different behaviors are simply 'different' but as humans we assign value judgements to them of 'good' and 'bad', which more often than not reflect our own behavior. In addressing the strategic issue of 'Who are we?' it's important to look at the reasons why people tend to 'do what they do'. Models such as the Workplace Behavior Pyramid are designed to facilitate this process. Data from respondents suggest that some work needs to be done by the team in this area.
- Successful teams understand and appreciate the individual differences among team members. These differences can be to do with values, approach to risk or work preferences. Respondents have indicated that team members may not fully appreciate the different ways that team members approach tasks. It might be a good idea to bring this up at a future meeting.
- Values are fundamental concepts or beliefs that drive our decision-making and cause us to summon up energy to preserve what we believe in. They go beyond specific situations and determine how we view people, behavior and events. Often major sources of conflict and disillusionment are due to mismatched values. An important part of addressing the strategic question 'Who are we?' is to understand the differing values held by team members. Some people may value *Individualism* whereas others value *Collectivism*. Some people value an environment of *Compliance* whereas others value *Empowerment*. One of your team meetings should focus on identifying these differing values.
- Individuals approach risk in different ways. Some people will see opportunities as 'stepping stones' to the future whereas others may see them as 'stumbling blocks'. For a team to work well it's important for everyone to understand who is risk accepting and who is risk averse. This information will allow team members to understand the various positions people take when discussions are held. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Some aspects of our work might interest us more than others and therefore we'll tend to place more emphasis on these activities, which are referred to as our 'work preferences'. Preferences are often the first thing we notice in others - 'He's rather quiet, isn't he?' or 'She never stops talking.' Some people prefer to think things through on their own whereas others need to talk out loud to clarify their ideas. Knowing the work preferences of your fellow team members will help reduce conflict and improve communication. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Diversity is essential to the survival of all systems, be they ecosystems or human systems. It's through diversity that a wide variety of options are generated which in turn can lead to better outcomes. In teamwork, diversity can prevent 'group think' where everyone comes up with the same answer, be it right or wrong. High-energy teams value diversity and leverage it to ensure greater performance. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

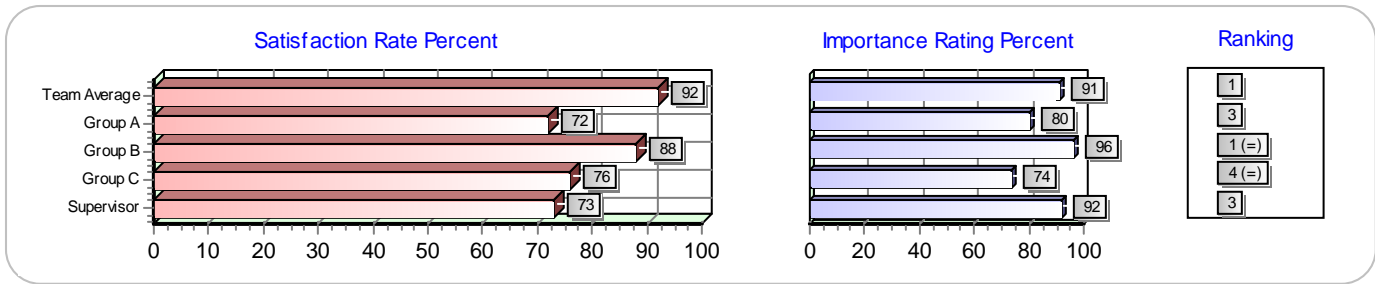
Where are we now?



This strategic issue has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas that might need attention are listed below:

- An important part of addressing the 'Where are we now?' issue is to look at the balance within the team. This can be easily done by examining individual work preferences. If everyone has strong work preferences for Organizing and Producing and low preferences for Innovating and Advising, it may lead to a reduced emphasis on gathering information and the acceptance of new ideas. Imbalances like this can be easily corrected once they are identified. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Some teams can see the opportunities that lie ahead whereas others seem to lack foresight. In planning for the future it's worth identifying the 'risk-orientation' of each team member. Low opportunity:obstacle ratios may explain why some team members may place less emphasis on seeing the opportunities. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Obstacles are a fact of life. They crop up in every project, no matter how much forward planning is undertaken. What makes the difference in successful teams is how project leaders and their teams react when problems arise. Obstacles treated only as stumbling blocks impede progress; obstacles treated as stepping stones keep a project moving. High-energy teams will use Potential Obstacle Analysis to highlight and evaluate those areas where unexpected difficulties might arise. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- For a team to function at an optimum level it's important that there's an agreed set of shared values. When a team agrees on its core values it's easy to deal with conflict situations. Team members can then pull in the same rather than different directions. Without agreed common values, interpersonal problems are likely to arise. In preparation for future improvements in the way the team works, team members should address the strategic issue of 'Where are we now?' by asking the question, 'Do we share the same values?' Respondents have indicated that the team doesn't have a set of shared values.
- It's important for a team to recognize any weaknesses it may have. These may relate to either external factors or internal factors. If not recently done it might be useful to carry out a team SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). Respondents have indicated that team members may not be aware of inherent weaknesses within the team.
- Although team members seems satisfied that the team is regularly performing at a high level, one or more of the co-worker/supervisor groupings thinks differently. High-energy teams set and achieve goals, diagnose and solve problems, have open communication, good support and high levels of trust. Above all they set and achieve goals regularly. You should meet to discuss the different viewpoints.

Where are we going?

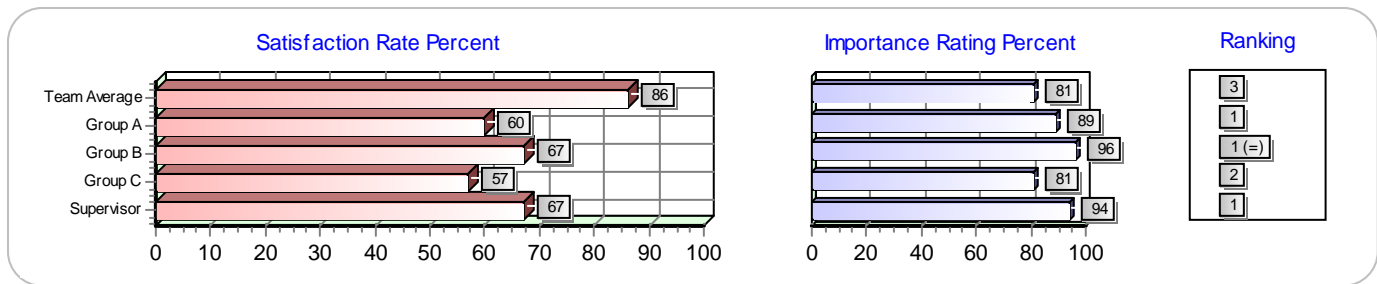


This strategic issue has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas that might need attention are listed below:

- Data from respondents suggest that team members may not clearly understand the organizational vision. This is a basic component of the strategic issue 'Where are we going?' If nobody knows where they should be going then it is virtually impossible to plan how to get there. An organizational vision needs to be developed and widely communicated by the senior management team. It establishes the 'big picture' and gives the necessary direction for teams to develop the 'team purpose'. A team discussion should be held soon to address this issue.
- All respondents seem satisfied that team members know why the team exists. This is important to give the team direction. A 'team purpose' usually helps by defining boundaries for what is and is not part of the team's work; giving a framework for defining and evaluating the team's success; focusing thinking and creativity; and helping determine the important tasks.
- Top-performing teams always make sure that their vision is aligned with that of the organization. In general, organizations are only effective when the various teams all pull in the same direction - towards the output and outcomes desired by those at the highest level. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently. You may need to reflect on the reasons for these different views.
- All respondents seem satisfied that team members have a clear picture of who the team serves: who its internal and external customers are; and who the people are that will receive and use what the team produces.
- A high-performing team will focus on those tasks that are aligned with the team purpose and which will deliver the organizational vision in the most efficient way. Critical tasks will vary as a project proceeds but it's important that the team regularly checks that it's 'doing the right thing' as well as 'doing things right'. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently. You may need to reflect on the reasons for these different views.
- High-energy teams have a specific focus for their work. Does your team know specifically what its outputs and outcomes are? 'Outputs' are the specific team results delivered to clients or customers. 'Outcomes' are the effect of the results on the clients. These issues can be dealt with by getting the team to draw up a *Team Purpose Statement*. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently. You may need to reflect on the reasons for these different views.



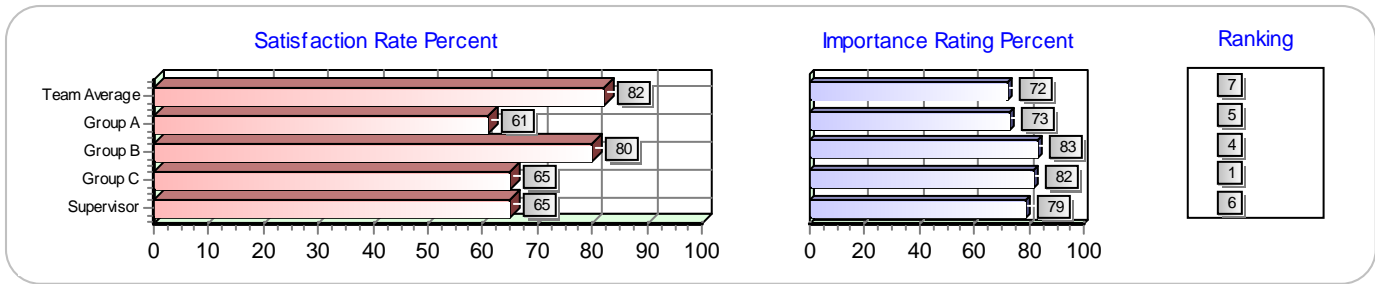
How will we get there?



This strategic issue has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas that might need attention are listed below:

- Answers to the 'How will we get there?' question focus on looking at the gap between 'Where are we now?' and 'Where are we going?' There is a starting point and a destination but now the team has to plan its journey. Of all possible routes it needs to work out the best one and to foresee any potential problems that might arise. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Addressing the strategic issue of 'How will we get there?' means having clear objectives - milestones along the way to delivering the organizational vision. This may involve agreeing key result areas and ways of evaluating performance. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Having a vision aligned with that of the organization is a start but it's of little use unless that vision is turned into a reality. This means having down-to-earth plans that are practical and capable of implementation. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Having plans is an important part of addressing the issue of 'How will we get there?' but the team needs the commitment to move forward to its goals. This requires a high level of motivation and the ability to distinguish the important tasks from the peripheral ones. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Plans that are specific and action based are important to the success of the team. Some teams consider the planning is done when they have developed generalized statements of idealized ways of working rather than practical, structured procedures of 'who' will do 'what', 'how', 'when' and 'why'. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- To move the team towards its goals it's important to understand the critical tasks that are the basis of team success. These are the nine key factors of Advising, Innovating, Promoting, Developing, Organizing, Producing, Inspecting, Maintaining and Linking. At various stages in a project one or more of these will be critical. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

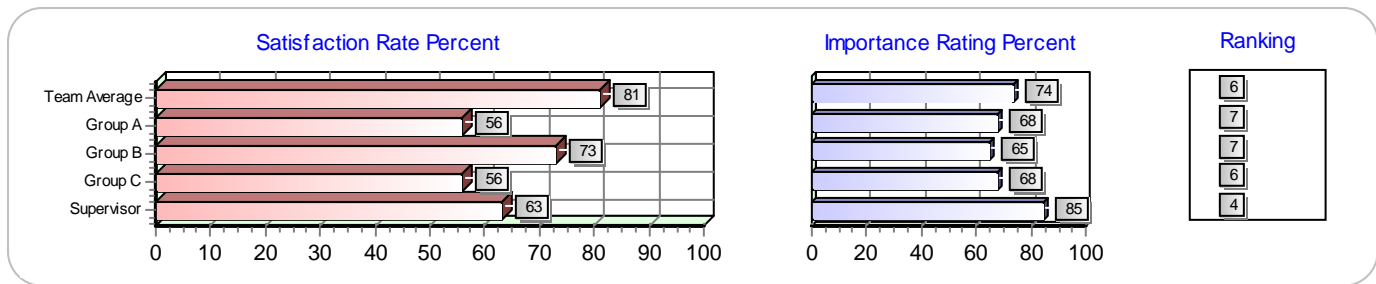
What is expected of us?



This strategic issue has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas that might need attention are listed below:

- Many tasks at work can be conducted satisfactorily by a variety of different people, although often there are some aspects of the job that are more complex or demanding, and these will usually require special skills to complete them to a high standard. These are the critical tasks that 'make the difference' between a good performer in the job and a poor performer. It's important that team members fully understand the critical tasks in each person's job. Respondent data suggest that this is not currently the case.
- Ground rules are guidelines for how the team will function. Sometimes they are referred to as the social 'glue' that holds a team together or a code that describes 'the way we do things around here'. Ground rules improve the team's effectiveness and efficiency and help prevent excessive 'storming'. They will minimize confusion, disruptions and conflicts. Once ground rules are in place everyone knows what is expected of them as far as teamwork is concerned. Data from respondents suggest that clear ground rules that define acceptable behavior are required.
- The strategic issue of 'What is expected of us?' addresses the area of job descriptions. It's important for team members to know what the boundaries to their job are and what the tasks are on which they will be evaluated. While it's important to have some flexibility, if job descriptions lead to overlapping responsibilities there could be problems for the team. It's a good idea to set aside a team meeting to share and compare current job descriptions. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- It's important to the team that everyone knows not only what their job is but the areas over which they have accountability. A job description rarely indicates precisely the authority and accountability that people have. In many teams, patterns of work are established that allow team members to have authority on an informal basis. Problems can occur in teams because there are no clear guidelines as to who has authority to do what, and where the areas of accountability lie. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Although your team seems satisfied that individuals are well matched to the team tasks, one or more of the co-worker/supervisor groupings thinks differently. Critical team tasks can be identified in terms of key work functions: Advising, Innovating, Promoting, Developing, Organizing, Producing, Inspecting, and Maintaining. Most people like some of these tasks but dislike others. Understanding individual preferences can be the key to improving performance in this area.
- Although your team seems satisfied that team members are aware of their responsibilities, one or more of the co-worker/supervisor groupings thinks differently. Difficulties often occur when there is ambiguity over the responsibilities of each team member. This tends to be compounded when people have responsibilities but not the accountability that go with them. The issues can be addressed by facilitating a session where team members answer the question, 'What do I need from each team member in order to do my job well?' Each team member then takes the responsibility to deliver on the various needs.

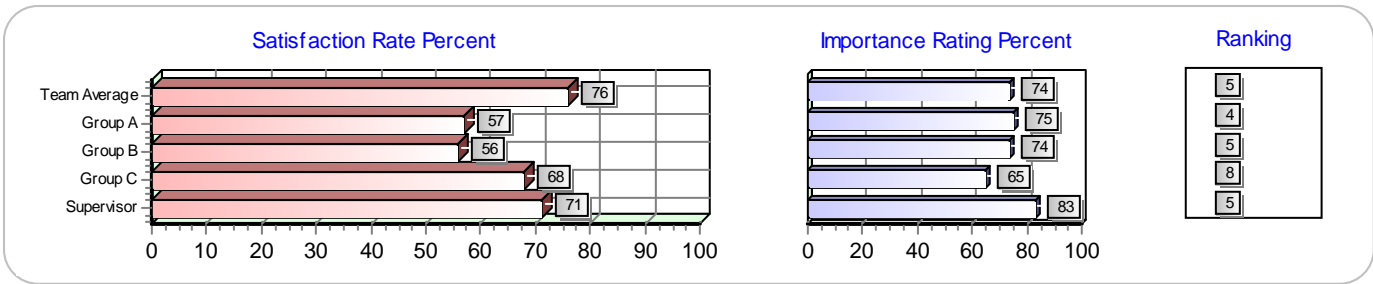
What support do we need?



This strategic issue has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas that might need attention are listed below:

- In the 'Where are we going?' and 'How will we get there?' sections the team develops the ideal outputs and outcomes. In this part of the High-Energy Teams Model, the team identifies the support that's required to deliver these targets. Support is required at both the team and the individual level. A culture of team support should encourage personal growth and development, risk taking, experimentation and innovation. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Support is also required at the individual level. The team as a whole should encourage team members in their personal learning. Team members should consider the skills they need to do their job better. A Personal Learning Action Plan (**PLAP**) can help team members plug any gaps they have, by addressing four questions: What do I want to learn? What resources do I need? Who can help me? How will I know if I've learnt anything? Respondent data suggest that more encouragement of personal learning is required.
- Respondents have indicated that the team may be ignoring the possibility to learn from mistakes. No-one is perfect and mistakes will be made. What differentiates high-performing teams from low-performing teams is how they treat mistakes. High-performing teams will use mistakes as a learning opportunity and a way to ensure that similar situations don't occur again. Your team should meet to establish a structure for handling problems in an open and blame-free manner.
- Although your team seems satisfied that it's identified any skill gaps among team members, one or more of the co-worker/supervisor groupings thinks differently. In this process the team should agree on the main tasks to be carried out in the next planning period. Then an assessment is made of the current team skills required to deliver these. A list of necessary resources will soon identify any gaps that need to be filled, either by way of people, technology or systems and procedures.
- Respondents have indicated that coaching and mentoring possibilities should be considered for the team. Mentoring is a process of learning from senior experienced managers, who are usually from outside the immediate team. It differs from coaching in that there's no direct accountability between the mentor and the team member. Coaching and mentoring should be on the agenda of one your team meetings.
- Respondents have indicated that more training and development opportunities are required in the team in order to deliver the team purpose and the organizational vision. Does the team have a training and development plan for all team members? If not, then it's worthwhile each person considering their personal needs for the future and discussing them with the team leader or in a team meeting focusing on training and development.

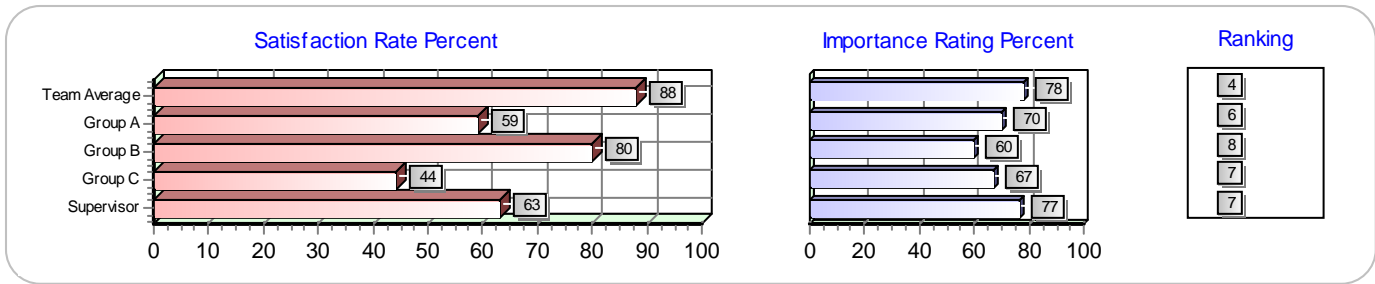
How effective are we?



This strategic issue has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas that might need attention are listed below:

- Teams that satisfactorily address the strategic issue of 'How effective are we?' have a system that enables them to continually improve performance. This usually incorporates regular team audits, benchmarking and team process reviews. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Addressing the strategic issue 'How effective are we?' involves carrying out regular team performance audits. Respondent data suggest that the team would benefit from doing this. Team members should give their individual views on key team performance factors and outsiders, such as others teams, clients or senior management should also be asked for their views. The information received will then enable the team to focus on the specific areas where improvement in effectiveness is required.
- High-Energy Teams are those that constantly evaluate their performance against benchmark standards. Most organizations have best practice standards and urge their teams to continuously improve to meet these standards. There's always someone in your industry sector performing better than your team and the aim of this section of the High-Energy Teams Model is to get your team on the pathway to worldwide best practice. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- To be effective teams need to continually question their way of working. One way of doing this is to use the following questions as a framework. Do we gather enough information? Is this the best way of doing it? Who are the stakeholders we need to influence? Is this what stakeholders want? Are we organized well enough? Are our products/services clearly defined in terms of outputs and outcomes? What details need checking? Are we maintaining our standards? How can linking be improved? Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- High-energy teams review the processes of interaction among team members. Such a review looks at 'how' things are done rather than the more straightforward 'what' is being done. Asking teams to discuss this aspect of their work will usually mean consideration of the behavioral aspects of the team. This encourages the team to begin to share, compare and give one another feedback. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- It's vital that team members get together to discuss how they feel the team is performing. Everyone should be encouraged to give open and honest feedback. This should be done with an emphasis on the positive rather than the negative. One way to initiate this is to address such questions as: What does our team do well? What does our team do badly? How can we improve our service to our clients? Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

What recognition do we get?



This strategic issue has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of addressing the following areas:

- Teams are unlikely to attain high-energy status unless there's adequate recognition for the accomplishments of all team members. It's usually up to the team leader to ensure that this happens as far as financial remuneration and promotion are concerned, but for the 'softer' areas such as positive feedback, everyone in the team can make a contribution. Individual rewards are the most difficult 'recognition'. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- An important way of recognizing excellence is by the use of informal rewards. Individual fringe benefits are commonly given in the form of travel bonuses, club memberships, car allowances and the like, although the fringe benefits tax system in many countries has minimized the possibilities in recent years. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Many of us fail to make time to give positive feedback. When someone in the team does something well then just a simple 'thank you' goes a long way towards making people feel wanted. Some people enjoy public recognition whereas others prefer just a one-on-one 'thank you'. Knowing when to 'go public' and when to 'go private' comes with skill in understanding people's work preference and values. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- People like recognition for the effort they put in at work. One way of doing this is by celebrating key successes. There are many opportunities during the year to get people together just to socialise or to celebrate some important result such as the achievement of a special target. Team celebrations are beneficial as they help the development of Collectivism within the team. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Respondent data indicate that more effort may need to be put into creating promotion opportunities for the team. Even if the authority to promote people is not under the team's control, team members can at least be prepared for promotion. Everyone needs a personal career plan and if possible a particular job that they have their sights on. Possibilities for promotion and advancement should be a subject for discussion between team members and their supervisors.
- The challenge for team leaders is to reward the team collectively for its efforts and at the same time recognize the different skills held by individuals. It's important that the more senior team members are not rewarded at the expense of the more junior team members. The effect of this can be devastating on the motivation and energy of the team. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

QUANTITATIVE REPORT



In this section of the report you will see an analysis of the Strategic Team Development Profile Questionnaire results, item by item. This information will help you to focus accurately on the specific areas that require further development.

On the following pages is an analysis of the six items measuring each strategic issue. Here you will see the raw data for each item and for each respondent group. The gap between what *should occur* (S) and what *does occur* (D) is represented by the length of the 'bar' and this allows you to see which particular items have been rated high or low.

The column headed 'No.' shows the number of respondents in each group. If any line contains a zero in the 'No.' column it means that all respondents in that group have chosen not to answer that particular item.

Where there is more than one person in a group (usually the team member group) you will notice a column headed 'Range of Opinion'. This shows the difference in gap scores recorded by the respondents in that particular group. For example, there may be ten people in your team who have responded with an average gap of, say, 0.9. The 'Range of Opinion' indicates whether everyone in the group recorded similar results or whether there were differences of opinion. For example, an average gap of 0.9 could arise from two people scoring a gap of 'zero', seven a gap of 'one' and one a gap of 'two'. Alternatively a distribution of five 'zeros', one 'one' and four 'twos' would lead to the same average gap. By examining this information carefully you can see whether the individuals in a respondent group hold the same view or whether there are significant differences of opinion.

The key to the 'Guides for Action' column is as follows:

- **M** Do more of this activity
- **L** Do less of this activity
- **?** Uncertain (some of the group satisfied, others not)
- **OK** No action required



Who are we?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 1: Knowing why team members behave the way they do

Team Member	4	2.25	1.50	0.75			D S	?	2	1	1			
Group A	4	2.75	1.75	1.00			D S	?	1	2	1			
Group B	3	2.67	2.33	0.33			D S	OK	2	1				
Group C	3	2.33	1.33	1.00			D S	OK		3				
Supervisor(s)	2	2.50	1.50	1.00			D S	OK		2				

Question 10: Appreciating the individual differences among team members

Team Member	4	3.50	3.25	0.25				D S	?	2	1	1		
Group A	4	2.50	1.75	0.75				D S	?	1	2		1	
Group B	3	2.33	2.00	0.33				D S	OK	2	1			
Group C	3	3.33	1.00	2.33				D S	M			2	1	
Supervisor(s)	2	3.50	2.50	1.00				D S	OK		2			

Question 16: Understanding the different values held by team members

Team Member	4	2.75	1.75	1.00				D S	?	1	2	1		
Group A	4	2.75	1.75	1.00				D S	?	2	1		1	
Group B	3	3.00	2.33	0.67				D S	OK	1	2			
Group C	3	3.00	1.00	2.00				D S	M		1	1	1	
Supervisor(s)	2	3.00	2.00	1.00				D S	OK		2			

Question 22: Knowing how each team member approaches risk

Team Member	4	2.25	2.00	0.25				D S	OK	3	1			
Group A	4	2.75	1.75	1.00				D S	?	1	2	1		
Group B	3	2.67	2.00	0.67				D S	OK	1	2			
Group C	3	3.33	1.33	2.00				D S	M		1	1	1	
Supervisor(s)	2	3.50	2.00	1.50				D S	M		1	1		

Question 27: Knowing what work each team member prefers to do

Team Member	4	3.00	3.00	0.00					D S	OK	4			
Group A	4	2.75	2.25	0.50					D S	OK	2	2		
Group B	3	2.33	2.00	0.33					D S	OK	2	1		
Group C	3	2.33	1.33	1.00					D S	?	1	1	1	
Supervisor(s)	2	2.00	1.50	0.50					D S	OK	1	1		

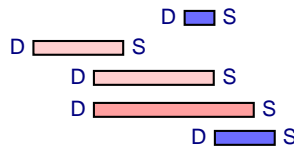
Who are we?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 32: Valuing diversity

Team Member	No.	Should Occur	Does Occur	Gap													
Team Member	4	3.00	2.75	0.25							OK	3	1				
Group A	4	2.25	1.50	0.75	D						?	2	1	1			
Group B	3	3.00	2.00	1.00		D					?	1	1	1			
Group C	3	3.33	2.00	1.33			D				M	1	1			1	
Supervisor(s)	2	3.50	3.00	0.50							OK	1	1				



Where are we now?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 2: Being well balanced to cope with all facets of teamwork

	No.	Should Occur	Does Occur	Gap						OK	Range of Opinion				
Team Member	4	3.25	3.25	0.00						OK	4				
Group A	4	3.25	2.25	1.00						?	1	2	1		
Group B	3	2.67	2.33	0.33						OK	2	1			
Group C	3	3.33	1.67	1.67						M		1	2		
Supervisor(s)	2	3.50	2.50	1.00						?	1		1		

Question 11: Seeing the opportunities that lie ahead

	No.	Should Occur	Does Occur	Gap						OK	Range of Opinion				
Team Member	4	3.50	3.00	0.50						OK	2	2			
Group A	4	3.50	1.75	1.75						M		2	1	1	
Group B	3	3.67	2.67	1.00						?	1	1	1		
Group C	3	3.00	2.00	1.00						?	1	1	1		
Supervisor(s)	2	4.00	2.00	2.00						M				2	

Question 15: Analyzing the potential obstacles facing the team

	No.	Should Occur	Does Occur	Gap						OK	Range of Opinion				
Team Member	4	2.50	2.00	0.50						OK	2	2			
Group A	4	3.25	1.75	1.50						M		3		1	
Group B	3	3.33	2.33	1.00						?	1	1	1		
Group C	3	2.33	1.33	1.00						?	1	1	1		
Supervisor(s)	2	4.00	2.00	2.00						M				2	

Question 23: Having a set of shared values

	No.	Should Occur	Does Occur	Gap						?	Range of Opinion				
Team Member	4	3.75	3.00	0.75						?	2	1	1		
Group A	4	2.75	1.25	1.50						M	1	1	1	1	
Group B	3	4.00	3.33	0.67						OK	1	2			
Group C	3	3.00	1.33	1.67						M		1	2		
Supervisor(s)	2	3.50	2.00	1.50						M		1	1		

Question 33: Recognizing any weakness in the team

	No.	Should Occur	Does Occur	Gap						?	Range of Opinion				
Team Member	4	3.50	2.50	1.00						?	1	2	1		
Group A	4	3.25	2.00	1.25						M		3	1		
Group B	3	3.00	2.67	0.33						OK	2	1			
Group C	3	3.33	1.33	2.00						M		2			1
Supervisor(s)	2	3.00	2.00	1.00						OK		2			

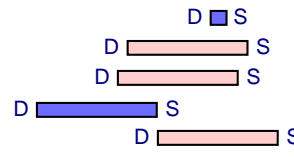
Where are we now?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 41: Regularly performing at a high level

Team Member	No.	Should Occur	Does Occur	Gap	Guides for Action	0	1	2	3	4
Team Member	4	3.50	3.50	0.00	OK	2	2			
Group A	4	3.75	2.75	1.00	?	1	2	1		
Group B	3	3.67	2.67	1.00	?	1	1	1		
Group C	3	3.00	2.00	1.00	OK		3			
Supervisor(s)	2	4.00	3.00	1.00	?	1		1		



Where are we going?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
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Question 3: Clearly understanding the organizational vision

Team Member	4	4.00	2.50	1.50				D	█	S	M		2	2			
Group A	4	3.25	2.25	1.00				D	█	S	?	1	2	1			
Group B	3	4.00	3.67	0.33							OK	2	1				
Group C	3	3.67	2.33	1.33				D	█	S	M		2	1			
Supervisor(s)	2	3.50	2.00	1.50				D	█	S	M		1	1			

Question 20: Knowing why the team exists

Team Member	4	3.75	3.75	0.00							OK	4					
Group A	4	3.00	2.75	0.25				D	█	S	OK	1	3				
Group B	3	4.00	3.67	0.33							OK	2	1				
Group C	3	2.67	2.67	0.00				D	█	S	OK	3					
Supervisor(s)	2	3.50	3.00	0.50				D	█	S	OK	1	1				

Question 25: Aligning the team's vision with that of the organization

Team Member	4	3.75	4.00	0.25							OK	3	1				
Group A	4	3.25	2.50	0.75				D	█	S	?	2	1	1			
Group B	3	4.00	3.33	0.67							OK	1	2				
Group C	3	2.67	2.33	0.33				D	█	S	OK		3				
Supervisor(s)	2	3.50	3.00	0.50				D	█	S	OK	1	1				

Question 34: Knowing who the team serves

Team Member	4	3.75	3.50	0.25							OK	3	1				
Group A	4	3.00	2.50	0.50				D	█	S	OK		4				
Group B	3	3.67	3.00	0.67							OK	1	2				
Group C	3	3.33	2.67	0.67				D	█	S	OK	1	2				
Supervisor(s)	2	4.00	3.50	0.50							OK	1	1				

Question 38: Knowing the critical tasks that have to be done

Team Member	4	3.50	3.50	0.00							OK	4					
Group A	4	3.50	2.25	1.25				D	█	S	M	1	1	2			
Group B	3	3.67	3.33	0.33							OK	2	1				
Group C	3	2.67	1.67	1.00				D	█	S	?	1	1	1			
Supervisor(s)	2	3.50	3.00	0.50							?		1	1			

Where are we going?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 48: Having a specific focus for its work

Team Member	No.	Should Occur	Does Occur	Gap	D	S	OK	Range of Opinion							
Team Member	4	3.00	3.00	0.00			OK	4							
Group A	4	3.25	2.50	0.75	D	S	?	2	1	1					
Group B	3	3.67	3.00	0.67		D	OK	1	2						
Group C	3	2.67	2.00	0.67	D	S	OK	1	2						
Supervisor(s)	2	4.00	2.50	1.50	D	S	M	1	1						

How will we get there?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
											0	1	2	3	4

Question 4: Planning the way forward

Team Member	4	3.25	2.75	0.50				D	S	OK	4				
Group A	4	3.75	1.75	2.00				D	S	M	1	2	1		
Group B	3	4.00	2.67	1.33				D	S	M	2	1			
Group C	3	3.67	1.67	2.00				D	S	M	1	1	1		
Supervisor(s)	2	4.00	2.50	1.50				D	S	M	1	1			

Question 17: Having clear objectives

Team Member	4	3.00	2.75	0.25				D	S	OK	3	1			
Group A	4	3.75	2.25	1.50				D	S	M	2	2			
Group B	3	3.67	3.33	0.33				D	S	OK	2	1			
Group C	3	3.67	1.67	2.00				D	S	M	1	1	1		
Supervisor(s)	2	3.50	2.50	1.00				D	S	?	1	1			

Question 24: Turning a vision into reality

Team Member	4	3.50	3.50	0.00				D	S	OK	2	2			
Group A	4	3.00	2.00	1.00				D	S	?	2	2			
Group B	3	3.67	2.00	1.67				D	S	M	1	2			
Group C	3	3.00	2.00	1.00				D	S	OK	3				
Supervisor(s)	2	4.00	2.50	1.50				D	S	M	1	1			

Question 31: Moving forward to its goals

Team Member	4	3.50	3.75	0.25				S	D	OK	3	1			
Group A	4	3.75	2.25	1.50				D	S	M	1	1	1	1	
Group B	3	4.00	2.33	1.67				D	S	M	1	2			
Group C	3	2.67	2.00	0.67				D	S	OK	1	2			
Supervisor(s)	2	4.00	2.50	1.50				D	S	M	1	1			

Question 39: Developing clear action plans

Team Member	4	3.00	2.50	0.50				D	S	OK	2	2			
Group A	4	3.25	1.75	1.50				D	S	M	2	2			
Group B	3	3.67	2.33	1.33				D	S	M	2	1			
Group C	3	3.00	2.00	1.00				D	S	OK	3				
Supervisor(s)	2	3.00	1.50	1.50				D	S	M	1			1	

How will we get there?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 46: Addressing the critical tasks that ensure success

Team Member	No.	Should Occur	Does Occur	Gap	OK	?	M	M	?
Team Member	4	3.25	3.00	0.25		3	1		
Group A	4	3.75	2.75	1.00		1	2	1	
Group B	3	4.00	2.67	1.33			2	1	
Group C	3	3.33	1.33	2.00			1	1	1
Supervisor(s)	2	4.00	3.00	1.00		1		1	

What is expected of us?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
											0	1	2	3	4

Question 5: Knowing specifically each team member's role in the team

Team Member	4	3.75	2.75	1.00				D	S	?	1	2	1		
Group A	4	3.25	2.25	1.00				D	S	?	2		2		
Group B	3	3.67	3.00	0.67				D	S	OK	1	2			
Group C	3	3.33	2.33	1.00				D	S	?	2			1	
Supervisor(s)	2	3.50	2.00	1.50				D	S	M		1	1		

Question 12: Having clear ground rules defining acceptable team behavior

Team Member	4	3.00	2.00	1.00				D	S	?	1	2	1		
Group A	4	2.50	1.25	1.25				D	S	M	1	2		1	
Group B	3	3.00	2.33	0.67				D	S	OK	1	2			
Group C	3	3.00	1.33	1.67				D	S	M	1		1	1	
Supervisor(s)	2	3.00	3.00	0.00				D	S	?			2		

Question 18: Having unambiguous job descriptions

Team Member	3	1.67	1.67	0.00				D	S	OK	1	2			
Group A	4	2.75	1.50	1.25				D	S	M	1	1	2		
Group B	3	3.00	2.00	1.00				D	S	?	1	1	1		
Group C	3	3.33	2.00	1.33				D	S	M		2	1		
Supervisor(s)	2	2.50	1.50	1.00				D	S	?	1		1		

Question 29: Having clear lines of authority and accountability

Team Member	3	2.00	2.33	0.33				S	D	OK	2	1			
Group A	4	2.75	1.50	1.25				D	S	M	1	1	2		
Group B	3	3.67	2.67	1.00				D	S	?	1	1	1		
Group C	3	3.67	2.00	1.67				D	S	M		2		1	
Supervisor(s)	2	3.00	1.50	1.50				D	S	M	1			1	

Question 36: Matching individuals to key tasks

Team Member	4	3.00	3.00	0.00				D	S	OK	4				
Group A	4	3.25	2.00	1.25				D	S	M	1	2		1	
Group B	3	3.00	3.00	0.00				D	S	OK	3				
Group C	3	2.67	2.33	0.33				D	S	OK	2	1			
Supervisor(s)	2	3.00	2.50	0.50				D	S	OK	1	1			

What is expected of us?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 40: Ensuring team members know their responsibilities

Team Member	No.	Should Occur	Does Occur	Gap	D	S	OK	M
Team Member	4	3.25	2.75	0.50			2	2
Group A	4	3.00	1.75	1.25	D	S	1	1 2
Group B	3	3.67	3.00	0.67		D S	1	2
Group C	3	3.67	2.33	1.33	D	S	2	1
Supervisor(s)	2	4.00	2.50	1.50	D	S	1	1

What support do we need?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
											0	1	2	3	4

Question 6: Identifying the support needed for the team to perform at a high level

Team Member	4	2.75	2.50	0.25			D	S		OK	1	3			
Group A	4	3.25	1.25	2.00			D	S		M		2		2	
Group B	3	3.00	2.33	0.67				D	S	OK	1	2			
Group C	3	2.67	1.67	1.00			D	S		?	1	1	1		
Supervisor(s)	2	3.50	2.00	1.50			D	S		M		1	1		

Question 13: Encouraging personal learning

Team Member	3	3.00	2.33	0.67				D	S	?	2		1		
Group A	4	2.50	1.25	1.25			D	S		M		3	1		
Group B	3	2.67	1.67	1.00				D	S	?	1	1	1		
Group C	3	2.33	1.67	0.67			D	S		OK	1	2			
Supervisor(s)	2	3.50	2.00	1.50			D	S		M		1	1		

Question 19: Learning from mistakes

Team Member	4	3.50	2.75	0.75				D	S	?	2	1	1		
Group A	4	3.50	2.50	1.00				D	S	?	1	2	1		
Group B	3	3.67	1.33	2.33			D	S		M			2	1	
Group C	3	2.33	1.67	0.67			D	S		?	2		1		
Supervisor(s)	2	3.50	2.50	1.00			D	S		?	1		1		

Question 28: Identifying any skill gaps among team members

Team Member	4	2.75	2.25	0.50				D	S	OK	2	2			
Group A	4	3.00	1.50	1.50			D	S		M		2	2		
Group B	3	2.33	1.67	0.67				D	S	?	2		1		
Group C	3	3.33	2.00	1.33			D	S		M	1	1		1	
Supervisor(s)	2	3.00	2.00	1.00			D	S		OK		2			

Question 42: Making available coaching and mentoring possibilities

Team Member	4	3.00	2.25	0.75				D	S	?	2	1	1		
Group A	4	2.00	1.00	1.00			D	S		?	1	2	1		
Group B	3	2.33	2.00	0.33				D	S	OK	2	1			
Group C	3	2.67	0.33	2.33			D	S		M			2	1	
Supervisor(s)	2	3.50	2.00	1.50			D	S		M		1	1		

What support do we need?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 43: Providing training and development opportunities

Team Member	No.	Should Occur	Does Occur	Gap	Guides for Action	Range of Opinion				
Team Member	4	2.75	2.25	0.50	D S	?	3	1		
Group A	4	2.00	1.75	0.25	D S	OK	1	3		
Group B	3	1.67	1.67	0.00	D S	OK	3			
Group C	3	3.00	1.33	1.67	D S	M	1	2		
Supervisor(s)	2	3.50	2.00	1.50	D S	M	1	1		

How effective are we?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
											0	1	2	3	4

Question 7: Having a culture of continuous improvement

Team Member	4	3.50	3.25	0.25						D	S	OK	3	1			
Group A	4	3.50	2.25	1.25						D	S	M	1	1	2		
Group B	3	3.33	1.67	1.67						D	S	M		1	2		
Group C	3	2.33	2.00	0.33						D	S	OK	2	1			
Supervisor(s)	2	3.50	2.50	1.00						D	S	?	1		1		

Question 14: Carrying out regular team performance audits

Team Member	4	2.25	1.00	1.25						D	S	M		3	1		
Group A	4	2.25	0.75	1.50						D	S	M	1		3		
Group B	3	3.00	1.33	1.67						D	S	M		2		1	
Group C	3	2.67	1.00	1.67						D	S	M	1		1	1	
Supervisor(s)	2	3.00	1.00	2.00						D	S	M			2		

Question 30: Having key benchmarks by which to assess performance

Team Member	4	3.25	2.25	1.00						D	S	OK		4			
Group A	4	3.25	1.25	2.00						D	S	M		1	2	1	
Group B	3	3.33	2.00	1.33						D	S	M	1		2		
Group C	3	2.33	1.67	0.67						D	S	OK	1	2			
Supervisor(s)	2	3.50	2.00	1.50						D	S	M		1	1		

Question 35: Continually questioning its way of working

Team Member	4	2.75	2.25	0.50						D	S	OK	2	2			
Group A	4	2.75	2.25	0.50						D	S	OK	2	2			
Group B	3	2.67	2.00	0.67						D	S	?	2		1		
Group C	3	2.33	1.67	0.67						D	S	OK	1	2			
Supervisor(s)	2	3.00	2.50	0.50						D	S	OK	1	1			

Question 37: Reviewing the processes of interaction among team members

Team Member	4	2.50	1.75	0.75						D	S	OK	1	3			
Group A	4	2.50	1.00	1.50						D	S	M	1		3		
Group B	3	2.33	0.67	1.67						D	S	M		1	2		
Group C	3	3.00	1.33	1.67						D	S	M	1	1			1
Supervisor(s)	2	3.50	2.50	1.00						D	S	OK		2			

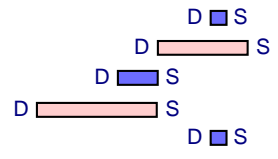
How effective are we?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 44: Encouraging open feedback among team members

Team Member	No.	Should Occur	Does Occur	Gap	OK	?	?	?	?
Team Member	4	3.50	3.50	0.00	4				
Group A	4	3.75	3.00	0.75		2	1	1	
Group B	3	3.00	2.67	0.33		2	1		
Group C	3	3.00	2.00	1.00		1	1	1	
Supervisor(s)	2	3.50	3.50	0.00	2				



What recognition do we get?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
											0	1	2	3	4

Question 8: Remunerating individuals adequately

Team Member	4	3.25	3.25	0.00						OK	2	2			
Group A	4	3.25	2.50	0.75						?	2	1	1		
Group B	3	2.33	1.67	0.67						?	2		1		
Group C	3	2.67	1.33	1.33						M		2	1		
Supervisor(s)	2	3.00	1.50	1.50						M		1	1		

Question 9: Having informal systems of reward

Team Member	4	2.00	2.00	0.00						OK	4				
Group A	4	2.25	1.00	1.25						M	1	1	2		
Group B	3	1.67	1.67	0.00						OK	3				
Group C	3	2.33	1.00	1.33						M	1		2		
Supervisor(s)	2	3.00	2.00	1.00						?	1		1		

Question 21: Giving positive feedback

Team Member	4	3.25	3.00	0.25						OK	3	1			
Group A	4	3.00	2.00	1.00						?		2	2		
Group B	3	3.00	2.33	0.67						OK	1	2			
Group C	3	2.67	1.33	1.33						M		2	1		
Supervisor(s)	2	3.00	2.00	1.00						OK		2			

Question 26: Celebrating key successes

Team Member	4	3.50	2.50	1.00						OK		4			
Group A	4	2.25	1.50	0.75						?	2	1	1		
Group B	3	2.33	1.33	1.00						?	1	1	1		
Group C	3	2.67	0.33	2.33						M			2	1	
Supervisor(s)	2	3.50	2.00	1.50						M		1	1		

Question 45: Creating promotion opportunities for team members

Team Member	2	3.00	2.00	1.00						?	1		1		
Group A	4	2.75	1.25	1.50						M	1		3		
Group B	3	2.33	2.00	0.33						OK	2	1			
Group C	3	2.67	1.67	1.00						OK		3			
Supervisor(s)	2	2.50	1.50	1.00						?	1		1		

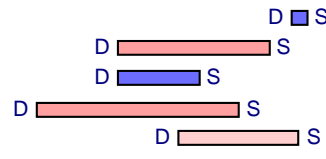
What recognition do we get?



Strategic Team Development Profile Question	No.	Should Occur	Does Occur	Gap	Not at All	To a Little Extent	To Some Extent	To a Great Extent	To a Very Great Extent	Guides for Action	Range of Opinion				
					0	1	2	3	4		0	1	2	3	4

Question 47: Rewarding the whole team and not just individuals

Team Member	No.	Should Occur	Does Occur	Gap	D	S	OK	M	?
Team Member	4	3.50	3.50	0.00			4		
Group A	4	3.25	2.00	1.25	D	S	2	1	1
Group B	3	2.67	2.00	0.67	D	S	1	2	
Group C	3	3.00	1.33	1.67	D	S	1	1	1
Supervisor(s)	2	3.50	2.50	1.00	D	S	1	1	



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General Comments



Co-worker Groups and/or Supervisor groups have provided some general comments about the strategic issues facing your team. Respondents were asked to provide optional information that might help you to develop a *High-Energy Team*. The comments are reproduced below:

Several of the members have been with the company for many years and in various positions, however this is a relatively new "team" with some members who have joined the company specifically to fill their current role.

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The general comments in this section were provided by respondents from either the Team Members, co-worker or supervisor groups. The authors, publishers or distributors take no responsibility for the accuracy or relevance of these comments which are reproduced exactly as received, apart from minor grammatical or spelling edits.

