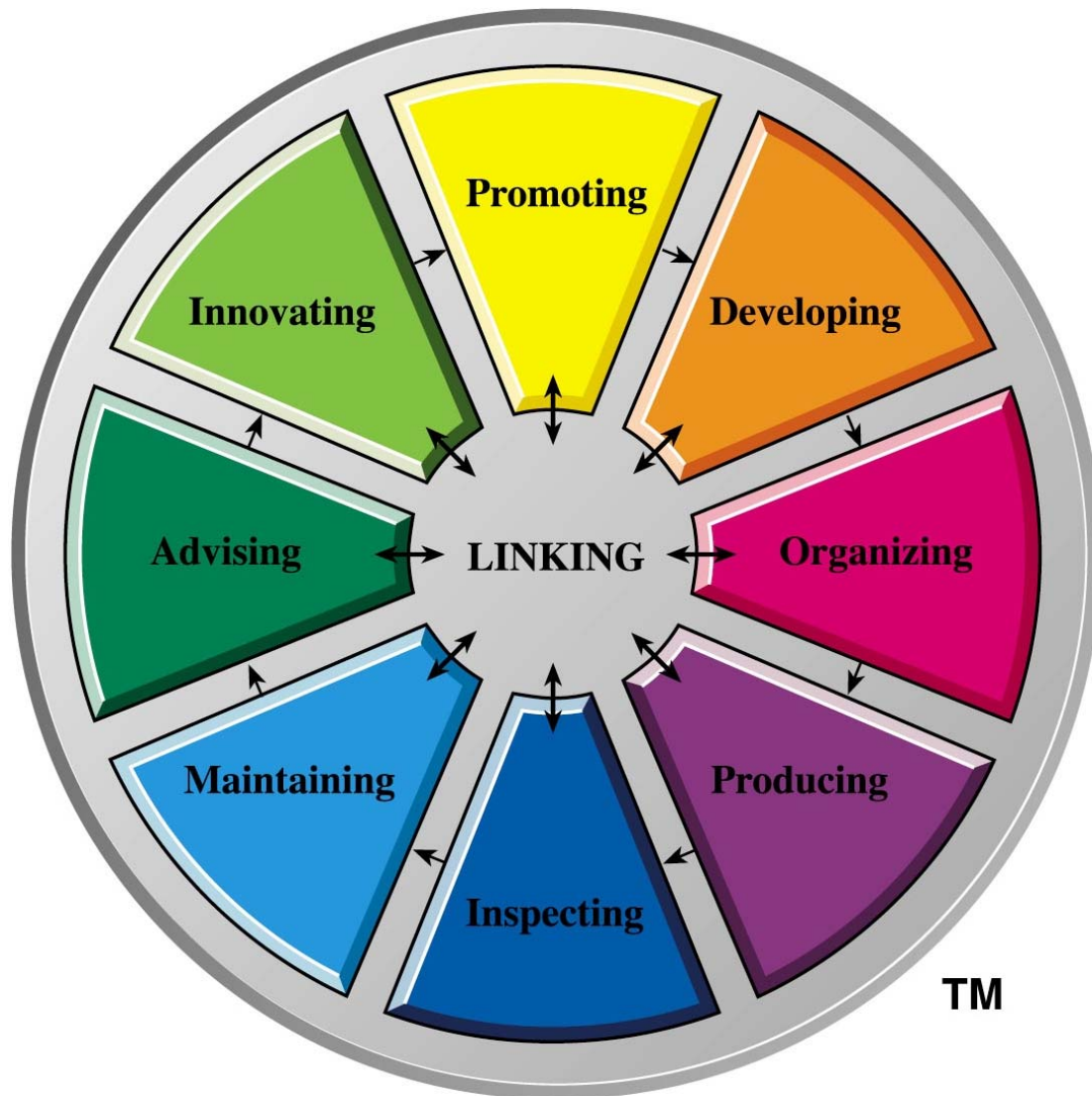


Team Performance Profile



for

Sample Team
Sample Company



INTRODUCTION TO THE TEAM PERFORMANCE PROFILE

Nine key performance factors, based on the work of Charles Margerison and Dick McCann, are used to assess the team's performance. These cover the eight work functions of the Types of Work model, plus the co-ordinating activity of linking. These team performance factors describe essential team activities that must be covered if your team is to be truly effective.



- Advising
- Innovating
- Promoting
- Developing
- Organizing
- Producing
- Inspecting
- Maintaining
- Linking

The **Advising** function is associated with the gathering of information. It involves keeping up-to-date with developments inside and outside the organization and passing advice on to others to help them in their work. It requires a knowledge of 'what' is going on and 'where', and a focus on 'consulting skills' so that information can be gathered quickly, accurately and effectively.

The **Innovating** function involves generating new ideas and new ways of doing things. Organizations need to constantly think up new products and services that will keep them up with or one step ahead of their competitors. To do this well requires original thought, imagination and innovative thinking.

The **Promoting** function is concerned with the identification of opportunities and the 'selling' of these opportunities to others, both inside and outside the organization. It often involves the application of influencing skills and the making of presentations to others. It can also involve communicating the team or organizational 'vision'. High visibility throughout the organization may also be required.

The **Developing** function is associated with the turning of concepts into 'reality'. Ideas are worked on to produce practical products and services. In many cases it may also involve developing workable and practical solutions when problems arise. This function is also concerned with the evaluation or assessment of projects and the testing out of ideas.

The **Organizing** function involves organizing people and resources efficiently by setting clear goals and objectives and making people accountable for their actions. It is also associated with the implementation of quick effective action when problems occur, so that the planned outputs are always capable of being achieved. In summary it is the function that ensures that the work of the team is structured and focused towards common objectives.

The **Producing** function focuses on outputs, ensuring that tasks are completed to high standards of effectiveness and efficiency. It is the function associated with the regular delivery of products and services. It requires a systematic approach to work and an emphasis on the delivery of outputs on time.

The **Inspecting** function requires an attention to detail and an emphasis on the monitoring of systems, contracts

and outputs. It is also associated with a focus on accuracy, ensuring that work outputs are always delivered to the right quality. This function is the classic control function where procedures are regularly monitored for their efficiency.

The **Maintaining** function is a support function which ensures that proper standards of conduct and ethics are upheld and that quality is maintained. It is also associated with supporting others in the organization so that corporate values and standards are preserved. Personal conviction and loyalty are often important to this function as is an interest in helping others.

Linking is an activity responsible for integrating and co-ordinating the work of others. It involves a set of skills that apply individually to team members and collectively to the whole team. This profile reports on just the collective linking responsibilities of the team - the internal aspects, where team members work in a way that 'links' everyone together and the external aspects, where the interfaces between the team and other work groups or clients/customers are developed to the highest level.

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 team's performance in each of the performance factors, 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 team performance factor.

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 improve the team's performance in this area.

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 effective in these areas, the reality is that other people see a need for a change.

To the right of each satisfaction rate graph is a graph of the importance rating and its ranking. The importance rating measures how important each respondent group considers the various team performance factors to be. A 100% rating means that this performance factor is considered to be of maximum importance. The ranked order simply 'orders' the performance factors from 'one' to 'nine' so that you can easily see which functions are considered more important.

RESPONDENT DATA

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

Team Members:

Sample Team

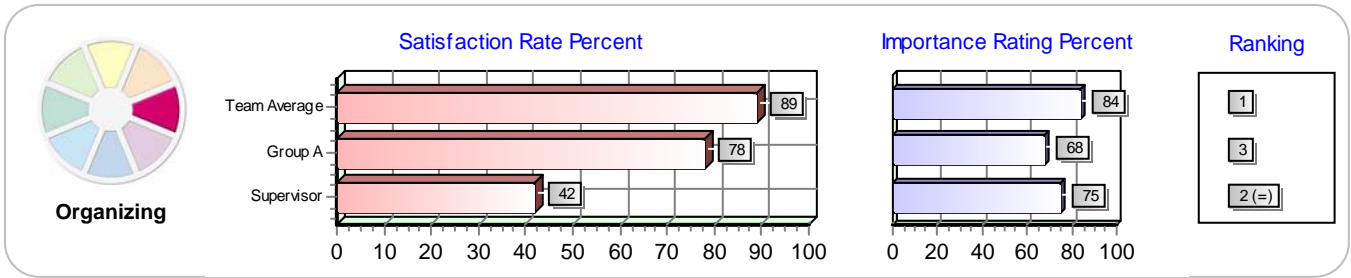
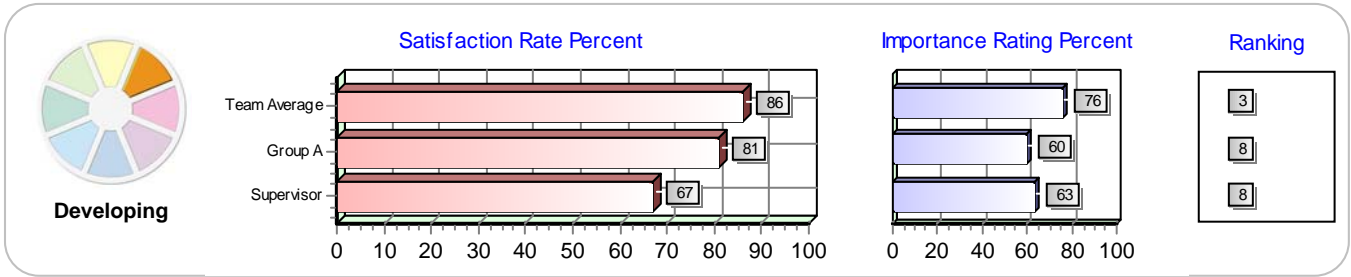
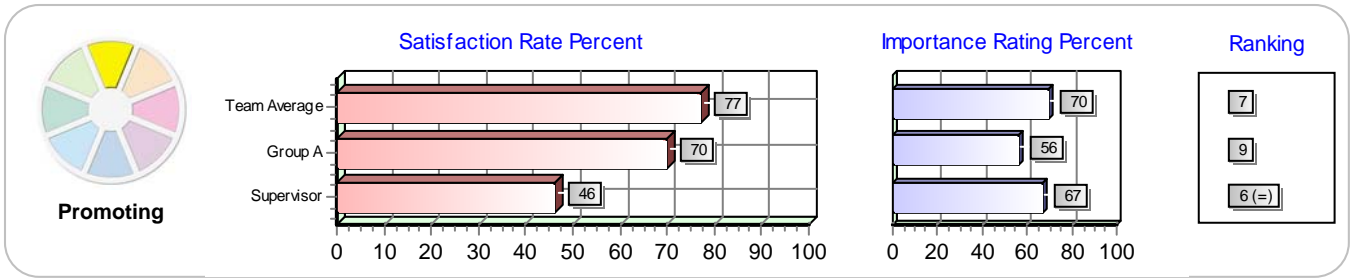
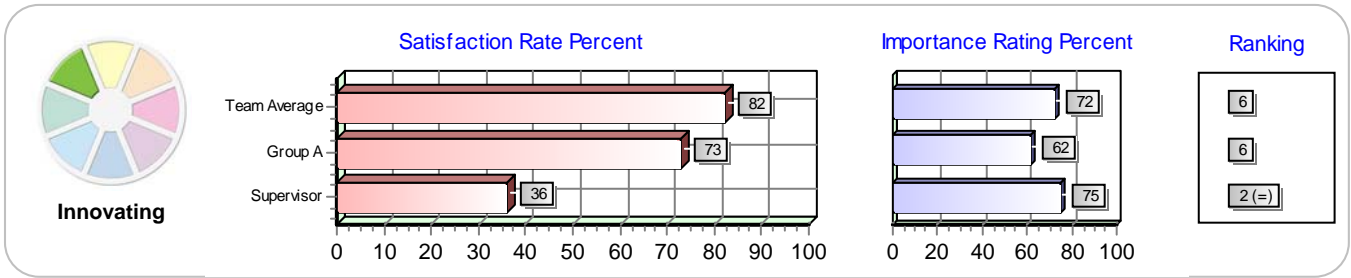
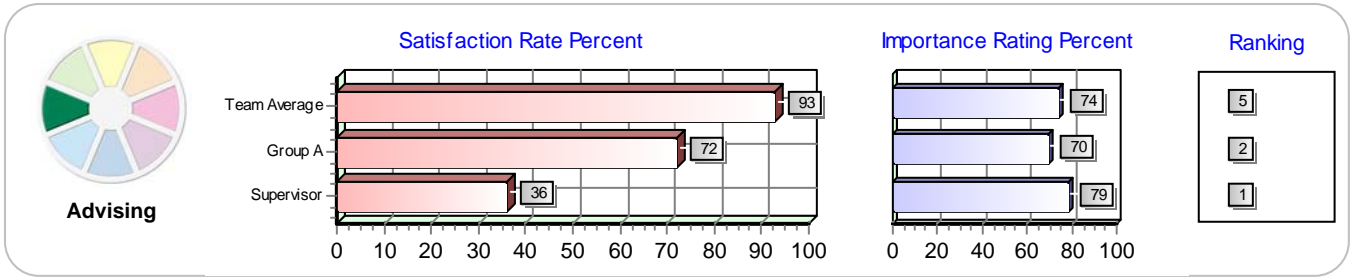
Group A:

The Executive Team

Supervisor:

Team Lead

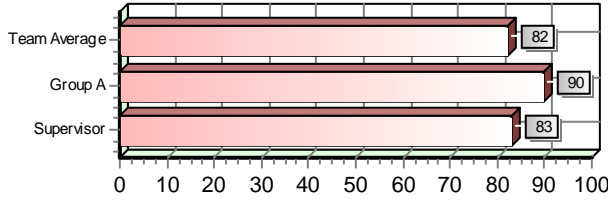
TEAM PERFORMANCE SATISFACTION RATES - ALL RESPONDENT GROUPS



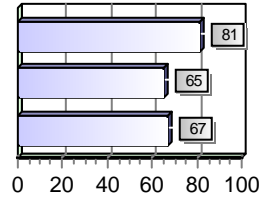


Producing

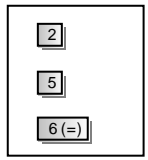
Satisfaction Rate Percent



Importance Rating Percent

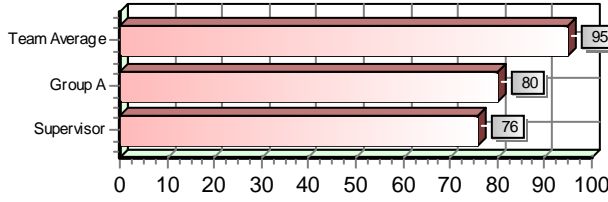


Ranking

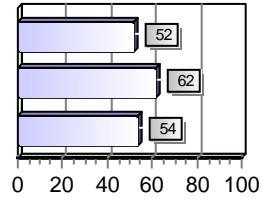


Inspecting

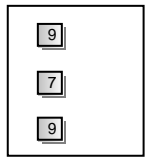
Satisfaction Rate Percent



Importance Rating Percent

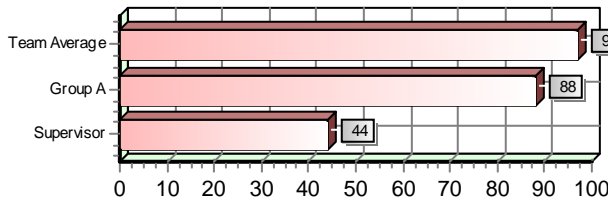


Ranking

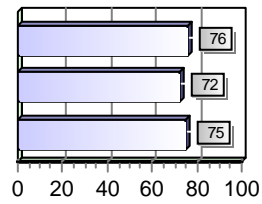


Maintaining

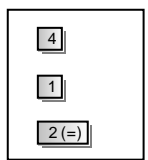
Satisfaction Rate Percent



Importance Rating Percent

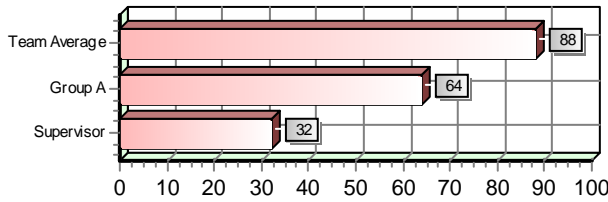


Ranking

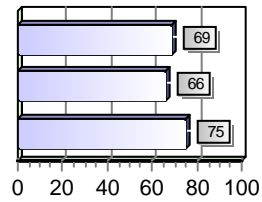


Team Linking

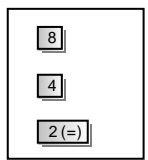
Satisfaction Rate Percent



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 nine team performance factors. 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.

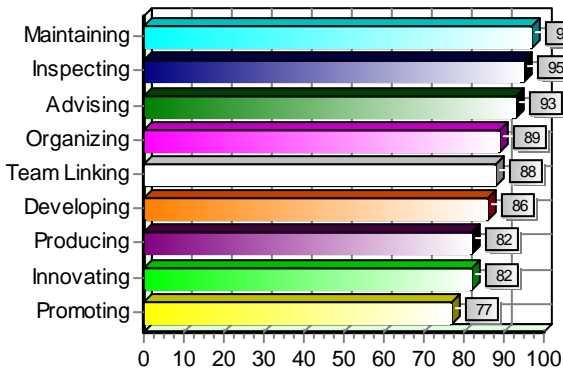
This information can help team members decide which of the factors they are satisfied with and which may need some improvement. It is important to examine both the satisfaction rate *and* the importance rating for each of the factors. If, for example, Inspecting has the lowest satisfaction rate *but* the highest importance rating then this could be regarded as the team performance factor in most need of attention. If, however, Inspecting has the lowest satisfaction rate *and* also the lowest importance rating then the team members may consider that other factors have a higher priority for improvement.

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 team factors 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.

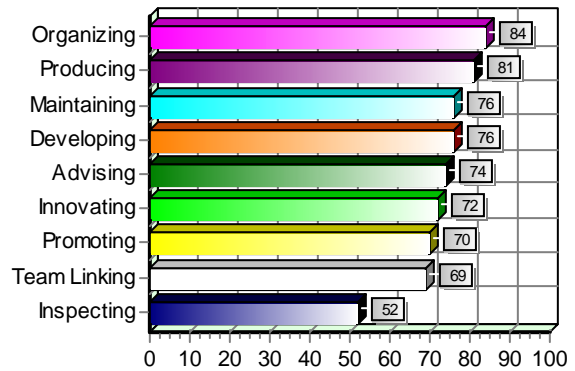
HIERARCHY OF SATISFACTION AND IMPORTANCE RATES

Team Members

Satisfaction Rate Percent

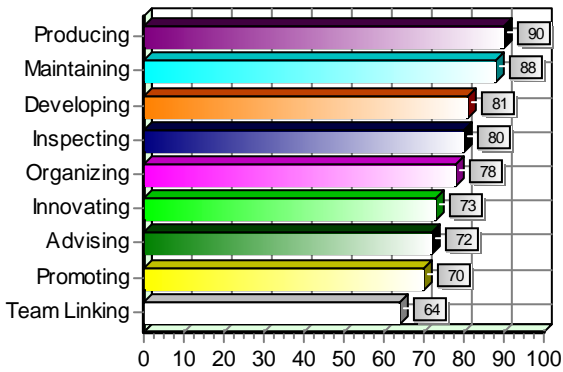


Importance Rating Percent

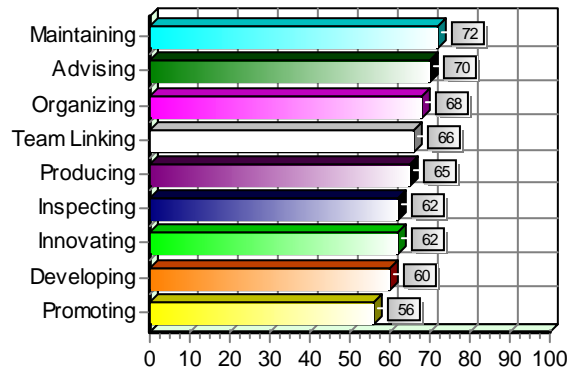


Group A

Satisfaction Rate Percent

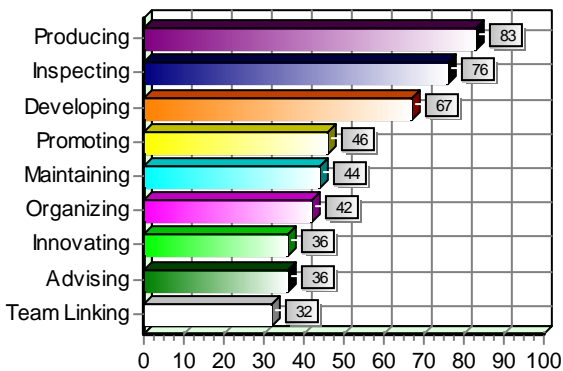


Importance Rating Percent

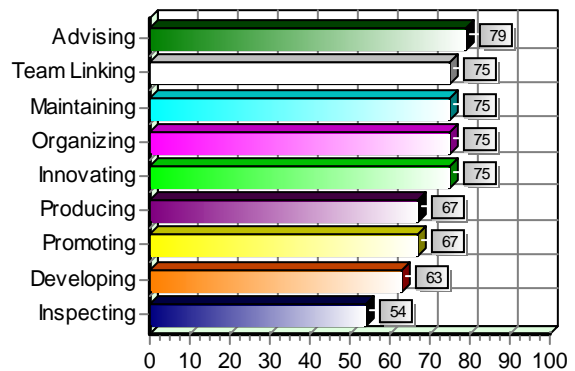


Supervisor

Satisfaction Rate Percent



Importance Rating Percent



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

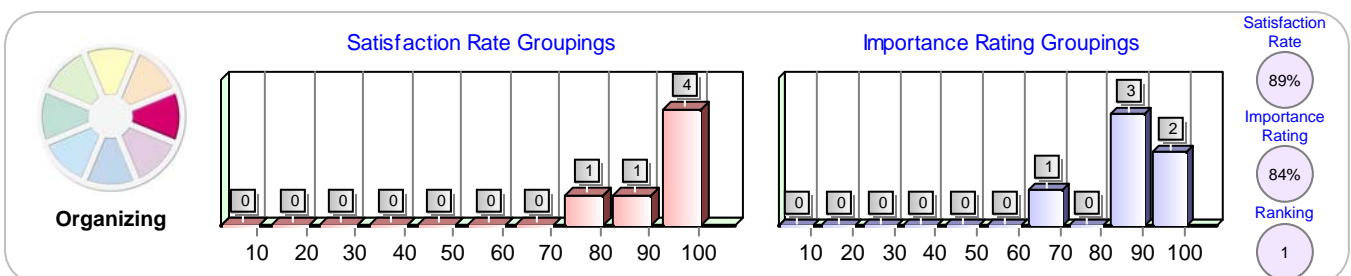
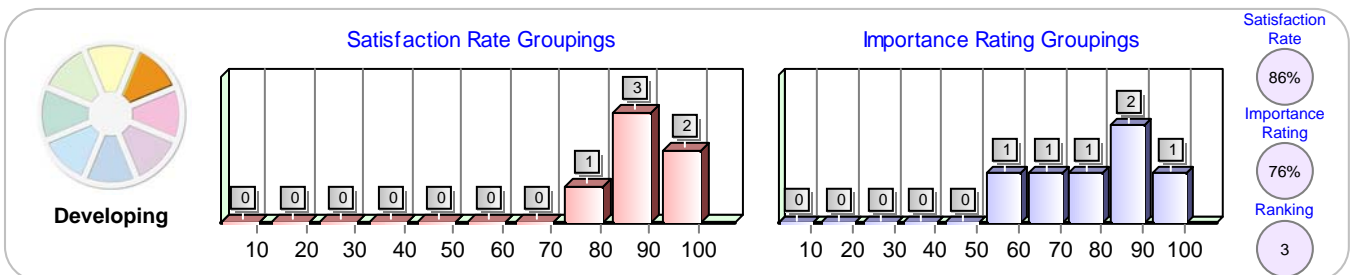
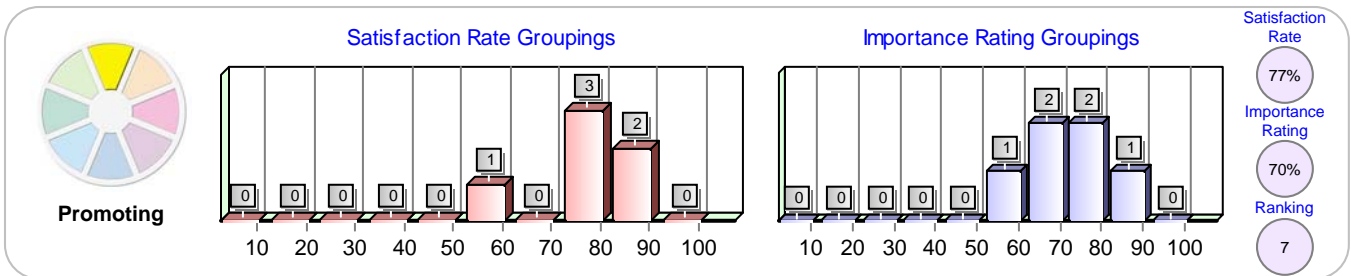
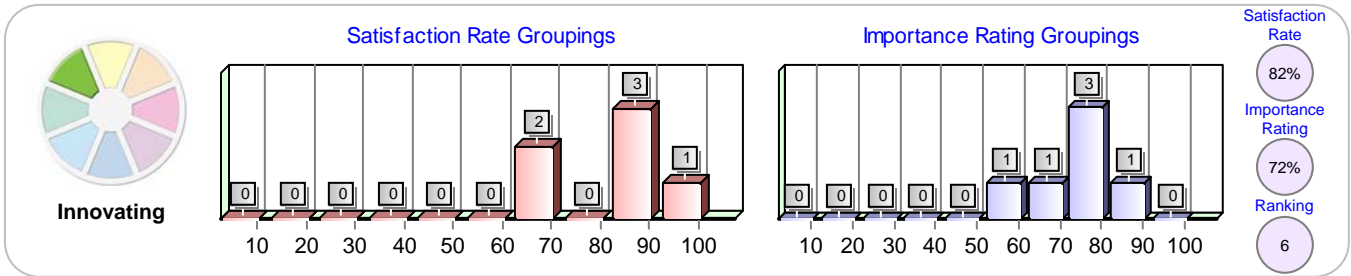
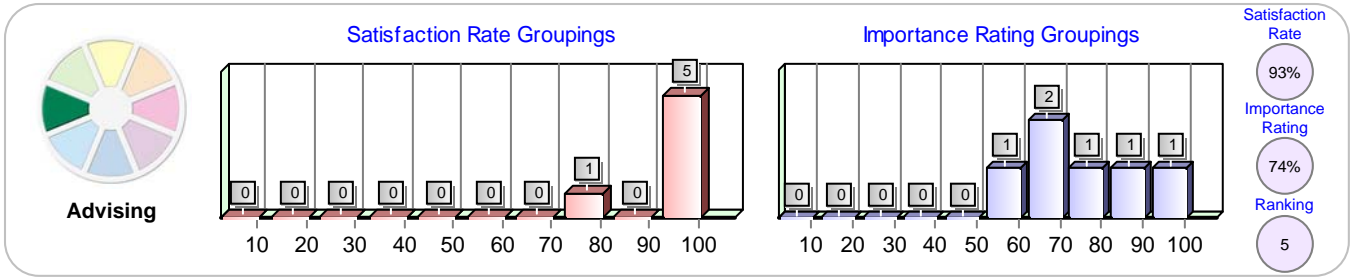


The third set of graphs show frequency distributions for individual team members, for each of the nine team performance factors. The graphs on the left-hand side are the satisfaction rates and those on the right-hand side are the importance ratings.

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 team performance factor. If, however, everyone scores in the same 10% range (for example 70-80%) then there is general agreement.

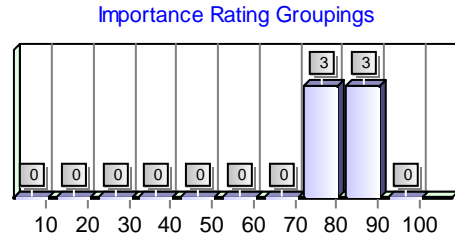
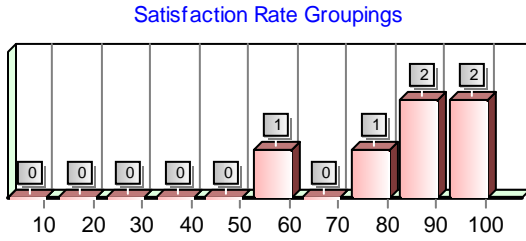
Where there are significant differences in team members' ratings then a discussion should take place to try to understand the reasons.

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





Producing



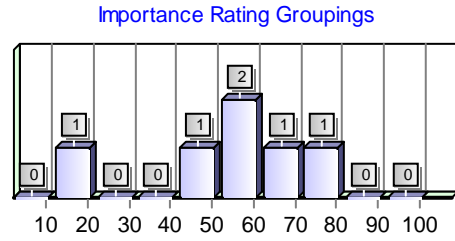
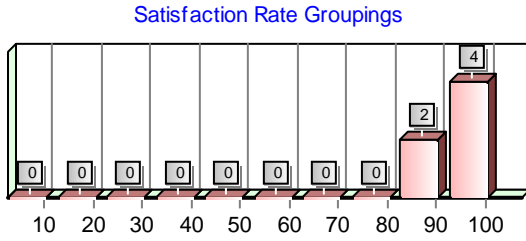
Satisfaction Rate
82%

Importance Rating
81%

Ranking
2



Inspecting



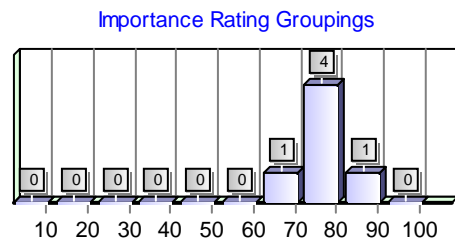
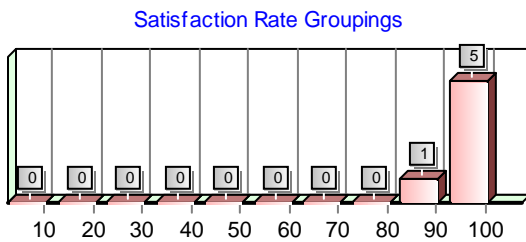
Satisfaction Rate
95%

Importance Rating
52%

Ranking
9



Maintaining



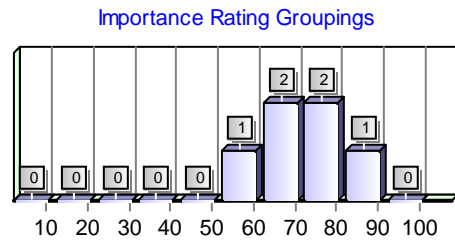
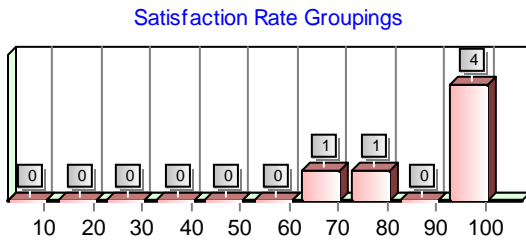
Satisfaction Rate
97%

Importance Rating
76%

Ranking
4



Team Linking

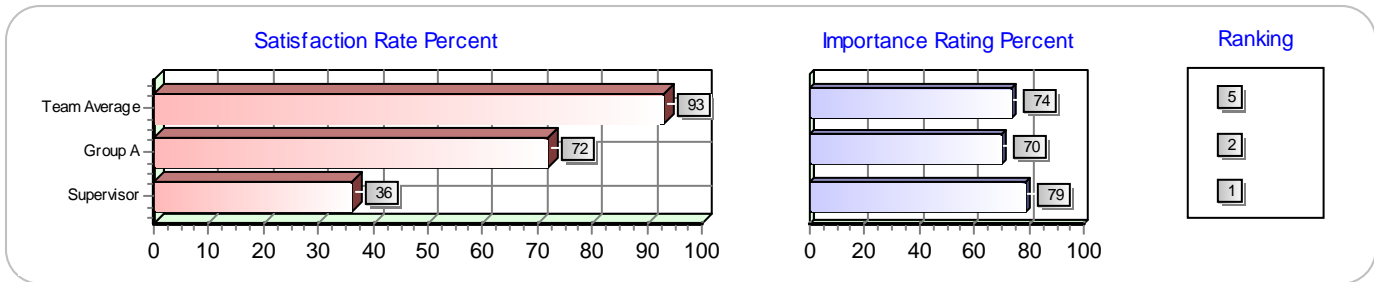


Satisfaction Rate
88%

Importance Rating
69%

Ranking
8

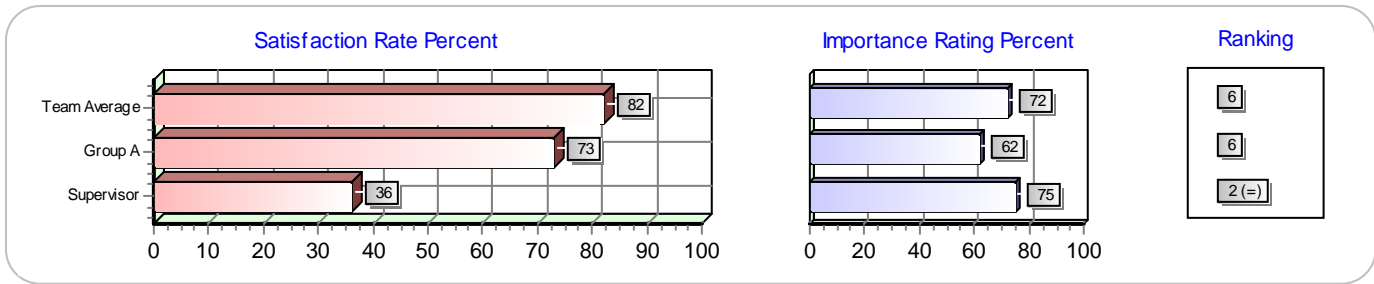
Advising



This team performance factor 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 improving the following areas:

- Before decisions are made it's important for the team to make sure that it's gathered all the necessary information. You may need to review the way in which your team identifies its information needs and look at what everybody then does to make sure this information is gathered. Sometimes information is gathered by meeting with others and sometimes it's gathered through reading and researching. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Often the work done by one team impacts the work of another. This is likely to be the case with your team and therefore it's important to make sure that you know what other teams are doing inside your organization. Although your team seems satisfied with its efforts in this area, one or more of the co-worker/supervisor groupings thinks differently.
- These days all teams have to be client or customer-focused. Unless the team is delivering what the customer wants at an acceptable level of quality then the team isn't performing at its best. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- If you're working in an area that's rapidly changing then the information needs of the team will be great. Is your team keeping up with the latest developments? What mechanisms are in place to ensure that you keep abreast of what others are doing in the team's area of expertise? One or more of the co-worker/supervisor groups thinks the team might need to put more effort into this area, although your team seems satisfied with what it's already doing.
- In general, teams perform better when they consult others before acting. A little time invested in consultation with those who might be affected by your actions will ensure that your plans have a better chance of succeeding. The consultation stage allows the team to unearth information that may not have been considered when the original plans were formulated. Although your team seems satisfied with its efforts in this area, one or more of the co-worker/supervisor groupings thinks differently.
- It's important for the team not only to collect all relevant information but also to make sure that the information is co-ordinated. All respondents are satisfied with this aspect of the way the team is working.

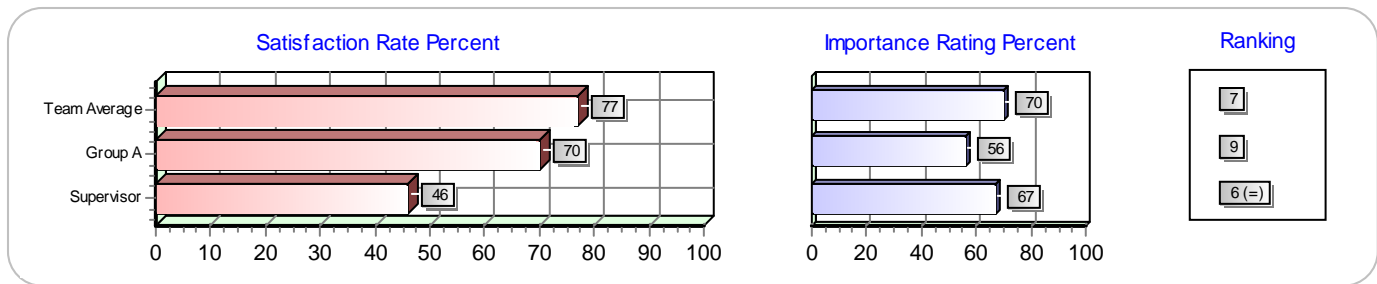
Innovating



This team performance factor 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 improving the following areas:

- As a team you need to be constantly generating new ideas and discussing them. Maybe only one idea in a hundred will be worthwhile but in the end that one idea might make the difference between success and failure for the team. All respondents seem satisfied with what the team is doing in this area.
- The results from the respondents suggest that the team may need to review its skills in thinking creatively. It may be that training and development is needed or perhaps you could look towards liaising with a consultant who could help the team develop skills in this area.
- Does your team have a vision for the future? Some respondents think not. A vision is important to a high-performing team as it gives a focus for team members to put their work in perspective. If everyone knows where the team is going, it helps in decision-making and allows the team to concentrate on those activities that reinforce the vision.
- The Innovating function is associated with the constant questioning of 'what are we doing' and 'are we doing it well enough'. If you are in a fast changing product or service industry then a significant amount of the team's time will have to be spent on innovating. One or more of the co-worker/supervisor groups thinks the team should do more of this, although team members seem satisfied with what they're already doing.
- Some respondents consider the team needs to have a culture that welcomes new thinking. If everyone knows that their ideas, no matter how 'way out' will be discussed and not rejected outright, then there will be a preparedness for people to share their thoughts at an early stage. If the team wants to improve its performance in the Innovating area then everyone needs to accept that 'new thinking' is an important part of 'the way we do things in our team'.
- One of the features of the Innovating function is the ability to diverge in your thinking. Linear thinking often leads to more of the same but divergent or lateral thinking breaks new ground and leads to truly innovative concepts. Some respondents would like more divergent thinking in the team.

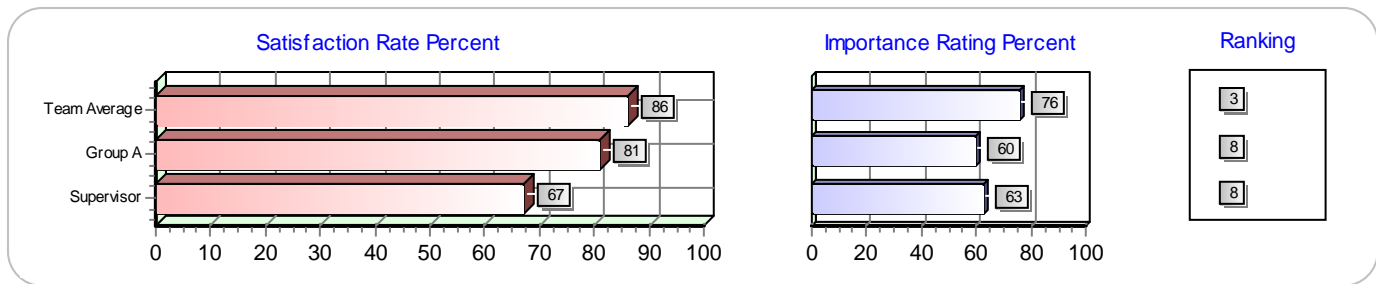
Promoting



This team performance factor 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 improving the following areas:

- Often teams are less efficient than they might be simply because not enough attention is paid to the Promoting function. Unless the team takes time to promote itself to other teams and to customers/clients then people may well wonder what it is that your team does. The results from respondents suggest that some people consider that the team should be putting more effort into 'promoting' itself. It's a good idea at your next team meeting to discuss what 'promoting' means for the team and how you could do this better.
- An important part of Promoting is the ability to *sell* ideas to others. In this way you can get the resources - the people, equipment, and money - to turn your ideas into reality. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- In order to carry out the Promoting function well there needs to be people in the team who have the ability to persuade and influence others. All respondent groups seem satisfied that the team is well catered for in this area.
- To perform well a team needs to have a high visibility throughout the organization. This often means that time has to be allocated to attend committee meetings, circulate memos, prepare information sheets and meet informally with other key 'players' in the organization. To some people this may seem a waste of time but unless a high visibility is maintained the team's views will not be considered when it comes to important decisions like budgetary allocations. One or more of the co-worker/supervisor groups would like a higher visibility for the team, although your team seems satisfied with what it's already doing.
- Many teams have a 'vision' of what they want to achieve but few have the ability to communicate this vision to others. Team members need to feel ownership of this vision and therefore it needs to be regularly discussed and reinforced in your team meetings. What is your team's vision? Where will you be in one, five and ten years' time? Does everyone in your organization know what the team's vision is? Do your customers know? Some respondents think there should be more effort on communicating the team's vision to others.
- Promoting involves making presentations to others both inside and outside the organization. By presenting your ideas and 'vision' eloquently and professionally you will enhance the team's reputation. Although your team seems satisfied with its efforts, one or more of the co-worker/supervisor groupings thinks there's room for improvement in this area. It's a good idea to ask some of your clients what they think about the team's presentation skills.

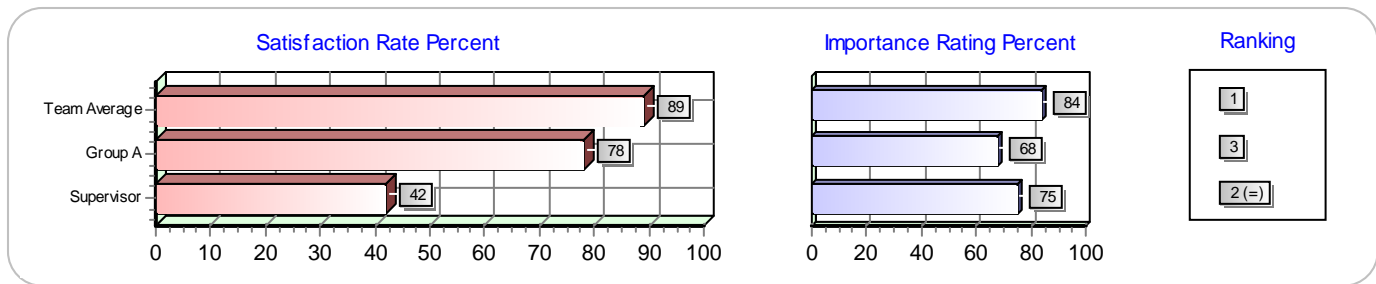
Developing



This team performance factor has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas to focus on are listed below:

- Before ideas and plans are actually implemented it's important that they're fully tested. This may involve 'prototyping' a product or service so that all the 'bugs' are removed before the final version is released. Beware of jumping into action before developing your plans to a final stage. This developing stage will require an objective analysis of market realities. 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 are really good at generating ideas but sometimes these ideas are out of touch with reality. You'll need people on your team who are 'down-to-earth' and practical so that the good ideas can be given that 'practical twist' that will make them work, given the current organizational constraints. The data from respondents suggest that some people may be concerned that there's a problem with turning the team's ideas into reality.
- Your team will need good analytical skills to assess the viability of projects. Before making a final decision on implementation make sure that the data have been rigorously analyzed and the financial calculations performed. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- The evaluation and development of plans is also a critical aspect of team performance. Plans should cover the short term, medium term and long term and link in with the team's vision. Do you have a strategic plan for your team? Do you plan your projects well before you try to implement them? One or more of the co-worker/supervisor groups has indicated the need to review the collective Developing skills of team members, although your team seems satisfied with what it's already doing.
- At least one team member has indicated that the team needs more of a focus on developing practical solutions although the other respondent groups (co-workers and/or supervisor) seem satisfied with what the team is already doing. If you're weak in this area you can compensate by asking others whether the team's solution is 'practical'. People who have been working in a similar area for many years are often invaluable in giving advice on likely 'pitfalls'.
- All respondents are satisfied with how the team tests its ideas before they are fully implemented.

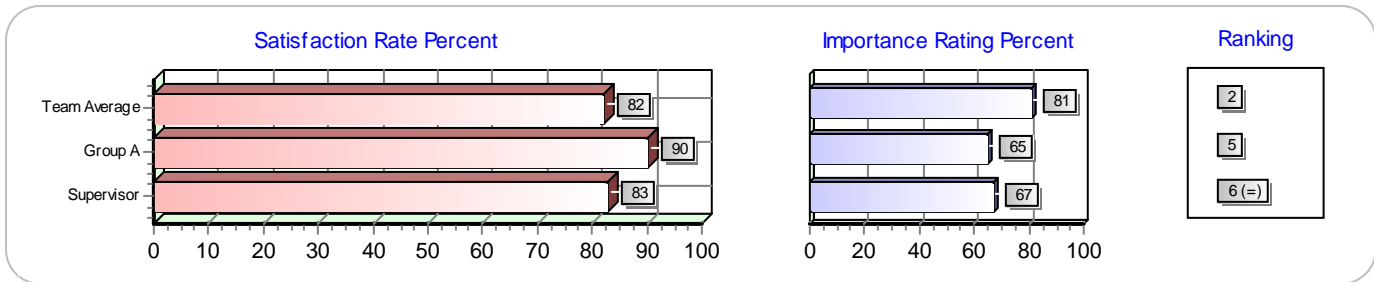
Organizing



This team performance factor 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 improving the following areas:

- The Organizing work function involves making sure that the team organizes its work effectively. Outputs have to be delivered on time and to budget and therefore the team must clearly focus on achieving this. Well-organized teams work to a plan with everyone knowing what has to be done, when, and by whom. All respondents have indicated that the team is doing this effectively.
- To be successful, teams need to balance 'gathering information' with making decisions and getting action. Some respondents have indicated that your team may not be quick enough at taking decisions and acting on them. If you agree with this you may need to consider how the team can be better organized and what procedures need to be in place so that things happen.
- One or more of the co-worker/supervisor groupings has indicated the need for individual team members to have a set of objectives which are clearly defined and which can be used to measure their performance, although team members are generally satisfied with what the team's already doing. The setting of objectives is a challenging task and should involve all team members. It's a good idea to set 'stretch targets' for the team - ones that will represent a real challenge and stretch people but not be so difficult that they're seen to be too hard to tackle.
- The setting of clear goals and objectives is essential if your team is to perform well. Does everyone in the team know clearly what they're expected to achieve? Does everyone know their areas of accountability and authority? One or more of the co-worker/supervisor groups has indicated that they're unsure whether your team has clear enough goals, although team members seem satisfied with what they're already doing.
- Team members like to know not only what their job is, but the areas over which they have some authority and for which they are accountable. Authority and accountability bring responsibility, and responsibility leads to commitment and motivation. Sometimes problems occur in teams because people do not know who has authority to do what, or there are arguments over people having conflicting areas of accountability. Although your team seems satisfied that it's accountable for its actions, one or more of the co-worker/supervisor groupings thinks differently.
- Organizing people and resources to achieve the targets is a major characteristic of the Organizing function. It's important for the team to make sure that the targets it sets can be achieved by the people and resources that it has available. This is why it's important to have everyone in the team involved in setting achievable targets. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

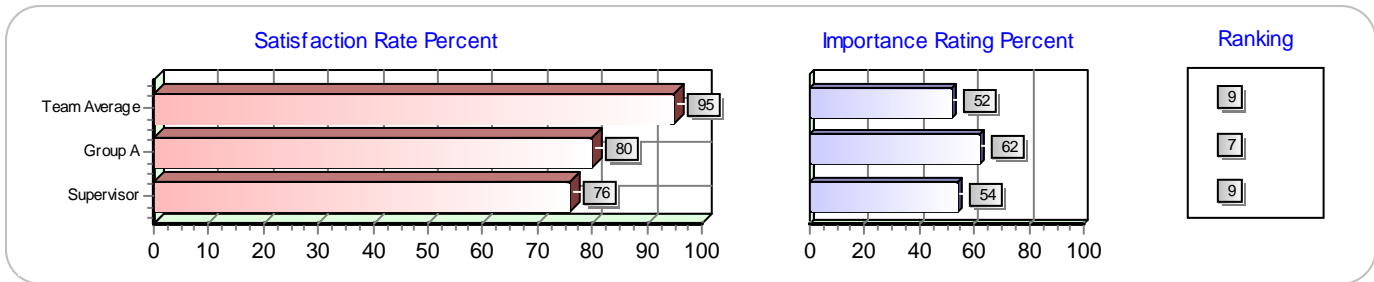
Producing



This team performance factor has been rated by all respondent groups with a reasonably high satisfaction rate (at or above 75%). Most people are satisfied with the team's efforts in this area.

- The Producing function is concerned with the production of regular outputs. All teams exist to deliver outputs - either products or services - to customers. It's the outputs that lead to the bottom-line profitability or performance of the team. Some teams concentrate on inputs - ideas, information, what they *might* do - and sometimes forget about the outputs. At least one team member has indicated that more should be done in this area but the other respondent groups (co-workers and/or supervisor) seem satisfied with what the team is already doing.
- The best teams are those that have clearly defined systems and procedures. This is probably the most efficient way of delivering the team's outputs on a regular basis. All respondent groups seem satisfied with the way the team works to systems.
- These days all teams have to be customer or client-oriented and this means making sure that your tasks or projects are actually delivered on time. Some of the respondents have indicated that the completion of tasks on time may be a problem for the team. If this is the case you will need to have a diagnostic meeting to find out what the problems are.
- Many successful teams work to a routine in order to achieve results. This often means the establishment of performance 'benchmarks' against which the team can review its progress. All respondents seem satisfied with what the team is doing in this area.
- Sometimes in the pressure to deliver results, standards are relaxed. Although your team seems satisfied with how it maintains standards while working to complete tasks and projects to agreed performance levels, one or more of the co-worker/supervisor groupings thinks differently. If problems are occurring these should be 'flagged' as early as possible so that everyone knows there may be a problem with deadlines.
- When the team negotiates its services with clients it's important to make sure that the *agreed* outputs - perhaps a product or a service - are actually capable of being delivered according to the *agreed* plan. At least one team member has indicated that more should be done in this area but the other respondent groups (co-workers and/or supervisor) seem satisfied with what the team is already doing.

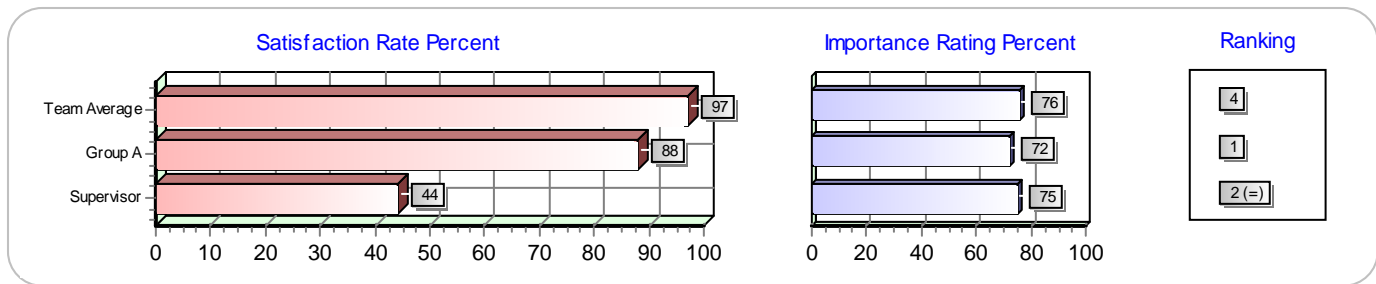
Inspecting



This team performance factor has been rated by all respondent groups with a reasonably high satisfaction rate (at or above 75%). Most people are satisfied with the team's efforts in this area.

- The Inspecting function is one which ensures that the team has a focus on accuracy. Before decisions are made and solutions implemented it's important that all team members check the accuracy of their information and their plans. Sometimes not enough attention is paid to accuracy particularly if the team is composed of a lot of action-oriented people. 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 of the best performing teams leave nothing to chance. If they're working on a project or delivering a product or service then everything is planned down to the last detail, with various alternative options to pursue should the situation change at any moment. All this requires considerable effort in planning and a preparedness of the team to 'focus on the details'. All respondent groups have recorded satisfaction with how the team does this.
- It's important for all teams to regularly monitor their systems, contracts and outputs to ensure that everything is being delivered to the right quality. Quality control is something that all clients or customers demand today and it's important that your team has a mechanism in place to ensure the outputs are always produced at the 'right' quality. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- The Inspecting function is also associated with the establishment of 'controls' to ensure that the rules, regulations, procedures and systems are functioning as they were designed. Teams function far more effectively if they have well-thought-out procedures and guidelines for everyone to work by. One or more of the co-worker/supervisor groups has indicated the need for greater controls within the team, although team members seem satisfied with what they're already doing. At least one team member needs to have the accountability and authority to ensure that the Inspecting function is carried out well.
- These days 'auditing' is an important part of managerial success. The term is now used in its widest sense covering not only the financial aspects but also team 'outputs' and the team 'processes'. Inspecting means making sure that all products or services delivered by the team are regularly audited and any improvements or corrections made. It also involves reviewing on a regular basis the team 'processes', that is, discussing what things are being done well and what things are being done badly. Although your team seems satisfied with how it audits and checks outputs, one or more of the co-worker/supervisor groupings thinks differently.
- All respondents are satisfied that the team checks its work effectively to minimize error.

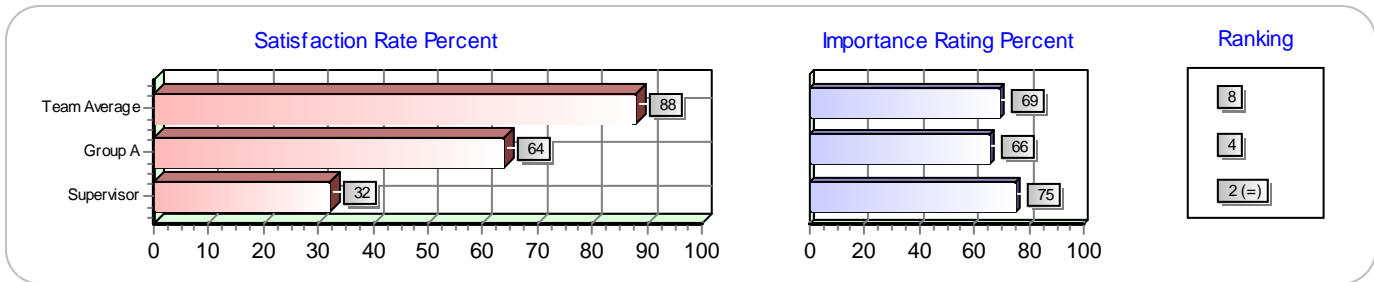
Maintaining



This team performance factor 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 improving the following areas:

- The Maintaining function involves making sure that team standards and quality are always at the highest level, given the resources available to the team. At least one team member has indicated that the team's quality standards may be 'slipping' but the other respondent groups (co-workers and/or supervisor) seem satisfied with what the team is already doing. You may need to meet as a team to discuss ways of maintaining things at their existing level.
- For a team to perform well it's important that team members share some common beliefs and values. By upholding these values, conflicts can be minimized and team members are then more likely to feel committed to achieving the goals of the team. All respondents seem satisfied that the appropriate team values are being upheld.
- It's also important for the team to make sure that team values are aligned with corporate values and standards. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently. Organizations that have been around for a long time will have built up an image with clients and customers. It's important that this image is preserved by your team.
- 'Loyalty' is an important value that bonds team members to one another and also to the organization. One or more of the co-worker/supervisor groups isn't satisfied that the team places enough emphasis on loyalty, although team members seem satisfied with what they're already doing. If this is the case you should bring this issue up at one of your team meetings.
- 'Fair treatment' is also an important concept of the Maintaining function. Equity in the workplace is an important issue these days and unless it's practiced by the team then serious problems might arise, leading to a less-than-optimum performance. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings has indicated a need to ensure fair treatment for all and the team will need to have clear guidelines and a commitment from everyone to implement them.
- Team procedures and systems are essential if the team is to use its resources optimally. However, particularly in large teams, these procedures may seem cumbersome and actually have a negative impact upon the team unless the procedures are simple and easy to use. However all respondents are satisfied with how the team facilitates existing procedures.

Team Linking



This team performance factor 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 improving the following areas:

- One of the important aspects of Team Linking is the coordination of the work of the various team members. This is known as internal linking. Teamwork involves the sharing of responsibilities among team members and therefore it's important that each person knows what the others are doing at any stage. This not only avoids duplication of work but allows people to share problems and develop team solutions. Although your team seems satisfied with its internal linking, one or more of the co-worker/supervisor groupings thinks otherwise.
- An important aspect of Team Linking is known as external linking. This means co-operating well with other groups which impact your team. Teams rarely work in isolation; their results are directly influenced by the work of other teams. Unless 'links' are developed across teams then your team is likely to be working at less than an optimum level. Although your team seems satisfied with its external linking, one or more of the co-worker/supervisor groupings thinks differently.
- One way of improving the 'internal linking' in your team is to get together regularly to discuss 'How are we going?' In effect this amounts to the team running its own appraisal session. It's a good idea to focus the discussion on *how* things are being done rather than on *what* is being done. Team members should know that the purpose of the meeting is to improve team processes and comments should be directed towards these ends. One or more of the co-worker/supervisor groups thinks meetings like this do not occur frequently enough, although your team seems satisfied with what it's already doing.
- High-performing teams have strong links with their clients or customers and work hard at developing positive relations. This is a special case of external linking. Without satisfied clients or customers then a team will have a short life. Who are your clients/ customers? Are they satisfied with the way your team is working? At least one team member has indicated that more should be done in this area but the other respondent groups (co-workers and/or supervisor) seem satisfied with what the team is already doing.
- Conflicts are bound to occur between your team and others. However if they're allowed to continue then the results could be disastrous for the organization. A good indication of the presence of conflict is to listen to how often teams talk about 'them' or 'us', as if the teams are working for different organizations! If you are having conflict with other teams then it's important to handle the disagreements effectively. Your aim must be to strengthen the link and develop a spirit of cooperation rather than confrontation. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks there's room for improvement.
- Teams function much better when there's a high level of respect, understanding and trust among team members. If everyone knows that they can speak openly and that nothing will be held against them then there will be good internal links and the team will perform better. Although your team seems satisfied with its

performance in this area, one or more of the co-worker/supervisor groupings is a little concerned about this aspect of the way the team is working. If this is the case it should be discussed at a future meeting.

QUANTITATIVE REPORT



In this section of the report you will see an analysis of the Team Performance Profile Questionnaire results, question by question. 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 questions measuring each team performance factor. Here you will see the raw data for each question and for each respondent group. The gap between what *should occur* and what *does occur* is represented by the length of the 'bar' and this allows you to see which particular questions 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 question.

Where there is more than one person in a group (usually the co-worker groups) 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 under Co-worker Group A, resulting in 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

Advising



Team Performance 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: Gathering sufficient information before making decisions.

Team Member	6	3.33	3.33	0.00						OK	6				
Group A	6	3.33	2.33	1.00				D	S	?	1	4	1		
Supervisor(s)	1	4.00	2.00	2.00				D	S	M					

Question 17: Knowing what other teams are doing inside the organization.

Team Member	6	3.17	3.50	0.33						OK	5		1		
Group A	6	2.83	1.17	1.67				D	S	M	2		2	2	
Supervisor(s)	1	3.00	0.00	3.00				D	S	M					

Question 21: Knowing what the customer or client wants.

Team Member	5	3.20	3.00	0.20						OK	4	1			
Group A	5	3.00	2.20	0.80				D	S	?	3		2		
Supervisor(s)	1	3.00	1.00	2.00				D	S	M					

Question 29: Keeping up-to-date with the latest developments.

Team Member	6	3.00	3.67	0.67						OK	4		2		
Group A	5	2.80	1.60	1.20				D	S	M	1	3		1	
Supervisor(s)	1	3.00	1.00	2.00				D	S	M					

Question 43: Consulting others before acting.

Team Member	5	2.20	2.20	0.00						OK	3	2			
Group A	6	2.67	2.50	0.17				D	S	OK	3	3			
Supervisor(s)	1	3.00	1.00	2.00				D	S	M					

Question 53: Collecting and coordinating information.

Team Member	5	2.60	2.60	0.00						OK	5				
Group A	6	2.17	2.00	0.17				D	S	OK	5	1			
Supervisor(s)	1	3.00	2.00	1.00				D	S	OK					

Innovating



Team Performance 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: Generating new ideas.

Team Member	6	2.17	2.50	0.33			S	D		OK	4	2			
Group A	6	2.33	1.67	0.67		D		S		OK	2	4			
Supervisor(s)	1	3.00	2.00	1.00		D			S	OK					

Question 16: Thinking creatively.

Team Member	6	3.00	3.00	0.00				D	S	?	4		2		
Group A	6	2.67	1.83	0.83		D			S	?	2	3	1		
Supervisor(s)	1	3.00	1.00	2.00		D			S	M					

Question 22: Having a vision for the future.

Team Member	6	3.67	3.00	0.67				D	S	?	3	2	1		
Group A	6	3.17	1.83	1.33		D			S	M	2	1	2	1	
Supervisor(s)	1	4.00	0.00	4.00		D			S	M					

Question 31: Focusing on innovating.

Team Member	6	2.83	2.83	0.00				D	S	OK	4	2			
Group A	6	1.83	1.50	0.33		D		S		?	3	2	1		
Supervisor(s)	1	3.00	1.00	2.00		D			S	M					

Question 44: Welcoming new thinking.

Team Member	6	3.00	2.67	0.33				D	S	?		4	2		
Group A	6	2.67	2.17	0.50		D			S	?	4	1	1		
Supervisor(s)	1	3.00	1.00	2.00		D			S	M					

Question 54: Encouraging divergent thinking.

Team Member	6	2.50	2.17	0.33				D	S	?	4	1		1	
Group A	6	2.17	1.67	0.50		D			S	?	4	1	1		
Supervisor(s)	1	2.00	1.00	1.00		D			S	OK					

Promoting



Team Performance 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 3: Promoting the work it does to others.

Team Member	6	2.83	1.67	1.17			D	█	S	M	1	3	2		
Group A	6	2.33	1.50	0.83			D	█	S	?	3	1	2		
Supervisor(s)	1	4.00	1.00	3.00			D	████████████████████	S	M					

Question 15: Selling new ideas to others.

Team Member	5	2.40	2.60	0.20					S	█	D	OK	4	1		
Group A	5	2.00	1.40	0.60			D	█	S	?	3	1	1			
Supervisor(s)	1	2.00	1.00	1.00			D	████████	S	OK						

Question 19: Persuading others.

Team Member	5	2.60	3.00	0.40					S	█	D	OK	3	2		
Group A	5	1.80	2.00	0.20			S	█	D	OK	2	3				
Supervisor(s)	1	2.00	3.00	1.00			S	████████	D	OK						

Question 30: Having a high visibility throughout the organization.

Team Member	6	2.83	2.83	0.00					D	█	S	OK	3	2	1	
Group A	6	2.17	1.50	0.67			D	█	S	?	4		2			
Supervisor(s)	1	2.00	2.00	0.00			D	█	S	OK						

Question 45: Communicating its 'vision' to others.

Team Member	6	3.50	2.83	0.67					D	█	S	?	2	2	2	
Group A	6	2.67	1.67	1.00			D	█	S	?	2	2	2			
Supervisor(s)	1	3.00	0.00	3.00			D	████████████████████	S	M						

Question 52: Making presentations to others inside or outside the organization.

Team Member	5	2.60	2.40	0.20					D	█	S	OK	2	3		
Group A	6	2.33	1.67	0.67			D	█	S	?	3	2	1			
Supervisor(s)	1	3.00	1.00	2.00			D	████████████████████	S	M						

Developing



Team Performance 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 4: Developing prototypes or plans.

Team Member	6	2.83	2.67	0.17				D ■ S	OK	3	3			
Group A	6	2.33	1.83	0.50				D ■ S	?	3	2		1	
Supervisor(s)	1	2.00	3.00	1.00				S ■ D	OK					

Question 14: Turning ideas into reality.

Team Member	6	3.00	3.00	0.00				D ■ S	?	3	2	1		
Group A	6	2.33	1.67	0.67				D ■ S	?	4		2		
Supervisor(s)	1	3.00	1.00	2.00				D ■ S	M					

Question 18: Assessing the viability of projects.

Team Member	6	3.67	3.33	0.33				D ■ S	OK	4	2			
Group A	6	2.67	1.83	0.83				D ■ S	?	2	3	1		
Supervisor(s)	1	3.00	1.00	2.00				D ■ S	M					

Question 33: Evaluating and developing plans.

Team Member	6	3.00	2.83	0.17				D ■ S	OK	5	1			
Group A	6	2.50	2.00	0.50				D ■ S	?	4	1	1		
Supervisor(s)	1	2.00	2.00	0.00				D ■ S	OK					

Question 46: Developing practical solutions.

Team Member	6	3.33	3.00	0.33				D ■ S	?	3	2	1		
Group A	5	2.60	2.20	0.40				D ■ S	OK	3	2			
Supervisor(s)	1	3.00	2.00	1.00				D ■ S	OK					

Question 51: Testing out ideas before implementation.

Team Member	6	2.33	2.83	0.50				S ■ D	OK	4	1	1		
Group A	6	2.00	2.00	0.00				D ■ S	OK	6				
Supervisor(s)	1	2.00	2.00	0.00				D ■ S	OK					

Organizing



Team Performance 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 5: Organizing its work.

Team Member	6	3.50	3.83	0.33					S ■ D	OK	4	2			
Group A	6	2.50	2.17	0.33		D ■ S				OK	4	2			
Supervisor(s)	1	3.00	2.00	1.00		D ■ S				OK					

Question 13: Making quick decisions to ensure fast action.

Team Member	6	2.67	2.67	0.00					D ■ S	?	2	2	2		
Group A	6	2.17	1.50	0.67		D ■ S				?	3	2	1		
Supervisor(s)	1	2.00	3.00	1.00			S ■ D			OK					

Question 20: Setting objectives.

Team Member	6	3.67	3.67	0.00					D ■ S	OK	4	2			
Group A	6	3.17	2.00	1.17			D ■ S			M	1	3	2		
Supervisor(s)	1	3.00	1.00	2.00		D ■ S				M					

Question 32: Establishing clear goals.

Team Member	6	3.17	3.50	0.33					S ■ D	OK	5		1		
Group A	6	3.00	2.17	0.83			D ■ S			?	4		1	1	
Supervisor(s)	1	3.00	0.00	3.00		D ■ S				M					

Question 47: Ensuring it is accountable for its actions.

Team Member	5	3.60	3.80	0.20					S ■ D	OK	4	1			
Group A	5	2.60	2.20	0.40		D ■ S				OK	3	2			
Supervisor(s)	1	4.00	2.00	2.00		D ■ S				M					

Question 50: Achieving targets by organizing people and resources.

Team Member	6	3.67	3.83	0.17					S ■ D	OK	5	1			
Group A	6	2.83	2.50	0.33			D ■ S			OK	2	4			
Supervisor(s)	1	3.00	1.00	2.00		D ■ S				M					

Producing



Team Performance 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 6: Producing regular outputs.

Team Member	6	3.00	2.50	0.50				D <input type="checkbox"/> S		?	2	3	1		
Group A	5	2.00	2.00	0.00				D <input type="checkbox"/> S		OK	5				
Supervisor(s)	1	2.00	2.00	0.00				D <input type="checkbox"/> S		OK					

Question 12: Working to systems.

Team Member	3	2.33	2.67	0.33				S <input type="checkbox"/> D		OK	2	1			
Group A	5	2.00	2.00	0.00				D <input type="checkbox"/> S		OK	3	2			
Supervisor(s)	1	3.00	2.00	1.00				D <input type="checkbox"/> S		OK					

Question 24: Ensuring that tasks / projects are completed on time.

Team Member	5	3.00	2.80	0.20				D <input type="checkbox"/> S		?	3	1	1		
Group A	6	2.83	2.33	0.50				D <input type="checkbox"/> S		?	4	1	1		
Supervisor(s)	1	3.00	2.00	1.00				D <input type="checkbox"/> S		OK					

Question 28: Working routinely to deliver its products or services.

Team Member	3	3.33	3.67	0.33				S <input type="checkbox"/> D		OK	2	1			
Group A	5	2.40	2.40	0.00				D <input type="checkbox"/> S		OK	5				
Supervisor(s)	1	3.00	3.00	0.00				D <input type="checkbox"/> S		OK					

Question 36: Finishing tasks or projects to a continuous high standard.

Team Member	5	3.40	3.40	0.00				D <input type="checkbox"/> S		OK	5				
Group A	6	3.17	2.50	0.67				D <input type="checkbox"/> S		?	3	2	1		
Supervisor(s)	1	3.00	2.00	1.00				D <input type="checkbox"/> S		OK					

Question 38: Delivering its agreed outputs.

Team Member	6	3.50	3.50	0.00				D <input type="checkbox"/> S		?	3	2	1		
Group A	6	2.50	2.33	0.17				D <input type="checkbox"/> S		OK	5	1			
Supervisor(s)	1	2.00	2.00	0.00				D <input type="checkbox"/> S		OK					

Inspecting



Team Performance 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 7: Focusing on accuracy.

Team Member	6	2.33	2.33	0.00			D ■ S	OK	6					
Group A	5	2.80	2.20	0.60			D ■ S	?	3	1	1			
Supervisor(s)	1	3.00	2.00	1.00			D ■ S	OK						

Question 11: Is oriented towards the 'details'

Team Member	6	2.00	2.17	0.17			S ■ D	OK	5	1				
Group A	6	2.17	2.50	0.33			S ■ D	OK	1	4	1			
Supervisor(s)	1	3.00	2.00	1.00			D ■ S	OK						

Question 23: Monitoring its systems and outputs.

Team Member	4	2.25	3.00	0.75			S ■ D	OK	2	1	1			
Group A	6	2.67	2.00	0.67			D ■ S	?	3	2	1			
Supervisor(s)	1	2.00	2.00	0.00			D ■ S	OK						

Question 34: Controlling its procedures.

Team Member	5	2.40	2.40	0.00			D ■ S	OK	5					
Group A	6	2.50	2.17	0.33			D ■ S	?	3	2	1			
Supervisor(s)	1	1.00	4.00	3.00			S ■ D	L						

Question 39: Auditing and inspecting outputs.

Team Member	5	2.40	2.60	0.20			S ■ D	OK	4	1				
Group A	6	2.33	1.83	0.50			D ■ S	?	4	1	1			
Supervisor(s)	1	2.00	2.00	0.00			D ■ S	OK						

Question 42: Checking its work to minimize error.

Team Member	3	2.33	2.33	0.00			D ■ S	OK	3					
Group A	6	2.33	2.17	0.17			D ■ S	OK	5	1				
Supervisor(s)	1	2.00	2.00	0.00			D ■ S	OK						

Maintaining



Team Performance 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 8: Maintaining quality.

Team Member	6	3.00	2.50	0.50				D	S	?	4	1	1		
Group A	5	3.00	2.40	0.60				D	S	OK	2	3			
Supervisor(s)	1	3.00	2.00	1.00				D	S	OK					

Question 10: Upholding values.

Team Member	6	3.33	3.33	0.00					D	S	OK	6			
Group A	5	2.20	2.40	0.20			S	D			OK	4	1		
Supervisor(s)	1	3.00	2.00	1.00				D	S	OK					

Question 25: Preserving corporate standards.

Team Member	6	3.33	3.33	0.00					D	S	OK	6			
Group A	6	2.83	2.67	0.17					D	S	OK	5	1		
Supervisor(s)	1	3.00	0.00	3.00				D	S	M					

Question 35: Valuing loyalty.

Team Member	6	2.67	2.83	0.17					S	D	OK	5	1		
Group A	5	2.60	2.00	0.60					D	S	?	3	1	1	
Supervisor(s)	1	3.00	1.00	2.00					D	S	M				

Question 41: Ensuring fair treatment for all.

Team Member	5	3.40	3.40	0.00					D	S	OK	5			
Group A	5	3.00	2.40	0.60					D	S	?	1	3	1	
Supervisor(s)	1	4.00	0.00	4.00					D	S	M				

Question 48: Facilitating existing procedures.

Team Member	5	2.40	2.60	0.20					S	D	OK	4	1		
Group A	5	2.40	2.20	0.20					D	S	OK	4	1		
Supervisor(s)	1	2.00	2.00	0.00					D	S	OK				

Team Linking



Team Performance 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 9: Coordinating the work of the various team members.

Team Member	6	2.50	2.83	0.33						OK	4	2			
Group A	5	2.40	1.60	0.80			D	S		?	2	2	1		
Supervisor(s)	1	2.00	2.00	0.00			D	S		OK					

Question 26: Co-operating well with other groups that impact the team.

Team Member	5	2.60	3.00	0.40						OK	4		1		
Group A	6	2.83	1.33	1.50			D	S		M	1	3		2	
Supervisor(s)	1	3.00	0.00	3.00	D			S		M					

Question 27: Ensuring that everyone gets together regularly to discuss how the team is doing.

Team Member	6	3.00	2.83	0.17						OK	5	1			
Group A	6	2.33	1.00	1.33			D	S		M	2	1	2	1	
Supervisor(s)	1	3.00	0.00	3.00	D			S		M					

Question 37: Having an emphasis on positive client / customer relations.

Team Member	6	2.67	2.50	0.17						?	4	1	1		
Group A	6	2.83	2.50	0.33						OK	4	2			
Supervisor(s)	1	3.00	2.00	1.00			D	S		OK					

Question 40: Effectively handling disagreements with other groups or teams.

Team Member	5	2.40	2.60	0.20						OK	3	1	1		
Group A	6	2.50	1.83	0.67			D	S		?	3	2	1		
Supervisor(s)	1	3.00	0.00	3.00	D			S		M					

Question 49: Having a high level of respect, understanding and trust among team members.

Team Member	5	3.40	3.40	0.00						OK	3	2			
Group A	5	3.00	2.00	1.00			D	S		?	3		1	1	
Supervisor(s)	1	4.00	1.00	3.00	D			S		M					

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