

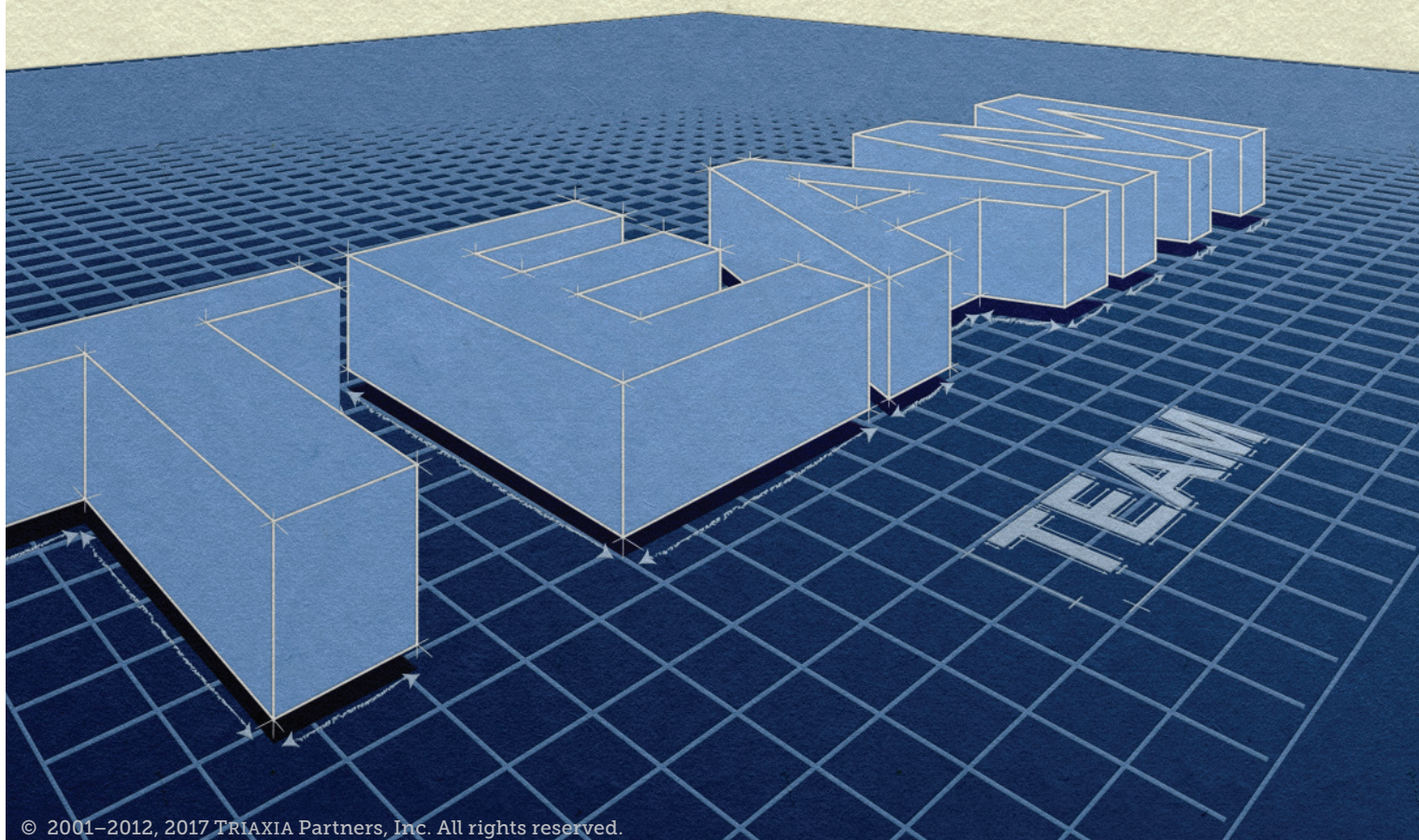
TEAM RESOURCES[®]



Team Performance Survey[™]

Measuring your team against the six characteristics of high performance[™]

TRIAXIA[®]
P A R T N E R S



Evaluating Your Team

Congratulations! Your team has completed its evaluation of its performance against the six characteristics of a high performance team.

Teams that consistently achieve exceptional results possess six essential attributes:

- Common Purpose
- Clear Roles
- Accepted Leadership
- Effective Processes
- Solid Relationships
- Excellent Communication

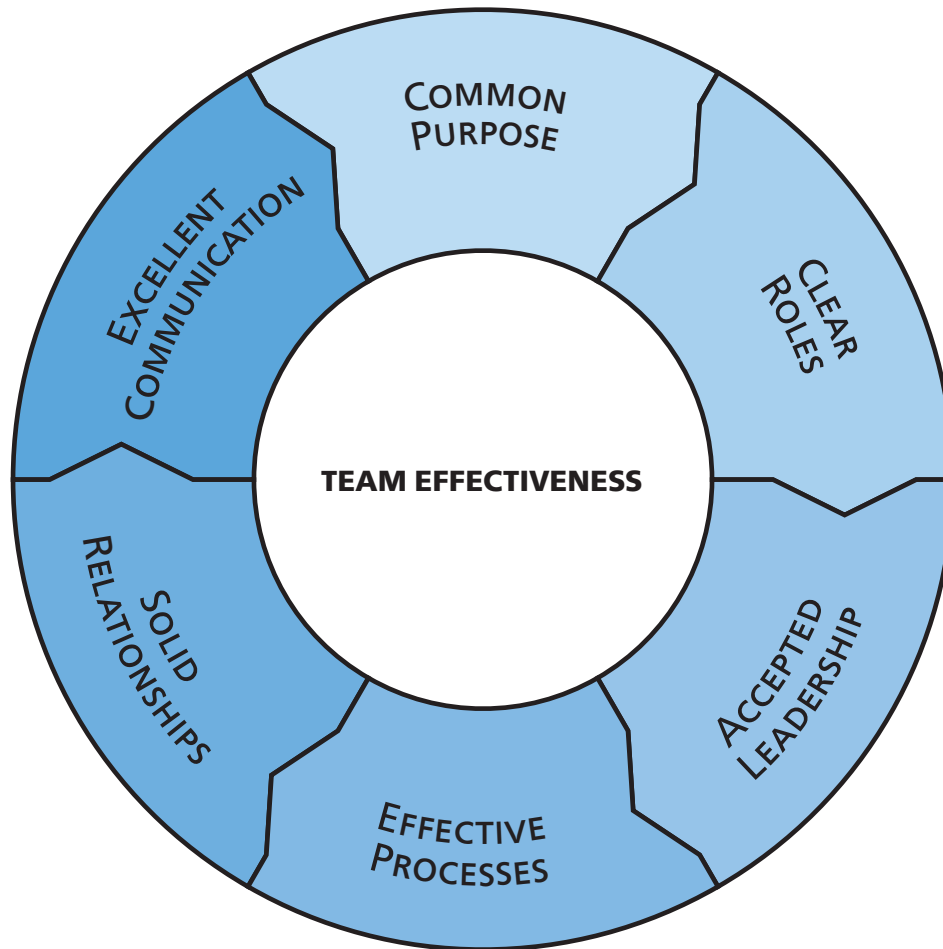
The Team Performance Survey™ was designed to help your team measure itself against these characteristics.

A team is a complex entity – each attribute is important, and they fit together to create a high performance team.

In this analysis, you had the opportunity to evaluate your team against those characteristics. You will now discover the results and use them to build an action plan for increased team effectiveness.



The Six Characteristics of High Performance Teams



A team is a group of interdependent people committed to a common purpose who choose to cooperate in order to achieve exceptional results

The Six Characteristics of High Performance Teams (Continued)

1. COMMON PURPOSE

A clear, common, compelling purpose is the cornerstone of a high performance team. Purpose asks the question: “Why are we in existence?” Without unity of purpose, the various elements will pull in different directions. The purpose of a team is to accomplish an objective that is bigger than we can accomplish individually. Remember, teamwork is not an end in itself, but rather a means to an end. Therefore, we believe an effective team is purpose/mission directed; it will be judged against its results.

CRITICAL ISSUES AND QUALITIES:

- Clear/Well Defined
- Relevant
- Significant
- Urgent
- Achievable/Believable

2. CLEAR ROLES

Dividing the task breaks down the job and matches its various elements to corresponding strengths and skills of the individual team members. This process becomes the key to leveraging the synergistic potential of the team – but with division of labor comes interdependence. Every member’s contribution is critical, and without that contribution, the purpose cannot be achieved. Interdependence is the consequence of dividing the labor. It must be managed through high levels of cooperation.

CRITICAL ISSUES AND QUALITIES:

- Clear
- Compatible (with the strengths/skills of the person)
- Complementary (with other team members’ roles)
- Consensual (agreement on who does what)
- Complete (needed roles for team effectiveness are filled)

3. ACCEPTED LEADERSHIP

High performance teams need clear, competent leadership. However, an effective team leader knows moment-by-moment leadership is often task-driven, with significant contribution by the team member whose skills, strengths, or experiences best match the demands of the situation. One key role of team leaders is to ensure appropriate task leadership is being exercised.

CRITICAL ISSUES AND QUALITIES:

- Team leadership must be seen as a role, not a position.
- Effective team leaders facilitate the moment-by-moment task leadership of team member experts.



The Six Characteristics of High Performance Teams (Continued)

4. EFFECTIVE PROCESSES

Just as purpose deals with what and why, process focuses on how the team accomplishes the task. Basic processes of a team include not only ways to perform specific functions, but also how a team makes decisions, solves problems, and resolves conflicts. High performance teams map and master their core processes.

CRITICAL ISSUES AND QUALITIES:

- Defined (Clear and established)
- Designed (short, straight, and simple)
- Documented
- Constantly improving

5. SOLID RELATIONSHIPS

Solid relationships are the glue of a high performance team. The objective is not to become best friends, but to work well together. The quality “solid” implies that team relationships can withstand the blows of occasional misunderstandings, conflicts, and bad days. Individual team members also must feel a relationship with “the team,” as expressed by a sense of belonging and camaraderie.

CRITICAL ISSUES AND QUALITIES:

- Trust of character and competence
- Understanding each other’s aspirations, personalities, etc.
- Respect for the unique contribution of others
- Acceptance of differences
- Accountability
- Courtesy / Civility

6. EXCELLENT COMMUNICATION

This element permeates every other characteristic of an effective team. Communication facilitates cooperation. Excellent communication allows the team to understand and coordinate divided roles, gain alignment, provide feedback, clarify details, and resolve conflicts effectively.

CRITICAL ISSUES AND QUALITIES:

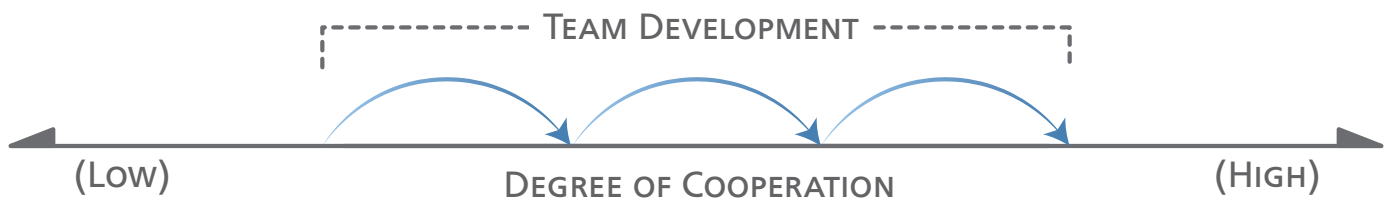
- Clear
- Open / Honest
- Timely
- Accurate



The Definition of Team Building

Team building consists of any activity that helps groups move from one stage of development to the next in one, any, or all of the six team characteristics. The process takes place one step at a time as you move along the continuum of cooperation.

It takes time, practice, and a realistic set of expectations. In reality, effective team development is a series of “mini” steps as the team works, evaluates, learns, and applies that learning to work better together over time.



In every respect, working through this diagnostic to assess your team's strengths and weaknesses against the six characteristics of high performance teams is an exercise in team development.

THE PRINCIPLES OF TEAM BUILDING

- Groups don't drift into team effectiveness; it is the product of a determined intentionality.
- Team development is a process, not an event. Like any process, it demands lots of practice.
- Team development is a philosophy that understands teamwork is just that: WORK. The objective of this investment is not to make the job easier, but the results bigger and better.
- Teams, like any other living organism, need a climate conducive to growth.
- Team development demands a safe environment in which to learn and acquire new skills.
- Use the work to build the team. If the work of the team is seen as an opportunity to grow, development quickly becomes woven into the fabric of day-to-day team activities rather than becoming an additional item on a long to-do list. Like an athletic team reviewing game films, the team constantly evaluates its performance and asks, "How did we do? What did we learn? How can we do it better, faster, cheaper?"
- The benefits of developing higher levels of teamwork must be felt and visible on the bottom line. If you don't see tangible results over time, it's unlikely that you will continue to invest the time and effort needed to develop a more effective team.
- The purpose of a team is to accomplish an objective and to do so at exceptional levels. Teamwork is not an end in itself, but rather the means to an end. Ultimately, the success of team building will be judged against end results.

Three Steps to Increased Team Effectiveness

Finding a foothold for increased team effectiveness is a difficult undertaking without a process to help you prioritize the areas to develop.

The Team Performance Survey[™] enables your team to evaluate itself against time-tested characteristics that describe high performance teamwork, identify the areas that most need development, and design an action plan for increased team effectiveness.

STEP 1 – DISCUSS FINDINGS & IDENTIFY IMPROVEMENT OPPORTUNITIES

Use the Results pages in each section to view the feedback given by each team member. Work through the discussion questions provided at the end of each section and then choose a single team characteristic that, if strengthened, would materially increase the performance of your team for that characteristic.

STEP 2 – DEVELOP AN ACTION PLAN

Use the Action Plan Worksheets near the end of the report to clearly describe the current situation, the desired situation, and a step-by-step action plan for improvement.

STEP 3 – MONITOR AND MEASURE

Use the Monitor and Measure Worksheet at the end of the report to regularly assess team progress. Remember, team development is most practically seen as a series of mini-steps that move the team toward higher levels of effectiveness. After you have successfully identified and attacked one issue, use the worksheets to identify the next item that will move your team toward higher levels of collaboration.

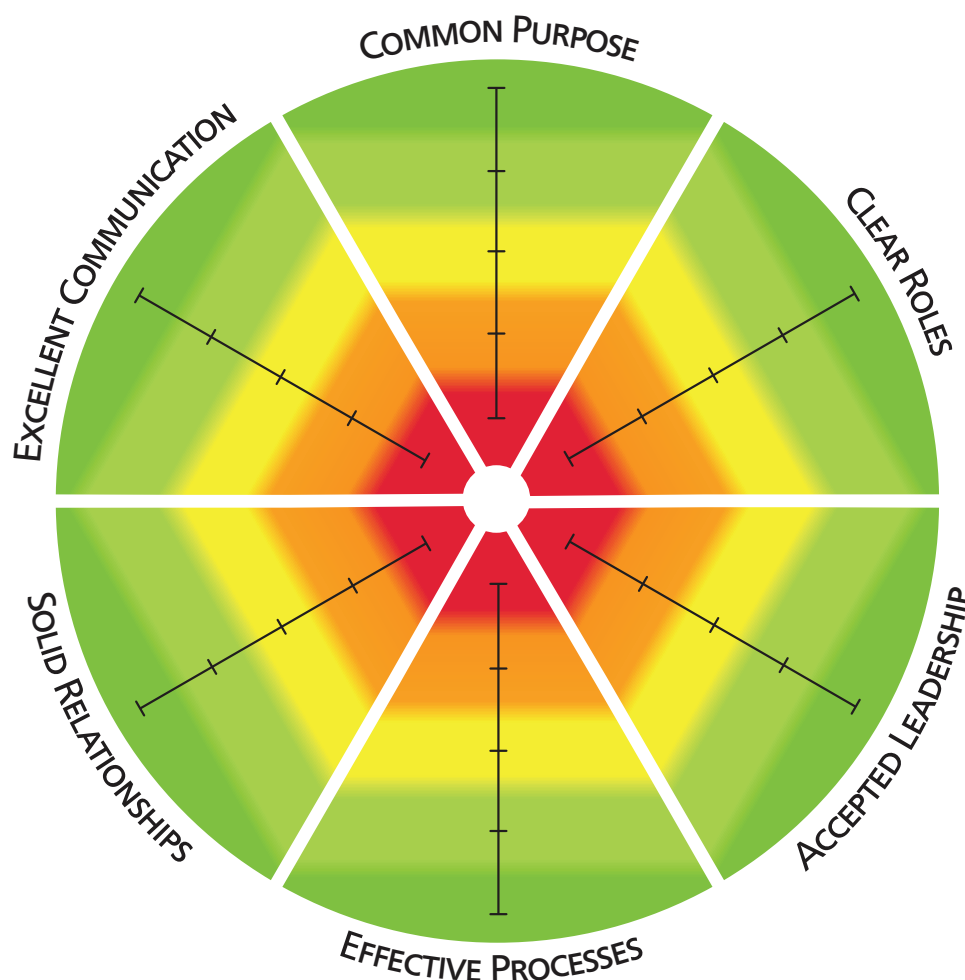


Interpreting Your Team's Results

Each question within the Team Resources Performance Survey™ was rated by your team members on a five (5) point scale ranging from Not at All Descriptive (1) to Very Descriptive (5). Your answers have been compiled to provide both individual scores and an average team score for each team characteristics.

Low performance in any one of the team characteristics can result in serious challenges for your team and is worthy of closer examination and a clear action plan for improvement. Use the following chart to assess your Factor-specific scores:

1–1.99	2–2.99	3–3.49	3.50–3.99	4.00 - 5.00
Poor	Somewhat Poor	Adequate	Good	Excellent
Indicates your team rarely demonstrates this behavior. There is significant room for improvement.	Indicates your team occasionally demonstrates this behavior. There is room for improvement.	Indicates your team can demonstrate this behavior, but it is inconsistent. There is potential for improvement.	This range indicates your team often demonstrates this behavior. There is moderate room for improvement.	Indicates your team almost always demonstrates this behavior. There is little room for improvement.



Results Overview at a Glance

The following table lists each team member's individual response average and the overall team's response average for each characteristic. Team member identification numbers have been randomly assigned to maintain anonymity. They do not reflect the chronological order of testing, nor are they affected in any way by the members' survey responses.



Overview Discussion Questions

1. Overall, which characteristic was rated the strongest by your team?
2. Overall, which characteristic was rated the weakest by your team?
3. Are there significant points of disagreement regarding scores among team members?
4. What accounts for these differences?
5. As a result of your scoring and discussion, which of the six team characteristics, if strengthened, could most improve team effectiveness?

Common Purpose

A team is defined by its task or purpose. The purpose of every team is to accomplish an objective and to do so at exceptional levels of performance. Like the grain of sand in a pearl oyster, the task of the team is the critical ingredient around which the team will form. Regardless of whether the life of the team is temporary or long-lasting, its purpose is the motivation for its existence. Since high-performance teams are invariably mission-directed, ultimately, team effectiveness must be judged by the results.

CRITICAL ISSUES AND QUALITIES:

- Clear / Well Defined
- Relevant
- Significant
- Urgent
- Achievable / Believable



Common Purpose Results at a Glance

The following table lists each team member's response to each Common Purpose descriptor, each team member's overall response average, and your team's average score for each descriptor.



Common Purpose Results

Below are your team's Common Purpose descriptors, including any participant comments, listed by average score.



Discussion Questions

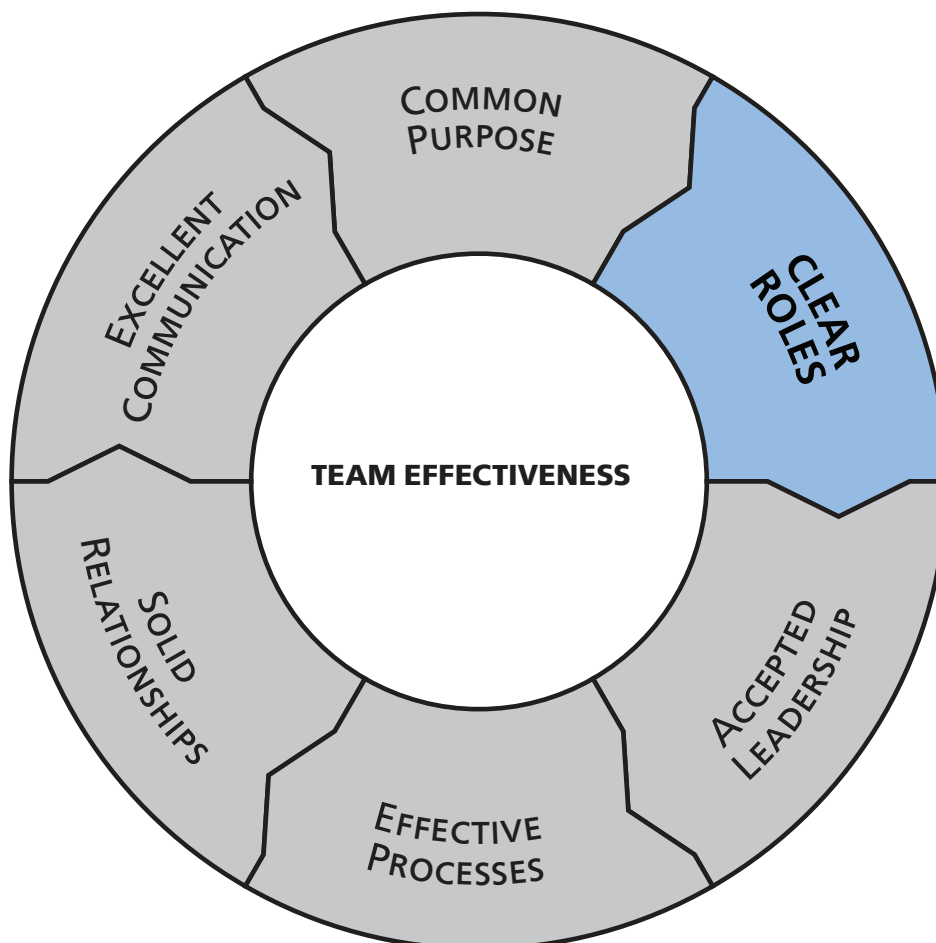
1. Which Team Resources descriptor did the team rate the strongest?
2. Which Team Resources descriptor received the weakest rating from the team?
3. Overall, does the team agree with the scoring for each question?
4. For each area of disagreement, identify specific reasons for differences in perspective.
(It may be helpful to review the team's comments included with the results.)
5. Within this characteristic, can you, as a team, identify the primary issue that most needs development? What is it?

Clear Roles

Crystal clear roles characterize high-performance teams. Every team member is clear about his or her particular role, as well as those of the other team members. While the concept of roles – how we design and divide the task – is compellingly logical, many organizations find it very challenging to implement in practice. Role issues are invariably one of the top problems teams face, but getting rolls right is a critical contributor to team success.

CRITICAL ISSUES AND QUALITIES:

- Clear
- Compatible (with the strengths / skills of the person)
- Complementary (with other team members' roles)
- Consensual (agreement on who does what)
- Complete (needed roles for team effectiveness are filled)



Clear Roles Results at a Glance

The following table lists each team member’s response to each Clear Roles descriptor, each team member’s overall response average, and your team’s average score for each descriptor.



Clear Roles Results

Below are your team's Clear Roles descriptors, including any participant comments, listed by average score.



Discussion Questions

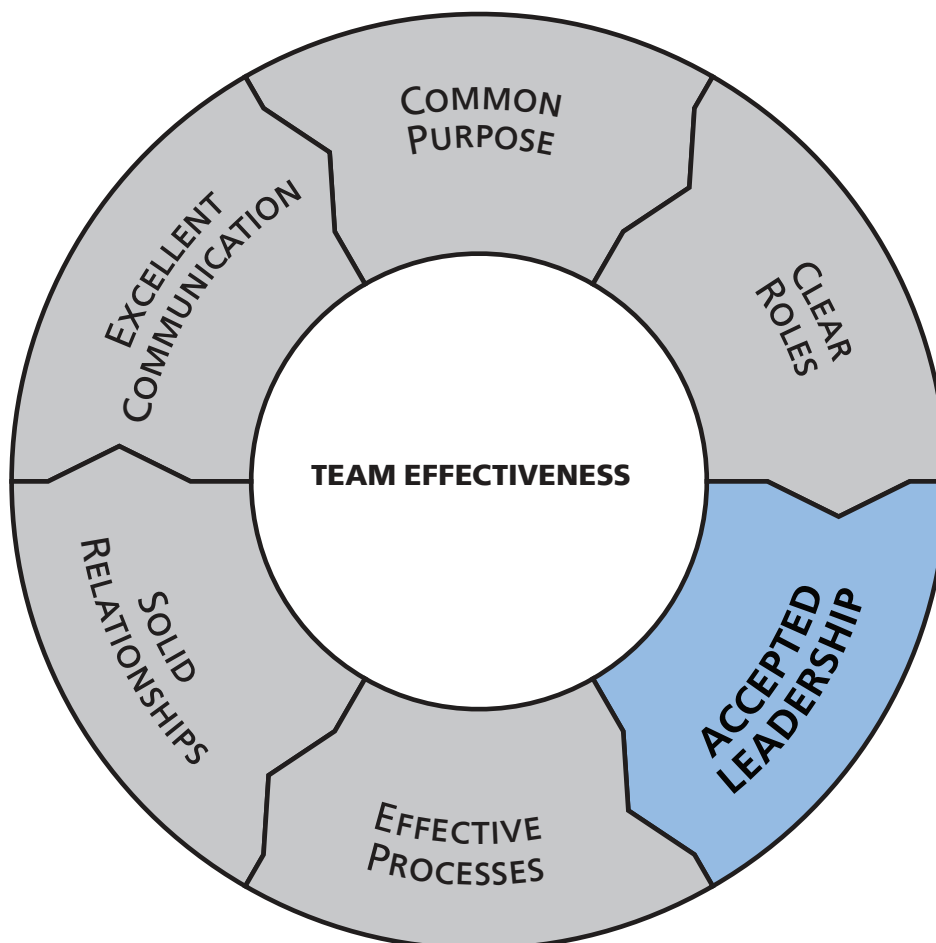
1. Which Team Resources descriptor did the team rate the strongest?
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3. Overall, does the team agree with the scoring for each question?
4. For each area of disagreement, identify specific reasons for differences in perspective.
(It may be helpful to review the team's comments included with the results.)
5. Within this characteristic, can you, as a team, identify the primary issue that most needs development? What is it?

Accepted Leadership

Accepted leadership is about influence – it is the active influencing others toward the accomplishment of a specific task or purpose. One source of influence can be found in a leader’s formal authority as defined by the organization. However, the most effective form of influence is more informal. It flows out of the leader’s mindset about teams and people, skills, relationships, and resources. Although leaders are clearly committed to the purpose, success will be determined to the extent those being influenced accomplish the purpose.

CRITICAL ISSUES AND QUALITIES:

- Team leadership must be seen as a role, not a position.
- Effective team leaders facilitate the moment-by-moment task leadership of team member experts.



Accepted Leadership Results at a Glance

The following table lists each team member’s response to each Accepted Leadership descriptor, each team member’s overall response average, and your team’s average score for each descriptor.



Accepted Leadership Results

Below are your team's Accepted Leadership descriptors, including any participant comments, listed by average score.



Discussion Questions

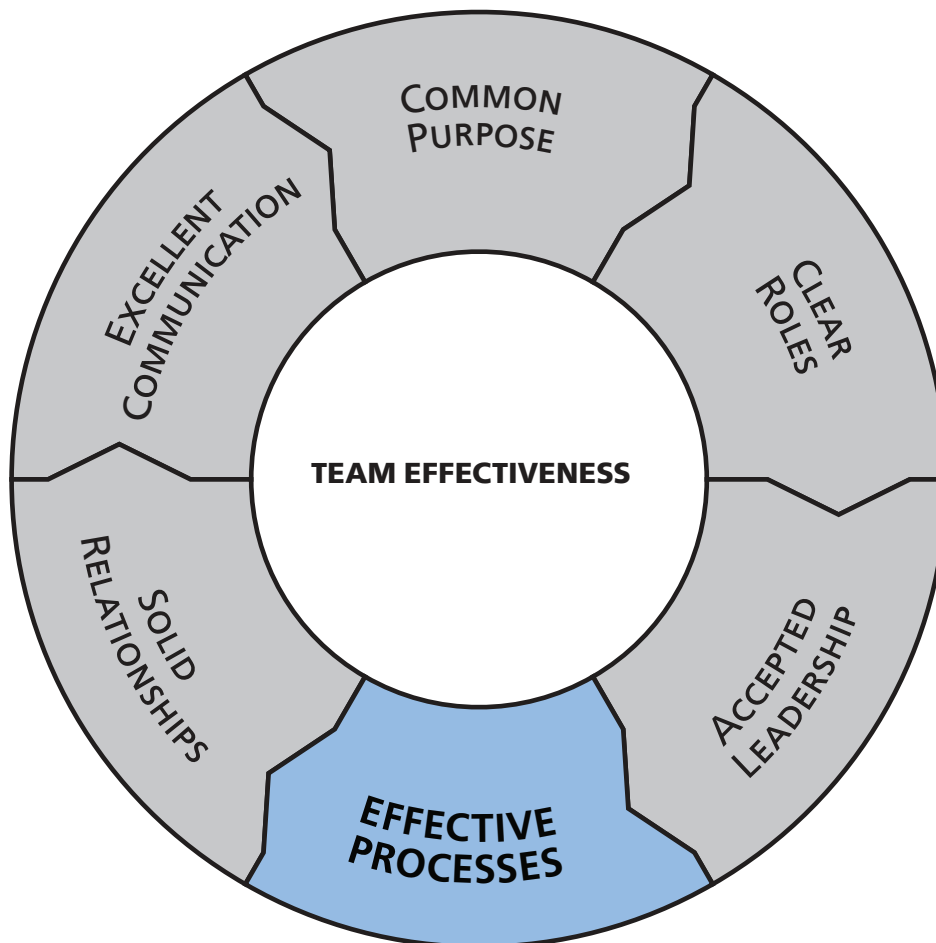
1. Which team characteristic did the team rate the strongest?
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3. Overall, does the team agree with the scoring for each question?
4. For each area of disagreement, identify specific reasons for differences in perspective.
(It may be helpful to review the team's comments included with the results.)
5. Within this characteristic, can you, as a team, identify the primary issue that most needs development? What is it?

Effective Processes

While purpose deals with what and why, process focuses on how. How do we accomplish the task? What are the basic processes of the team? How do we make decisions, solve problems, and resolve conflict? High performance teams master and map their core processes, and revisit them often to refresh them as the need arises.

CRITICAL ISSUES AND QUALITIES:

- Clearly defined
- Designed (short, straight, and simple)
- Documented
- Constantly improving



Effective Processes Results at a Glance

The following table lists each team member's response to each Effective Processes descriptor, each team member's overall response average, and your team's average score for each descriptor.



Effective Processes Results

Below are your team's Effective Process descriptors, including any participant comments, listed by average score.



Discussion Questions

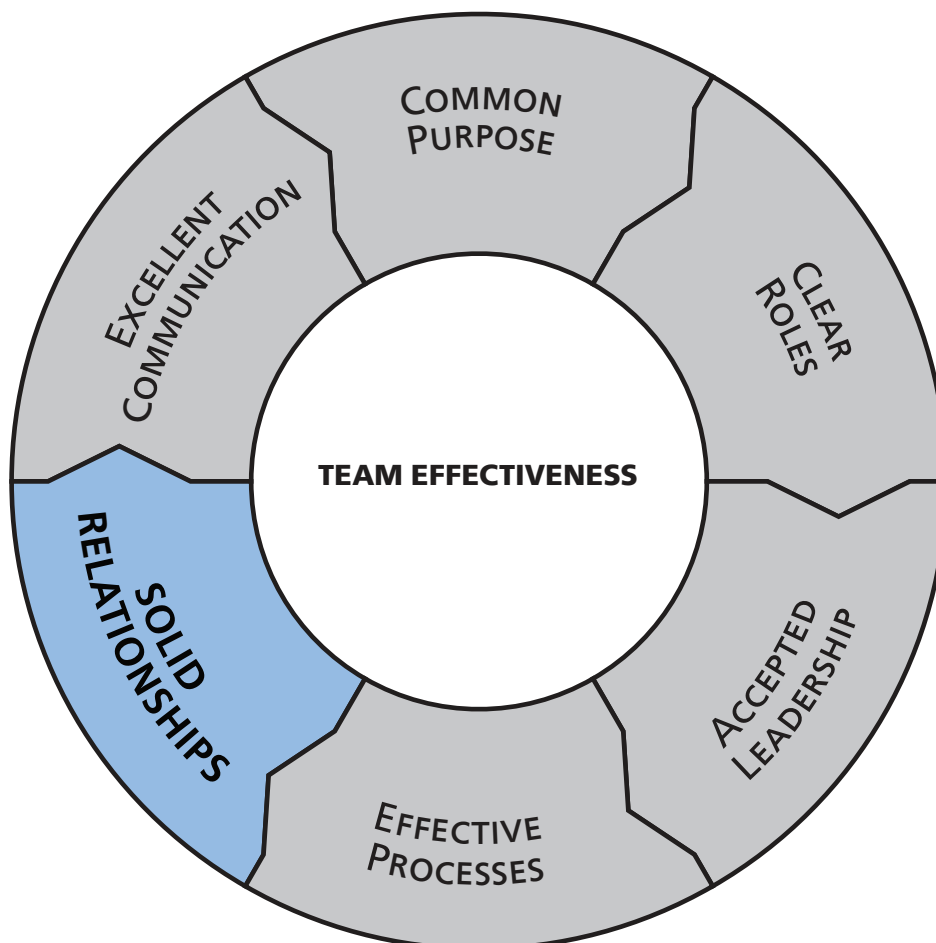
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Solid Relationships

Solid relationships are the lubricant of a high performance team. The objective is not to become best friends, but to work together. The quality “solid” implies that team relationships can withstand the blows of occasional misunderstandings, conflicts, and bad days. It is also important that individual team members feel a relationship with “the team,” as expressed by a sense of belonging and camaraderie.

CRITICAL ISSUES AND QUALITIES:

- Trust of both character and competence
- Understanding each other’s aspirations, personalities, etc.
- Respect for the unique contribution of others
- Acceptance of differences
- Accountability
- Courtesy / civility



Solid Relationships Results at a Glance

The following table lists each team member's response to each Solid Relationships descriptor, each team member's overall response average, and your team's average score for each descriptor.



Solid Relationships Results

Below are your team's Solid Relationship descriptors, including any participant comments, listed by average score.



Discussion Questions

1. Which Team Resources descriptor did the team rate the strongest?
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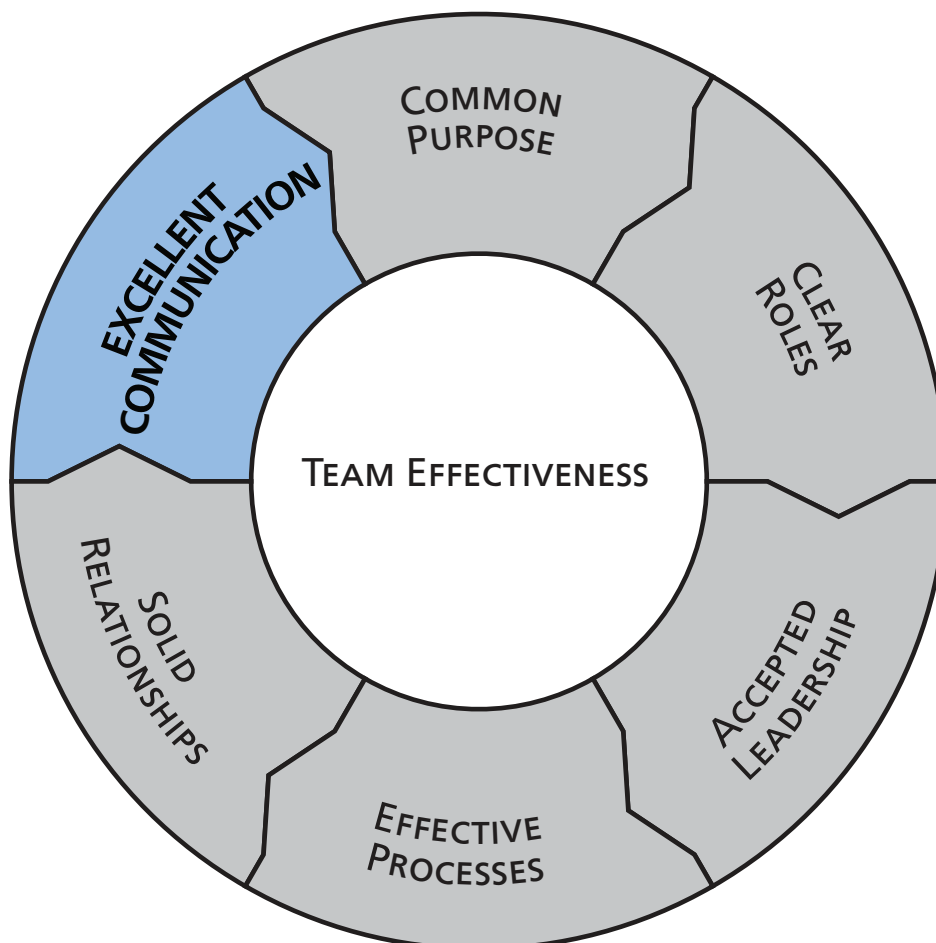


Excellent Communication

Effective communication enables a team to achieve exceptional results. However, most teams find that barriers to communication are legion, including incomplete or disorganized information, too much data, poor timing, or the wrong vehicle for the message. Not surprisingly, only the most astute, pragmatic, and persistent teams overcome them.

CRITICAL ISSUES AND QUALITIES:

- Clear
- Open / Honest
- Timely
- Accurate



Excellent Communication Results at a Glance

The following table lists each team member's response to each Excellent Communication descriptor, each team member's overall response average, and your team's average score for each descriptor.



Excellent Communication Results

Below are your team's Excellent Communication descriptors, including any participant comments, listed by average score.



Discussion Questions

1. Which Team Resources descriptor did the team rate the strongest?
2. Which Team Resources descriptor received the weakest rating from the team?
3. Overall, does the team agree with the scoring for each question?
4. For each area of disagreement, identify specific reasons for differences in perspective.
(It may be helpful to review the team's comments included with the results.)
5. Within this characteristic, can you, as a team, identify the primary issue that most needs development? What is it?

Completing the Action Plan Worksheet

The Action Plan Worksheet is a template on which your team can design a development strategy for each selected item. Like any of the worksheets in this document, it is merely a framework you can use as a guide. Feel free to change or adapt it to make it best suit your team's needs.

Before you complete the worksheet, make copies to use for additional action plans as you continue to develop your team to new levels of effectiveness.

DIRECTIONS:

1. Review each of the possible action items your team listed for each team characteristic.

2. Choose the top three issues that most need developing.

-
-
-

3. Prioritize these issues according to their importance:

- a.
- b.
- c.

4. Develop an action plan for each of these three using the worksheets on the following pages.

5. Commit to implementing your ideas over the next 90 days.



Action Plan Worksheet

Here is your opportunity to turn principle into practice — to take a meaningful first step in becoming a more effective team.

1. Question #	Factor	Question
31	Common Purpose	Our team has a sense of urgency about our goals. Time is important.

2. Describe the current situation (feelings, results or impact, symptoms)

3. Identify the root causes of the current situation (e.g., attitudes, lack of knowledge or skill, lack of resources, outside pressures, etc.).

4. Describe the desired situation.

Action Step	Responsibility	Date

5. What specific steps will you take as a team to address the root cause and transform the current situation into the desired situation? Who is responsible for what? By what date?

6. Specifically, how will you measure progress as you work in this area? Can you state it in terms of output (e.g., increased production, decreased costs, etc.)?



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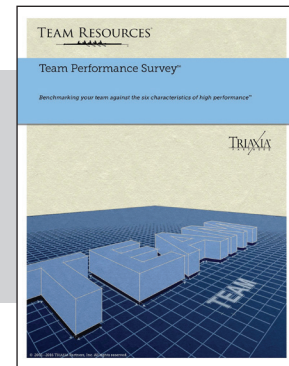


Monitor and Measure

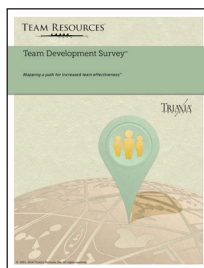
1. Set a date to review your progress with the team
2. Review your Action Plan
3. What is working? Not working?
4. Are you achieving your desired results? If so, how can you continue to leverage our effectiveness?
5. If not, what must you start doing?
6. What must you stop doing?
7. What changes will you implement going forward?



You have completed the Team Performance Survey™ Report

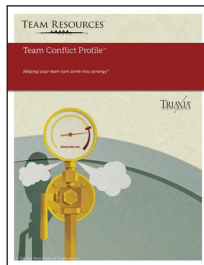


Also available from
TEAM RESOURCES®



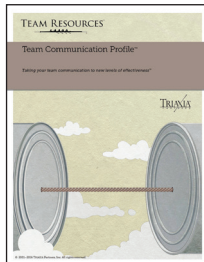
TEAM DEVELOPMENT SURVEY™ **MAPPING A PATH FOR INCREASED TEAM EFFECTIVENESS™**

The Team Development Survey™ enables your team to visually identify its current stage of team development, and better understand its potential for greater synergy and team effectiveness. By measuring your team's capabilities in the factors that drive cooperation, this report enables your team to clearly map its path for growth.



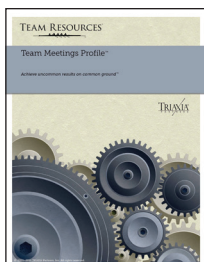
TEAM CONFLICT PROFILE™ **HELPING YOUR TEAM TURN STRIFE INTO SYNERGY™**

This Team Resources® diagnostic enables your team to identify and address conflict issues that derail team effectiveness. The report highlights attitudes, actions, and processes that can stifle your team's ability to work together. Utilizing this information, the team will be able to give immediate attention to the key issues driving conflict and define a clear path for improvement.



TEAM COMMUNICATION PROFILE™ **TAKING YOUR TEAM COMMUNICATION TO NEW LEVELS OF EFFECTIVENESS™**

The Team Resources Team Communication Profile™ helps your team assess its ability to communicate. Effective team communication doesn't just happen, but demands the application of time-tested principles and processes. This diagnostic enables team members to identify and address specific issues that clutter and confuse team communication.



TEAM MEETINGS PROFILE™ **ACHIEVE UNCOMMON RESULTS ON COMMON GROUND™**

This powerful meeting diagnostic will provide your team with unique insight on how well they are managing meeting together. Meetings are the playing field for high performance teams. Effective or not, meetings cost money and consume valuable resources. The real issue is not the cost of meetings, but rather the cost of poor meetings. High performance teams master the three critical dimensions needed for effective meetings: the people, the purpose, and the process. This diagnostic allows your team to graphically identify strengths and weaknesses across each of these three key components.