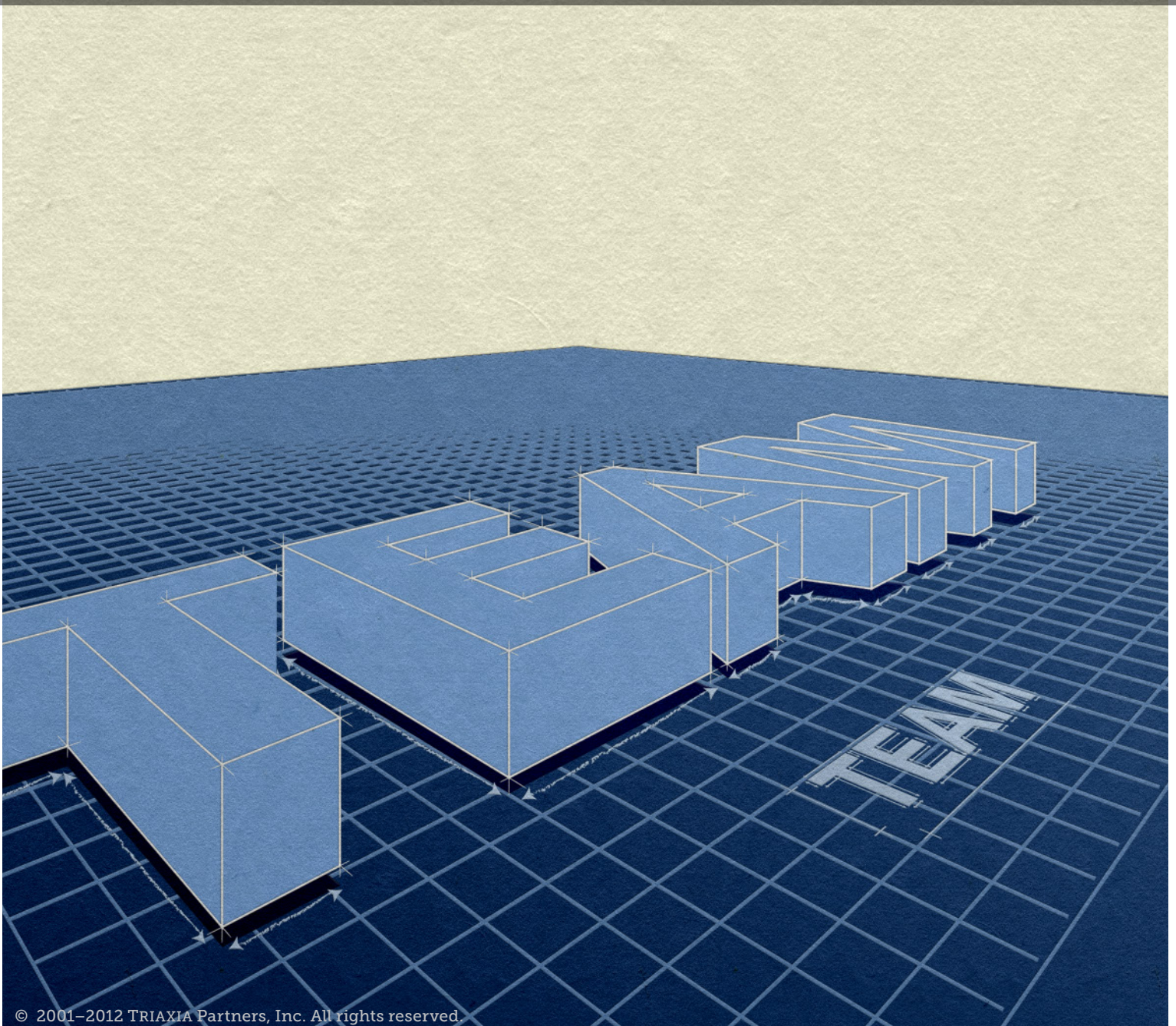




# TEAM BENCHMARK™

Team Skill Survey™



# DISCUSSION WORKSHEET

**Are there significant points of disagreement 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?**

**Use the Evaluation Worksheet for this characteristic to identify specific issues that need to be addressed.**

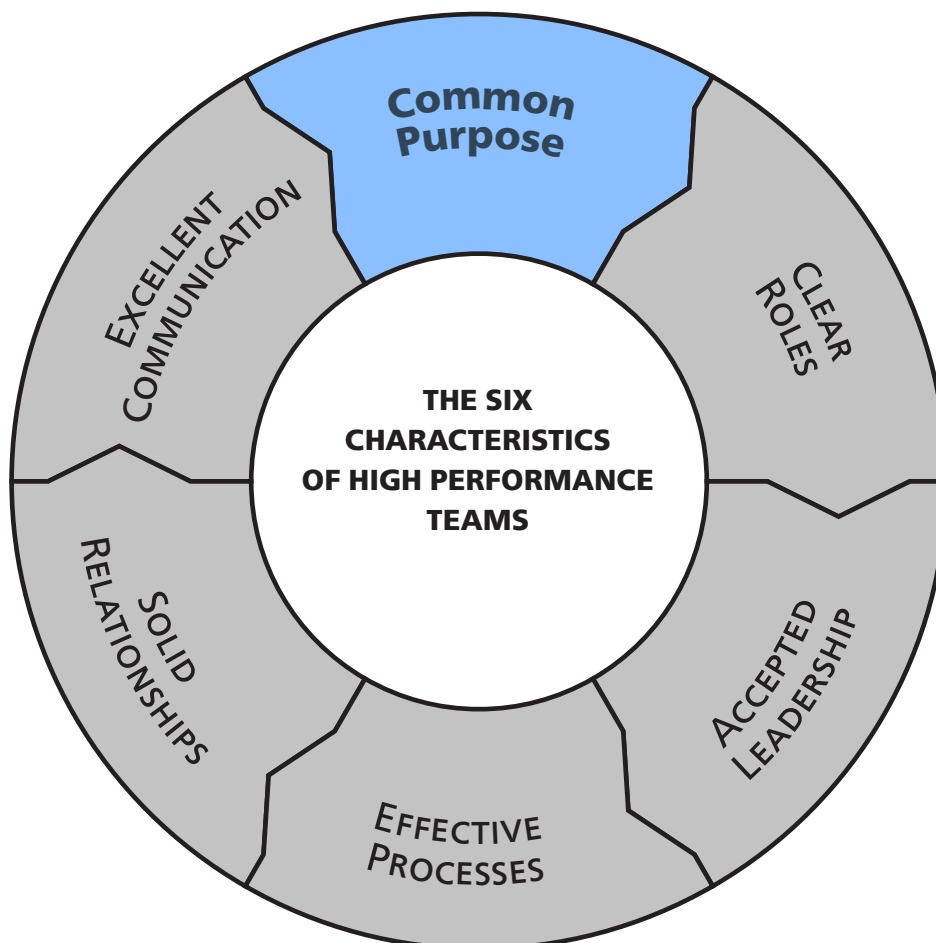
# TEAM SKILL SURVEY™ OVERVIEW

# COMMON PURPOSE

A clear, common, compelling purpose is the cornerstone of a high performance team. Purpose asks the question: "Why are we in existence?" By definition there must be unity of purpose or the various elements will pull in different directions. The purpose of a team is to accomplish an objective: an objective bigger than you can accomplish individually. 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



# COMMON PURPOSE WORKSHEET

# COMMON PURPOSE COMMENTS

Listed below are the survey statements related to Common Purpose. The overall team average is indicated below the statement and if team members had comments about that statement, they will be listed below the chart.

# DISCUSSION QUESTIONS

- 1. What primary issue did the team rate the strongest?**
  
- 2. What primary issue received the weakest rating from the team?**
  
- 3. Are there points of significant disagreement among individual team members?**
  
- 4. What are they?**
  
- 5. What accounts for these differences?**

**Within this characteristic, can you, as a team, identify the primary issue that most needs development?**

- 6. What is the issue?**
  
- 7. What aspect of it specifically needs development?**

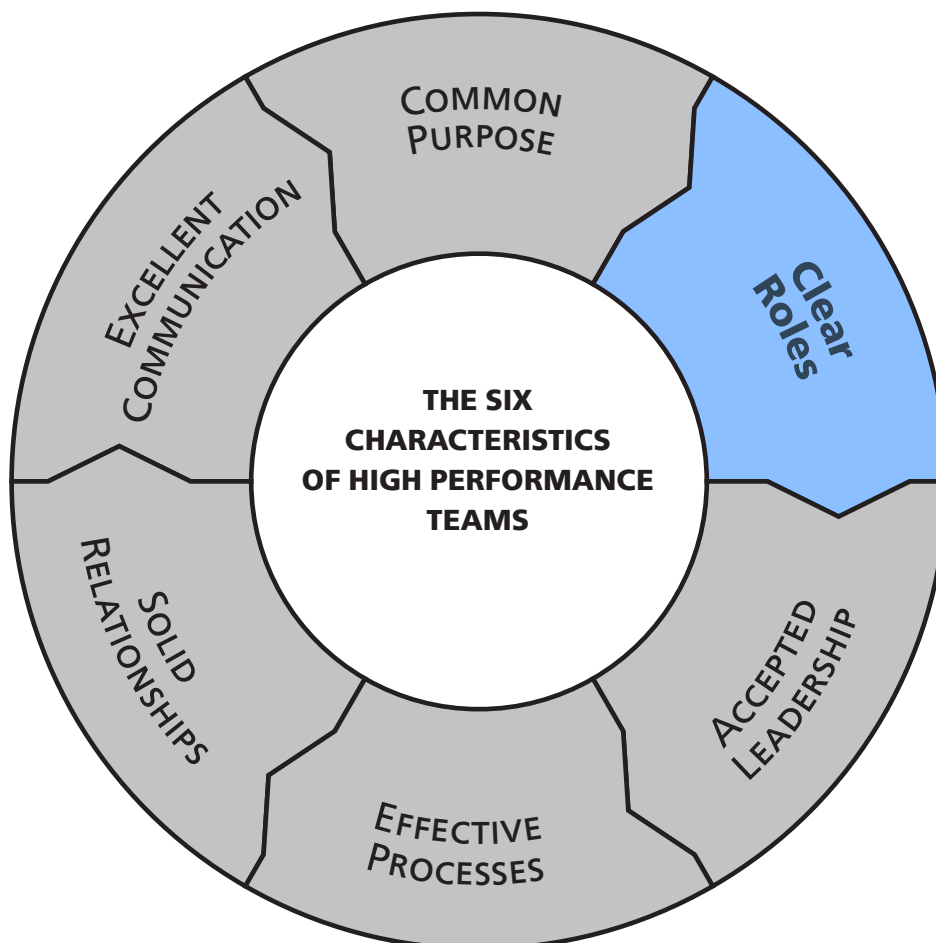


# CLEAR ROLES

Dividing the task breaks the job down and matches its various elements to corresponding strengths and skills of the individual team members. This process becomes the key to tapping the synergistic potential of the team. Division of labor brings leverage into the equation, introducing the possibility of synergy. But with it comes interdependence—that is, every member's contribution is needed, and without that contribution the purpose cannot be achieved. Interdependence is the consequence of dividing the labor. It must be managed by high levels of cooperation.

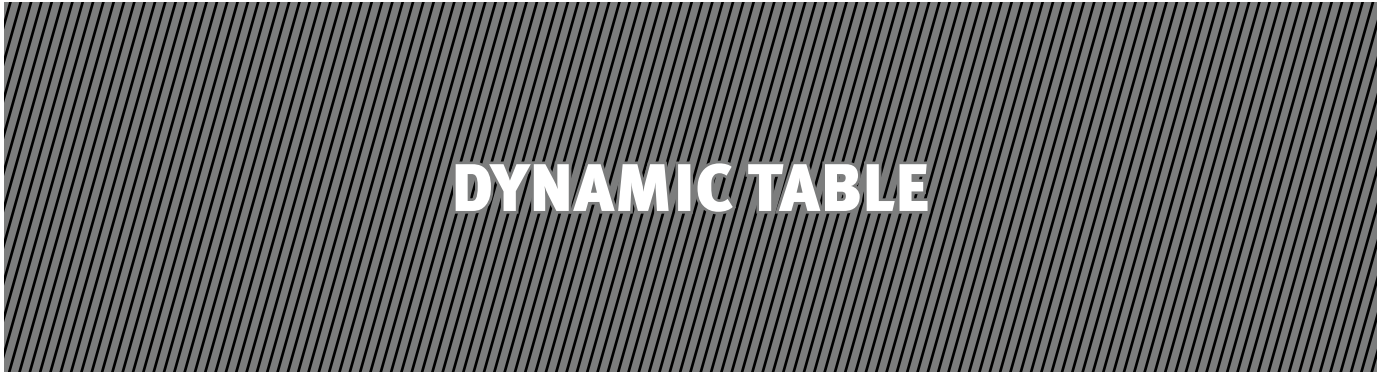
**CRITICAL ISSUES AND QUALITIES:**

- Clear
- Compatible (with the strengths/skills of the person)
- Complementary (with other team members' roles)





# CLEAR ROLES WORKSHEET



# CLEAR ROLES COMMENTS

Listed below are the survey statements related to Clear Roles. The overall team average is indicated below the statement and if team members had comments about that statement, they will be listed below the chart.



**DYNAMIC CONTENT**

# DISCUSSION QUESTIONS

- 1. What primary issue did the team rate the strongest?**
- 2. What primary issue received the weakest rating from the team?**
- 3. Are there points of significant disagreement among individual team members?**
- 4. What are they?**
- 5. What accounts for these differences?**

**Within this characteristic, can you, as a team, identify the primary issue that most needs development?**

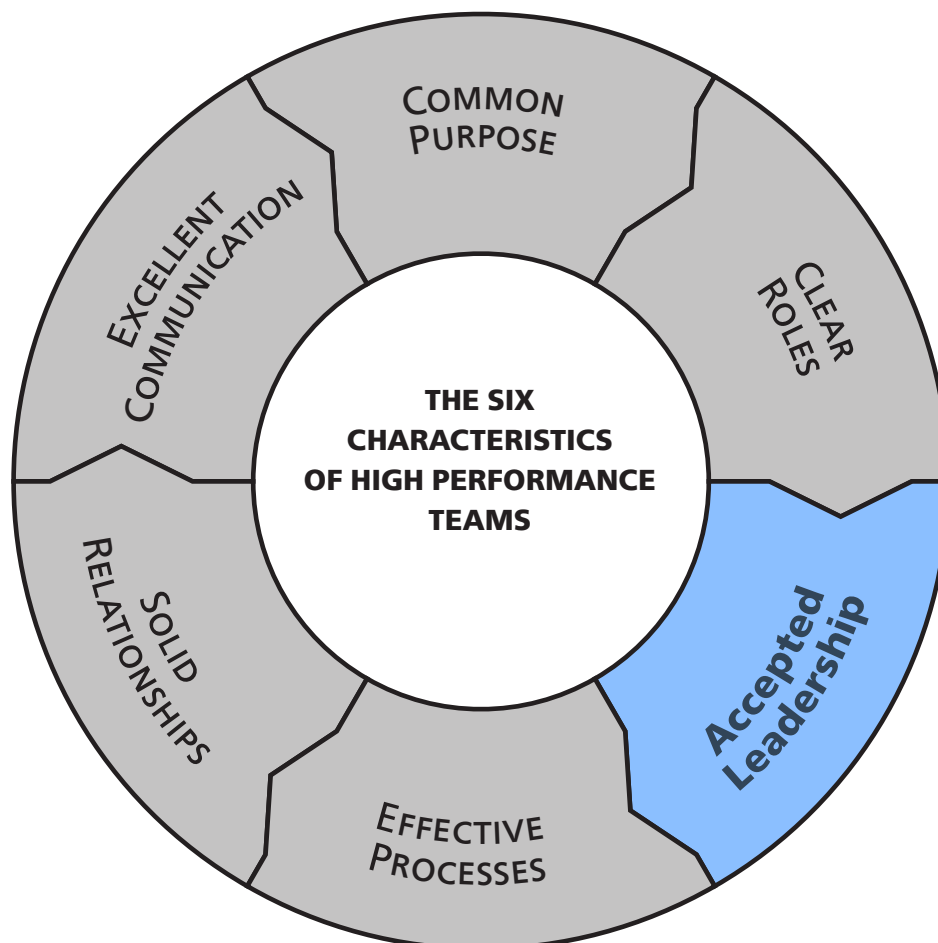
- 6. What is the issue?**
- 7. What aspect of it specifically needs development?**

# ACCEPTED LEADERSHIP

High performance teams need clear, competent leadership. However, an effective team leader knows that it is often best for moment-by-moment leadership to be task-driven, with significant contribution by the team member whose skills, strengths, or experience best match the demands of the situation.

**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 WORKSHEET

**DYNAMIC CONTENT**

**DYNAMIC TABLE**

# ACCEPTED LEADERSHIP COMMENTS

Listed below are the survey statements related to Accepted Leadership. The overall team average is indicated below the statement and if team members had comments about that statement, they will be listed below the chart.



**DYNAMIC CONTENT**

# DISCUSSION QUESTIONS

- 1. What primary issue did the team rate the strongest?**
- 2. What primary issue received the weakest rating from the team?**
- 3. Are there points of significant disagreement among individual team members?**
- 4. What are they?**
- 5. What accounts for these differences?**

**Within this characteristic, can you, as a team, identify the primary issue that most needs development?**

- 6. What is the issue?**
- 7. What aspect of it specifically needs development?**

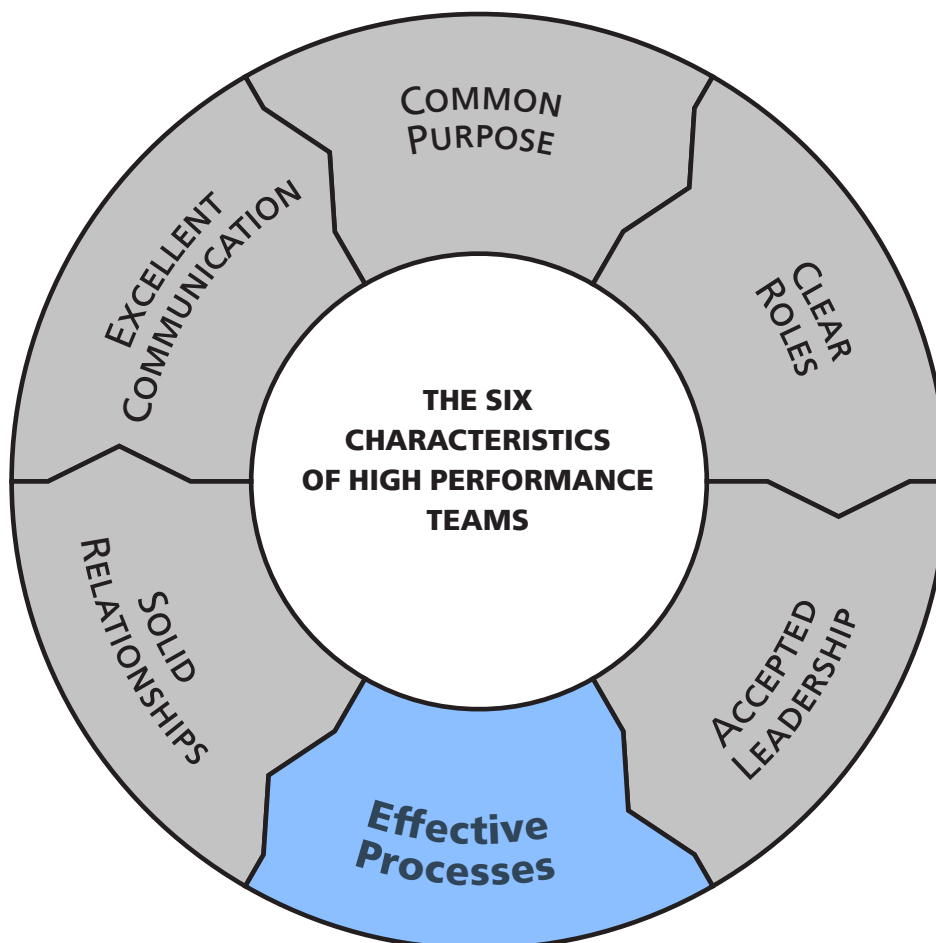


# EFFECTIVE PROCESSES

Whereas purpose deals with what and why, here we focus 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.

## CRITICAL ISSUES AND QUALITIES:

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



# EFFECTIVE PROCESSES WORKSHEET



**DYNAMIC CONTENT**



**DYNAMIC TABLE**

# EFFECTIVE PROCESSES COMMENTS

Listed below are the survey statements related to Effective Processes. The overall team average is indicated below the statement and if team members had comments about that statement, they will be listed below the chart.



**DYNAMIC CONTENT**

# DISCUSSION QUESTIONS

- 1. What primary issue did the team rate the strongest?**
  
- 2. What primary issue received the weakest rating from the team?**
  
- 3. Are there points of significant disagreement among individual team members?**
  
- 4. What are they?**
  
- 5. What accounts for these differences?**

**Within this characteristic, can you, as a team, identify the primary issue that most needs development?**

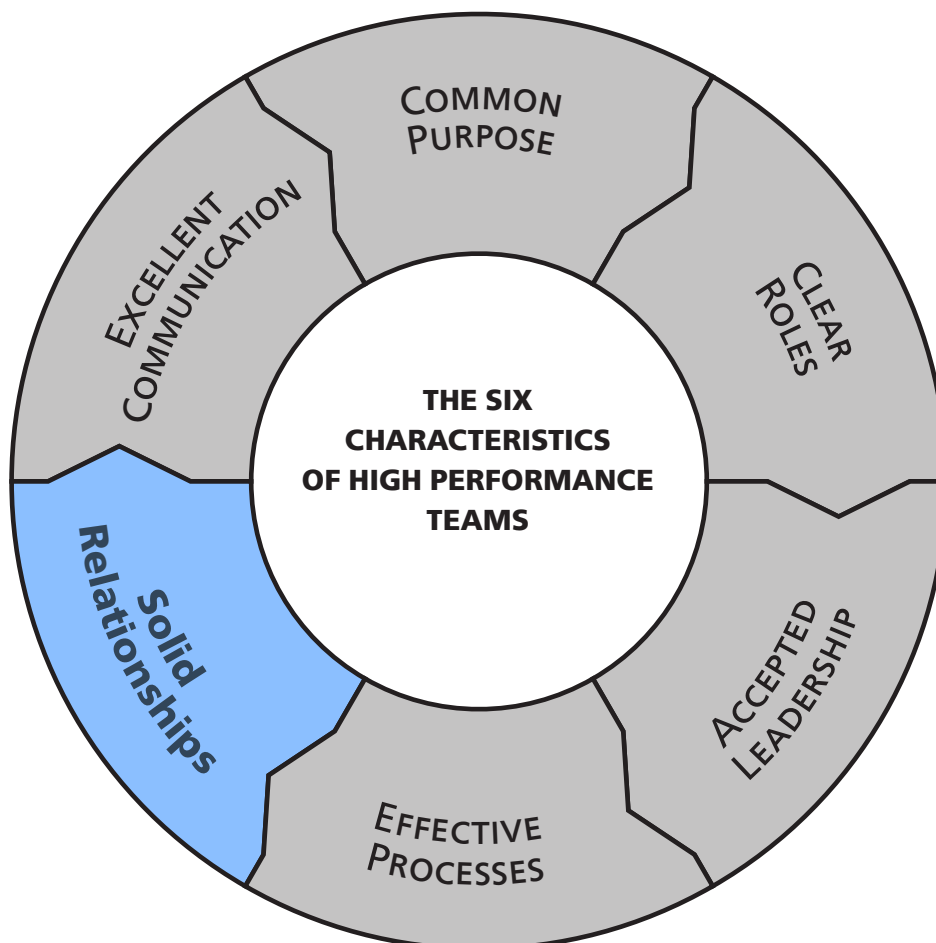
- 6. What is the issue?**
  
- 7. What aspect of it specifically needs development?**

# 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 WORKSHEET



**DYNAMIC CONTENT**



**DYNAMIC TABLE**

# SOLID RELATIONSHIPS COMMENTS

Listed below are the survey statements related to Solid Relationships. The overall team average is indicated below the statement and if team members had comments about that statement, they will be listed below the chart.



**DYNAMIC CONTENT**



# DISCUSSION QUESTIONS

- 1. What primary issue did the team rate the strongest?**
- 2. What primary issue received the weakest rating from the team?**
- 3. Are there points of significant disagreement among individual team members?**
- 4. What are they?**
- 5. What accounts for these differences?**

**Within this characteristic, can you, as a team, identify the primary issue that most needs development?**

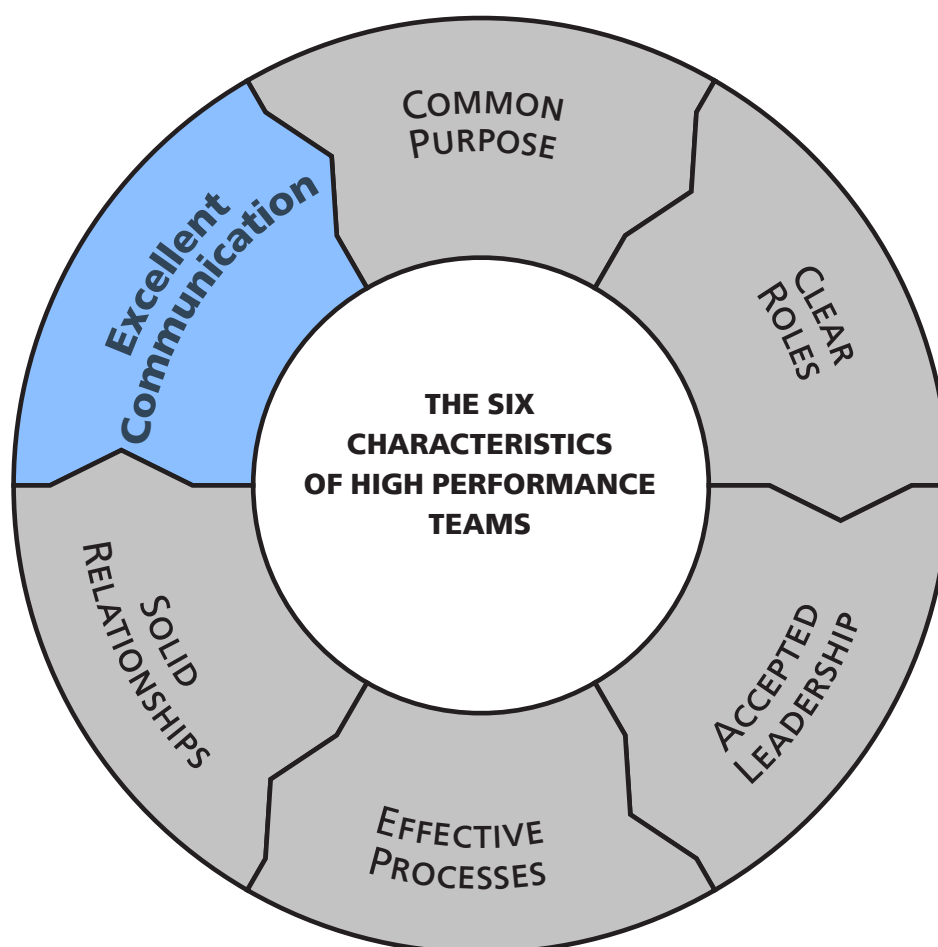
- 6. What is the issue?**
- 7. What aspect of it specifically needs development?**

# EXCELLENT COMMUNICATION

This element permeates every other characteristic of an effective team. It is the very means of cooperation: the glue that holds the team together. Excellent communication allows the team to coordinate divided roles, provide feedback, clarify details, and resolve conflicts effectively.

## CRITICAL ISSUES AND QUALITIES:

- Clear
- Open/Honest
- Timely
- Accurate



# EXCELLENT COMMUNICATION WORKSHEET

**DYNAMIC CONTENT**

**DYNAMIC TABLE**

# EXCELLENT COMMUNICATION COMMENTS

Listed below are the survey statements related to Excellent Communication. The overall team average is indicated below the statement and if team members had comments about that statement, they will be listed below the chart.



**DYNAMIC CONTENT**

# DISCUSSION QUESTIONS

- 1. What primary issue did the team rate the strongest?**
- 2. What primary issue received the weakest rating from the team?**
- 3. Are there points of significant disagreement among individual team members?**
- 4. What are they?**
- 5. What accounts for these differences?**

**Within this characteristic, can you, as a team, identify the primary issue that most needs development?**

- 6. What is the issue?**
- 7. What aspect of it specifically needs development?**

# COMPLETING THE ACTION PLAN WORKSHEET

To this point you have completed the following parts of the Team Skill Survey™:

- Survey questions evaluating overall team strengths and weaknesses.
- Discussion Worksheet that compares and contrasts individual team member responses to survey questions. The Discussion Worksheet also helps the team to choose the team characteristic they feel most needs to be strengthened.
- Evaluation Worksheet which helps the team analyze the chosen team characteristic in more detail and select one specific dimension for development.

Now you will design your development strategy for the selected item using the Action Plan Worksheets on the next page. Like any of the worksheets in this survey, it is merely a framework you can use as a guide. Feel free to change or adapt it to make it best suit the needs of your team.

We have provided additional action plan worksheets for your team.

## **DIRECTIONS:**

### **1. Choose the top three issues that most need developing (e.g. Survey Question No. 18, Decision Making)**

- .....
- .....
- .....

### **2. Prioritize these issues according to their importance:**

- a. ....
- b. ....
- c. ....

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

### **4. 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 and issue (e.g., No. 18, Decision Making):
  
  
  
  
  
  
  
  
  
  
  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.
  
  
  
  
  
  
  
  
  
  
  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?
- | Action Step | Responsibility | 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.)?



# 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 and issue (e.g., No. 18, Decision Making):
  
  
  
  
  
  
  
  
  
  
  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.
  
  
  
  
  
  
  
  
  
  
  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?
- | Action Step | Responsibility | 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.)?

# 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 and issue (e.g., No. 18, Decision Making):
  
  
  
  
  
  
  
  
  
  
  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.
  
  
  
  
  
  
  
  
  
  
  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?
- | Action Step | Responsibility | 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.)?

# 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 and issue (e.g., No. 18, Decision Making):
  
  
  
  
  
  
  
  
  
  
  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.
  
  
  
  
  
  
  
  
  
  
  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?
- | Action Step | Responsibility | 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.)?

# MONITOR AND MEASURE

**Set a date to review your progress with the team**

**Review your Action Plan:**

**What is working? Not working?**

**Are we achieving our desired results? If so, how can we continue to leverage our effectiveness?**

**If not, what must we start doing?**

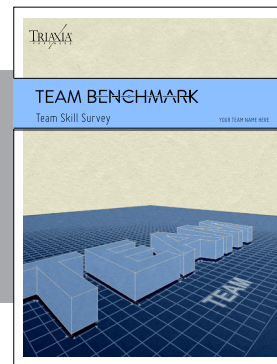
**Stop doing?**

**What changes will we implement going forward?**

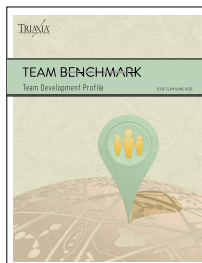
"By design and by talent we were a team of specialists, and like a team of specialists in any field, our performance depended both on individual excellence and on how we worked together. None of us had to strain to understand we had to complement each other's specialties; it was simply a fact, and we all tried to figure out ways to make our combination more effective."

**Bill Russel, Second Wind: Memoirs of an Opinionated Man**

# YOU'VE COMPLETED THE TEAM SKILL SURVEY™ REPORT



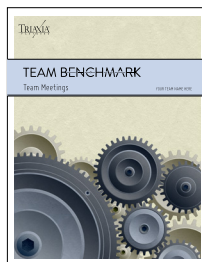
## Also available from TEAM BENCHMARK™



### TEAM DEVELOPMENT PROFILE™

#### **FIND YOUR PLACE ON THE ROAD TO HIGH PERFORMANCE TEAMWORK.**

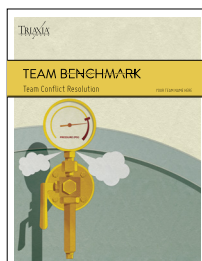
The Team Development Profile™ enables your team to visually identify its current stage of team development, and better understand its potential for greater synergy and team effectiveness.



### TEAM MEETINGS™

#### **ACHIEVE UNCOMMON RESULTS ON COMMON GROUND.**

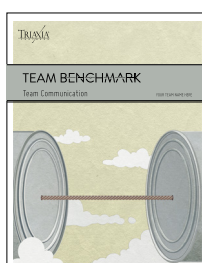
This powerful meetings diagnostic will provide your team with unique insight on how well they are managing meeting together. Meetings are the playing field for high performance teams. Effective or not, meetings cost money and consume valuable resources. The real issue is not the cost of meetings but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



### TEAM CONFLICT RESOLUTION™

#### **FREE YOUR TEAM FROM THE FLAWS OF FRICTION.**

This Team Benchmark™ diagnostic enables the team to identify and address conflict issues that de-rail team effectiveness. The instrument highlights attitudes, actions, and processes that can stifle your teams ability to work together. Utilizing this data, the team is able to give immediate attention to the key issues and define a clear path for improvement.



### TEAM COMMUNICATION™

#### **ACCELERATE TEAM PERFORMANCE WITH CRYSTAL CLEAR COMMUNICATION**

The Team Benchmark™ Team Communication™ diagnostic helps the team to assess their ability to effectively communicate with one another. Effective team communication doesn't just happen, but demands the application of time-tested principles and processes. This communication inventory enables team members to identify and address specific issues that clutter and confuse team communication.