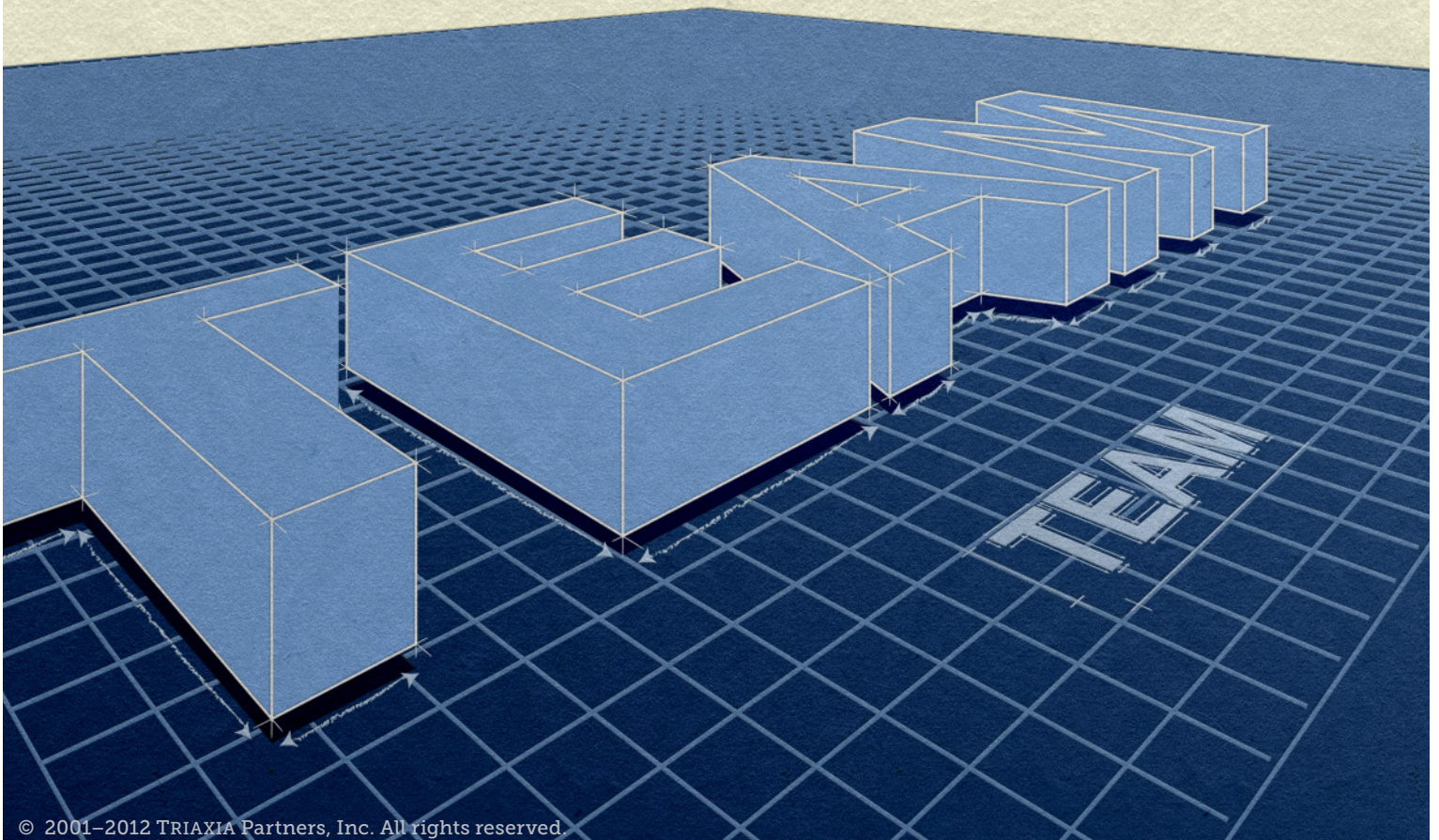


TEAM BENCHMARK™

Team Performance Profile™

Benchmarking your team against the six characteristics of high performance™



EVALUATING YOUR TEAM

Your team has completed its evaluation of its performance against the six characteristics of high performance teams, and you are about to examine your results.

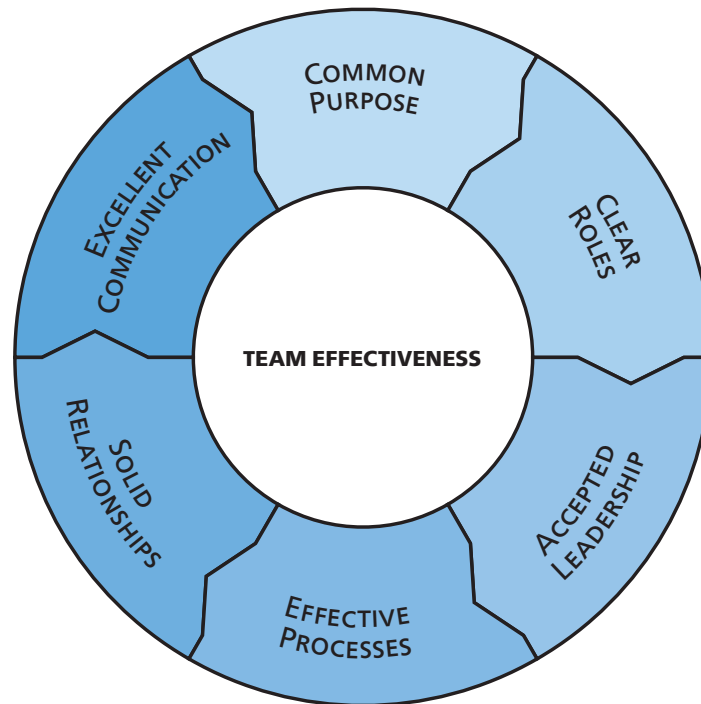
Teams that consistently achieve exceptional results possess six essential attributes:

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

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

A team is a complex entity with specific attributes. Each one 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, and you are about to 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 experience best match the demands of the situation. One major role of team leaders is to ensure the 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 focus 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
- Designed (short, straight, and simple)
- Documented
- Constantly improving

5. SOLID RELATIONSHIP

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.

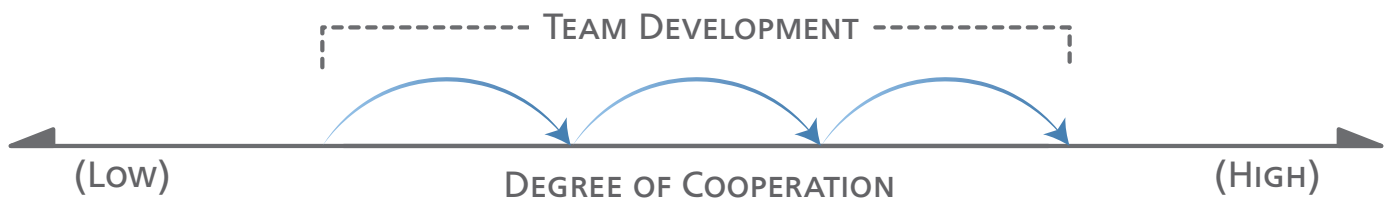
CRITICAL ISSUES AND QUALITIES:

- 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 over time.



In every respect, working through this diagnostic to assess your team's strengths and weaknesses against the six characteristics of highly effective teams is an exercise of 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 as 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. Development is about learning. To learn we must acknowledge that we need to acquire some skill or understanding we do not have but need to acquire.
- Basically we are expressing a shortcoming, and such expressions only take place in safe environments.
- 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.

FOUR 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 needing development.

The Team Performance Profile™ allows you to evaluate your team 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.

MARC, We need to talk about this

STEP 1 - DISCUSS FINDINGS

Use the Discussion Worksheet on page XX to find the scores given by each team member. Work through the discussion questions included and then choose a single team characteristic that, if strengthened, would materially increase the performance of your team. This is usually the team characteristic with the lowest total score on the worksheet.

Note: If your team selected the “confidential and anonymous” option, the scores will be shown without attribution. Otherwise, each team member will be identified by his or her initials.

STEP 2 - IDENTIFY IMPROVEMENT OPPORTUNITIES

Choose the Evaluation Worksheet which corresponds to the team characteristic your team has chosen to address and have each team member share his or her score to each question. Take advantage of the discussion questions to amplify the team’s understanding of the issues.

STEP 3 - DEVELOP AN ACTION PLAN

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

STEP 4 - MONITOR AND MEASURE

Use the Monitor and Measure Worksheet at the end of the booklet 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 THE RESULTS AND DEVELOPING AN ACTION PLAN

This Team Performance Profile contains 60 statements that describe highly effective teams. Each team member evaluated your team against the statements using the following five point scale:

Rating Scale				
1	2	3	4	5
Not at all descriptive	Seldom descriptive	Somewhat descriptive	Often descriptive	Very descriptive
Your team does not meet expectations in this area.	Your team seldom meets expectations in this area.	Your team sometimes meets expectations in this area.	Your team often meets expectations in this area.	Your team always meets expectations in this area.

This report booklet contains a series of profile results and worksheets for your team's evaluation. The worksheets that progressively narrow your focus from the broadest concept of team to one of the six individual characteristics, and then to a specific issue of interest within that characteristic. The process allows your team to attack team development needs in a confident, prioritized manner.

1. THE DISCUSSION WORKSHEET

This worksheet provides consolidated results from your team's evaluation and will allow you to easily compare and discuss individual scores.

2. THE EVALUATION WORKSHEET

This worksheet helps your team "unpack" each team characteristic to a greater level of detail, and identify specific issues that need further analysis and attention.

3. THE ACTION PLAN WORKSHEET

Provides a step-by-step process for developing an effective plan to strengthen a specific area of teamwork important to the team

On the following pages, we show how each team member rated a given descriptor. We also summarize overall scores by averaging team members scores.

TEAM PERFORMANCE PROFILE™ OVERVIEW

OVERVIEW DISCUSSION WORKSHEET

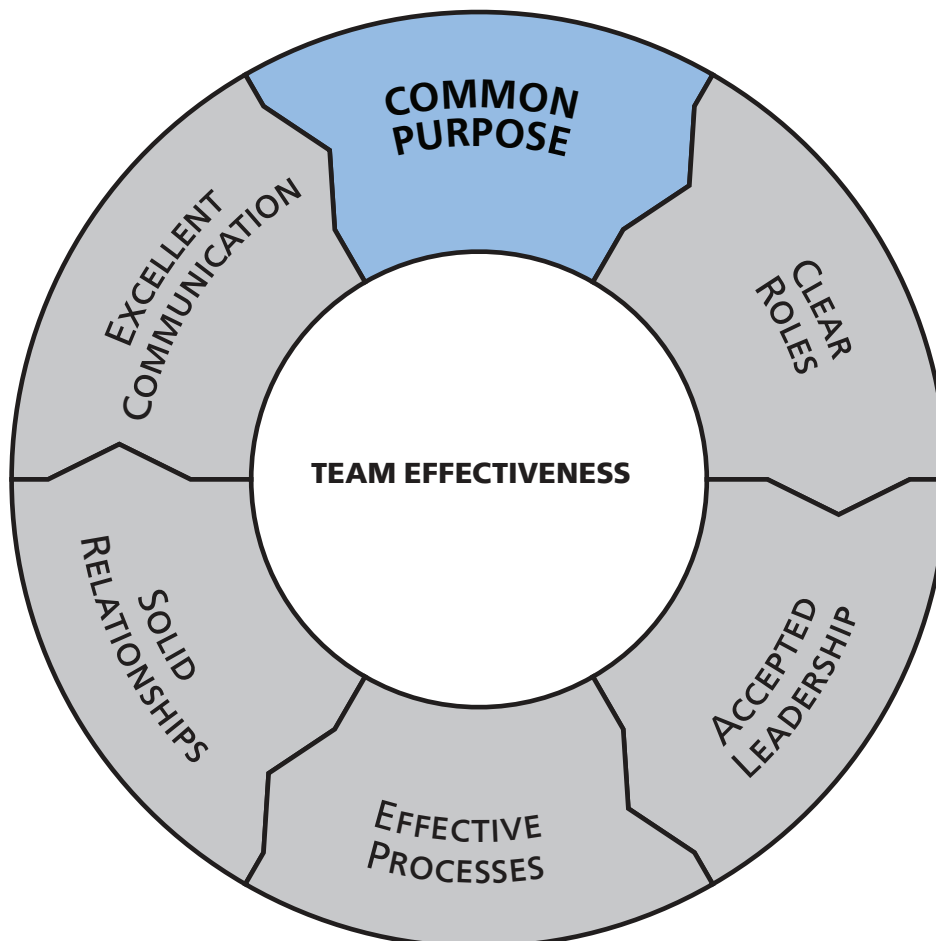
1. Overall, which characteristic was rated the strongest of your team?
2. Overall, which characteristic was rated the weakest of your team?
3. Are there significant points of disagreement regarding scores among team members?
4. What accounts for these differences?
5. As a result of your scoring and discussion, which of the six team characteristics, if strengthened, could most improve team effectiveness?
6. Use the Discussion Questions for this characteristic to identify specific issues that need to be addressed.

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 team members 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 RESULTS

COMMON PURPOSE COMMENTS

Listed below are the team member comments related to Common Purpose Benchmark Factors. The average team score and any comments the team members made are provided below each question.



MARC, We need to talk about this

DISCUSSION QUESTIONS

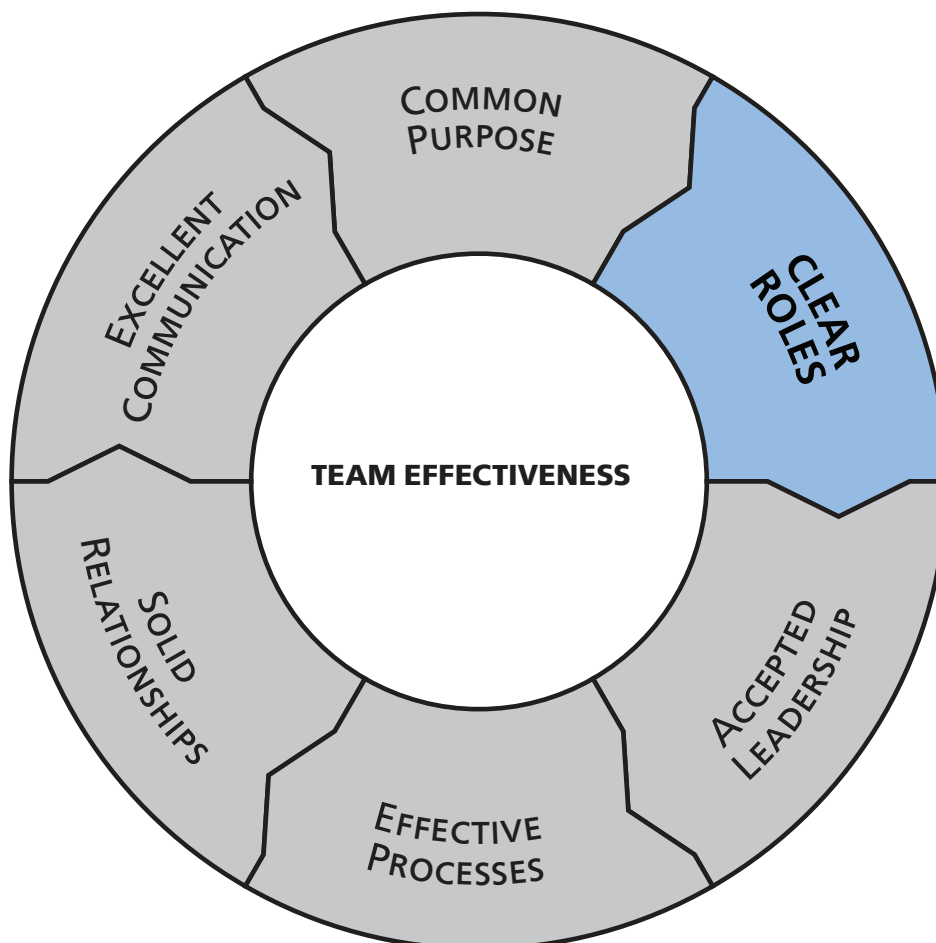
1. Which Benchmark Factor did the team rate the strongest?
2. Which Benchmark Factor received the weakest rating from the team?
3. Are there points of significant disagreement in scoring among individual team members?
4. What are they?
5. What accounts for these differences?
6. Within this characteristic, can you, as a team, identify the primary issue that most needs development?
7. What is the issue?
8. 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, 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)
- Consensual (agreement on who does what)
- Complete (needed roles for team effectiveness are filled)



CLEAR ROLES RESULTS

CLEAR ROLES COMMENTS

Listed below are team member comments related to Clear Roles Benchmark Factors. The average team score and any comments the team members made are provided below each question.

DISCUSSION QUESTIONS

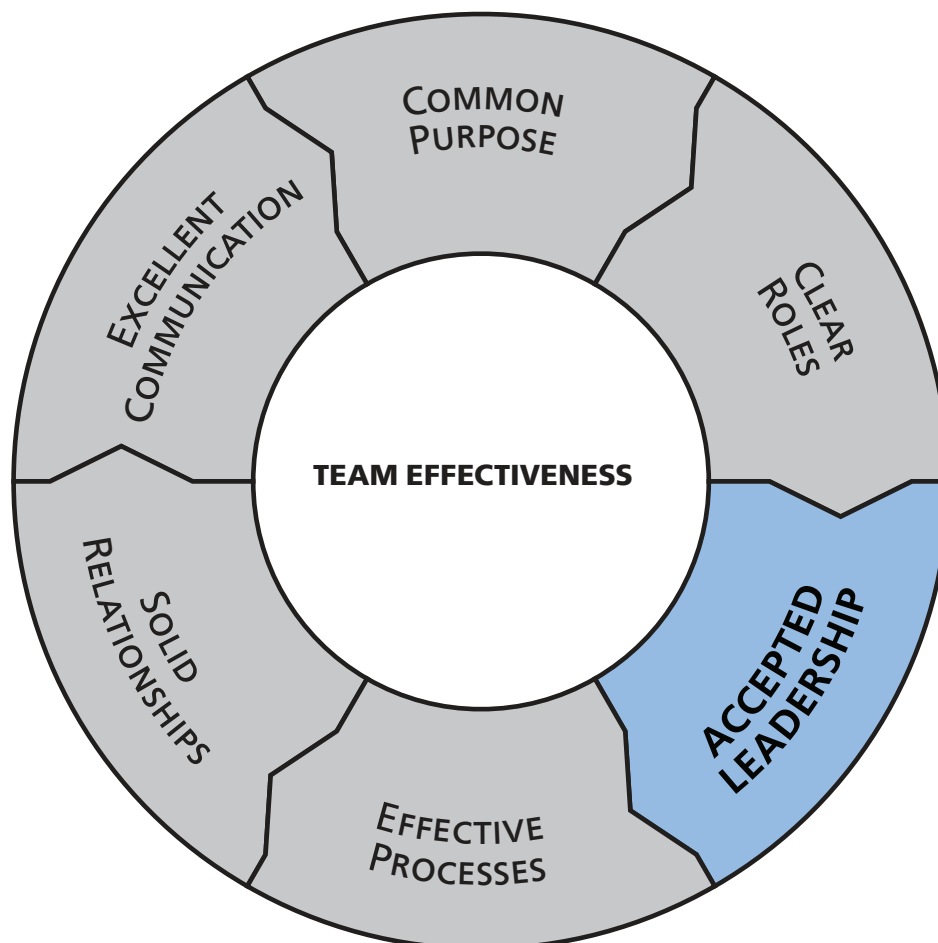
1. Which Benchmark Factor did the team rate the strongest?
2. Which Benchmark Factor received the weakest rating from the team?
3. Are there points of significant disagreement in scoring among individual team members?
4. What are they?
5. What accounts for these differences?
6. Within this characteristic, can you, as a team, identify the primary issue that most needs development?
7. What is the issue?
8. 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 RESULTS

ACCEPTED LEADERSHIP COMMENTS

Listed below are team member comments related to Accepted Leadership Benchmark Factors. The average team score and any comments the team members made are provided below each question.

DISCUSSION QUESTIONS

1. Which Benchmark Factor did the team rate the strongest?

2. Which Benchmark Factor received the weakest rating from the team?

3. Are there points of significant disagreement regarding scores among individual team members?

4. What are they?

5. What accounts for these differences?

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

7. What is the issue?

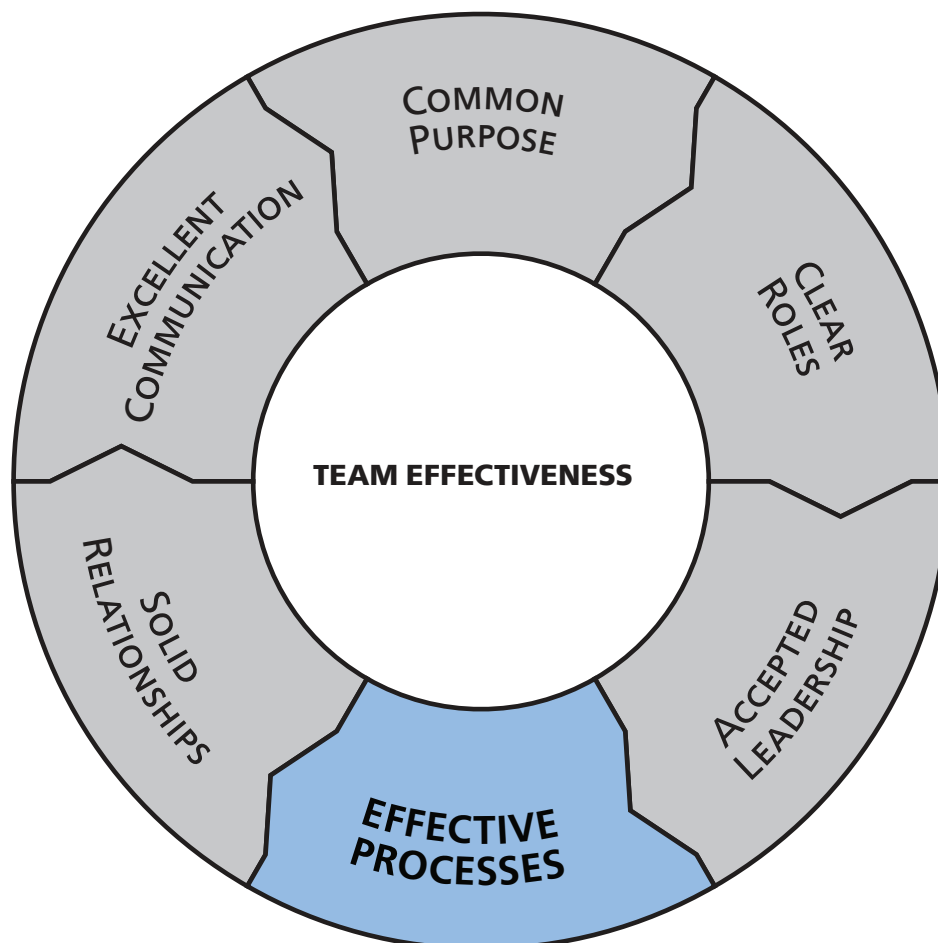
8. What aspect of it specifically needs development?

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 RESULTS

EFFECTIVE PROCESSES COMMENTS

Listed below are team member comments related to Effective Processes Benchmark Factors. The average team score and any comments the team members made are provided below each question.

DISCUSSION QUESTIONS

1. Which Benchmark Factor did the team rate the strongest?

2. Which Benchmark Factor received the weakest rating from the team?

3. Are there points of significant disagreement regarding scores among individual team members?

4. What are they?

5. What accounts for these differences?

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

7. What is the issue?

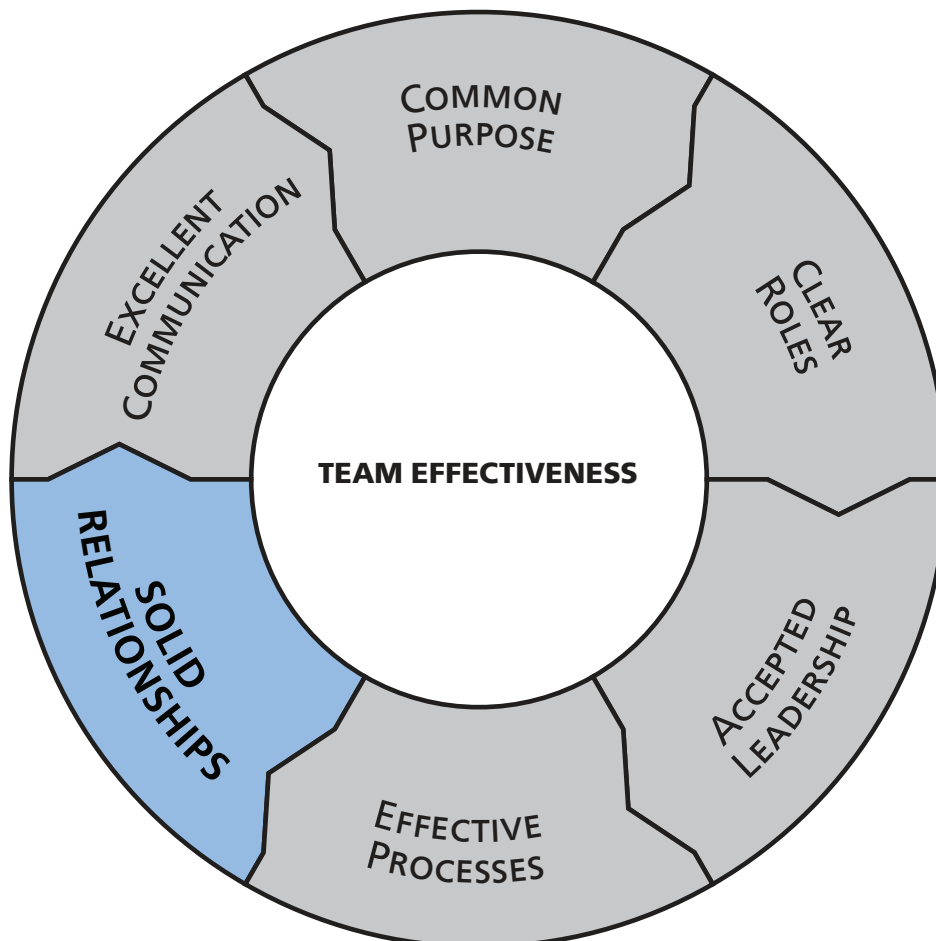
8. What aspect of it specifically needs development?

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 RESULTS

SOLID RELATIONSHIPS COMMENTS

Listed below are team member comments related to Solid Relationships Benchmark Factors. The average team score and any comments the team members made are provided below each question.

DISCUSSION QUESTIONS

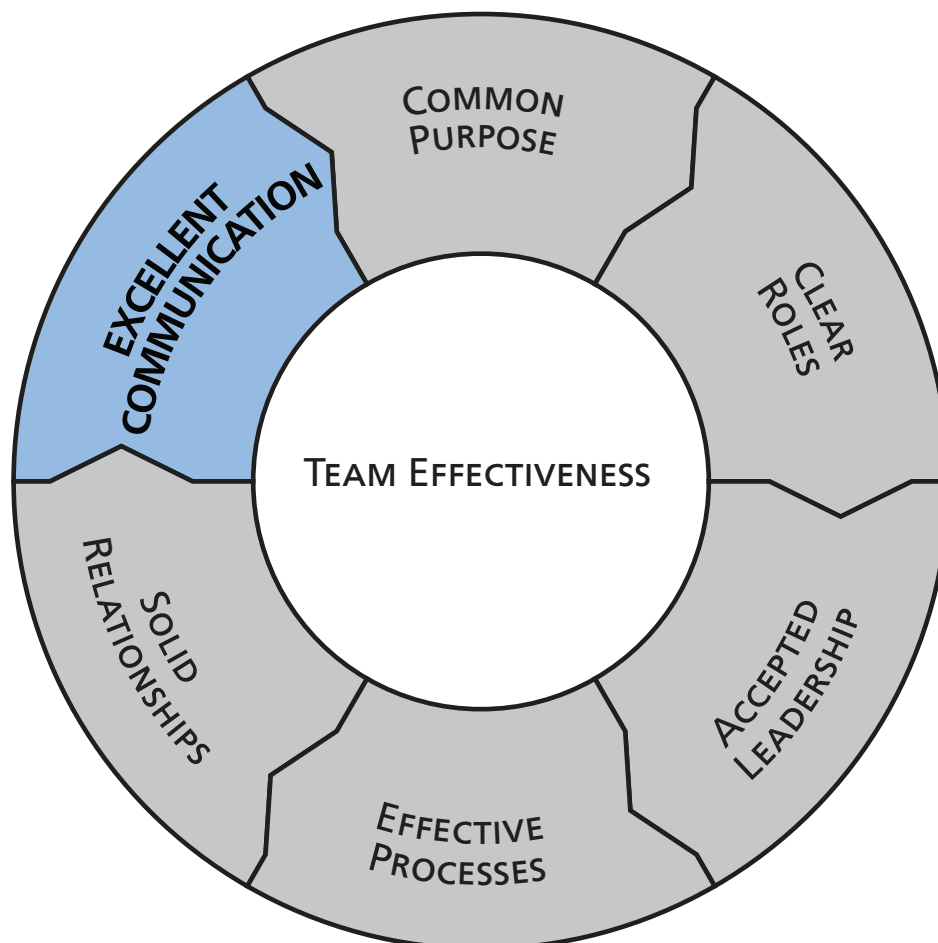
1. Which primary issue did the team rate the strongest?
2. Which primary issue received the weakest rating from the team?
3. Are there points of significant disagreement regarding scores among individual team members?
4. What are they?
5. What accounts for these differences?
6. Within this characteristic, can you, as a team, identify the primary issue that most needs development?
7. What is the issue?
8. 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 RESULTS

EXCELLENT COMMUNICATION COMMENTS

Listed below are team member comments related to Excellent Communication Benchmark Factors. The average team score and any comments the team members made are provided below each question.

DISCUSSION QUESTIONS

1. Which primary issue did the team rate the strongest?
2. Which primary issue received the weakest rating from the team?
3. Are there points of significant disagreement regarding scores among individual team members?
4. What are they?
5. What accounts for these differences?
6. Within this characteristic, can you, as a team, identify the primary issue that most needs development?
7. What is the issue?
8. What aspect of it specifically needs development?

COMPLETING THE ACTION PLAN WORKSHEET

To this point you have completed the following parts of the Team Performance Profile™:

- The Survey questions evaluating overall team strengths and weaknesses
- The Benchmark Factor Results that compare and contrast individual team member responses to survey questions, and helps the team to choose the team characteristic they feel most needs to be strengthened
- The Discussion Questions which help the team analyze each 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 following pages. Like any of the worksheets in this survey, these are merely a framework you can use as a guide. Feel free to change or adapt them to 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. Excellent Communication, Solid Relationships, Common Purpose):

-
-
-

2. Prioritize these issues according to their importance:

- a.
- b.
- c.

3. Develop an action plan for each of these 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., Common Purpose):

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., Common Purpose):

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

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Responsibility

Date

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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., Common Purpose):

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

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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.)?

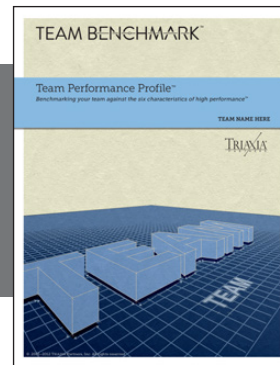
MONITOR AND MEASURE

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

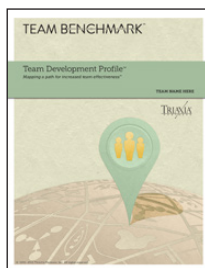
"By design and by talent we were a team of specialists, and like a team of specialists in any field, our performance depended both on individual excellence and on how we worked together. None of us had to strain to understand we had to complement each other's specialties; it was simply a fact, and we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

Bill Russell, Second Wind: Memoirs of an Opinionated Man

YOU'VE COMPLETED THE TEAM PERFORMANCE PROFILE™ REPORT



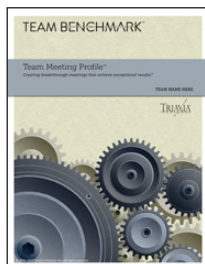
Also available from
TEAM BENCHMARK™



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 PROFILE™

ACHIEVE UNCOMMON RESULTS ON COMMON GROUND.

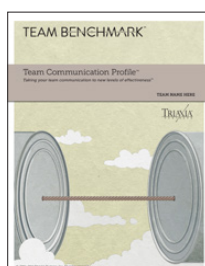
This powerful meetings diagnostic will provide your team with unique insight on how well they are managing meeting together. Meetings are the playing field for high performance teams. Effective or not, meetings cost money and consume valuable resources. The real issue is not the cost of meetings but 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 PROFILE™

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 PROFILE™

ACCELERATE TEAM PERFORMANCE WITH CRYSTAL CLEAR COMMUNICATION

The Team Benchmark™ Team Communication Profile™ 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.