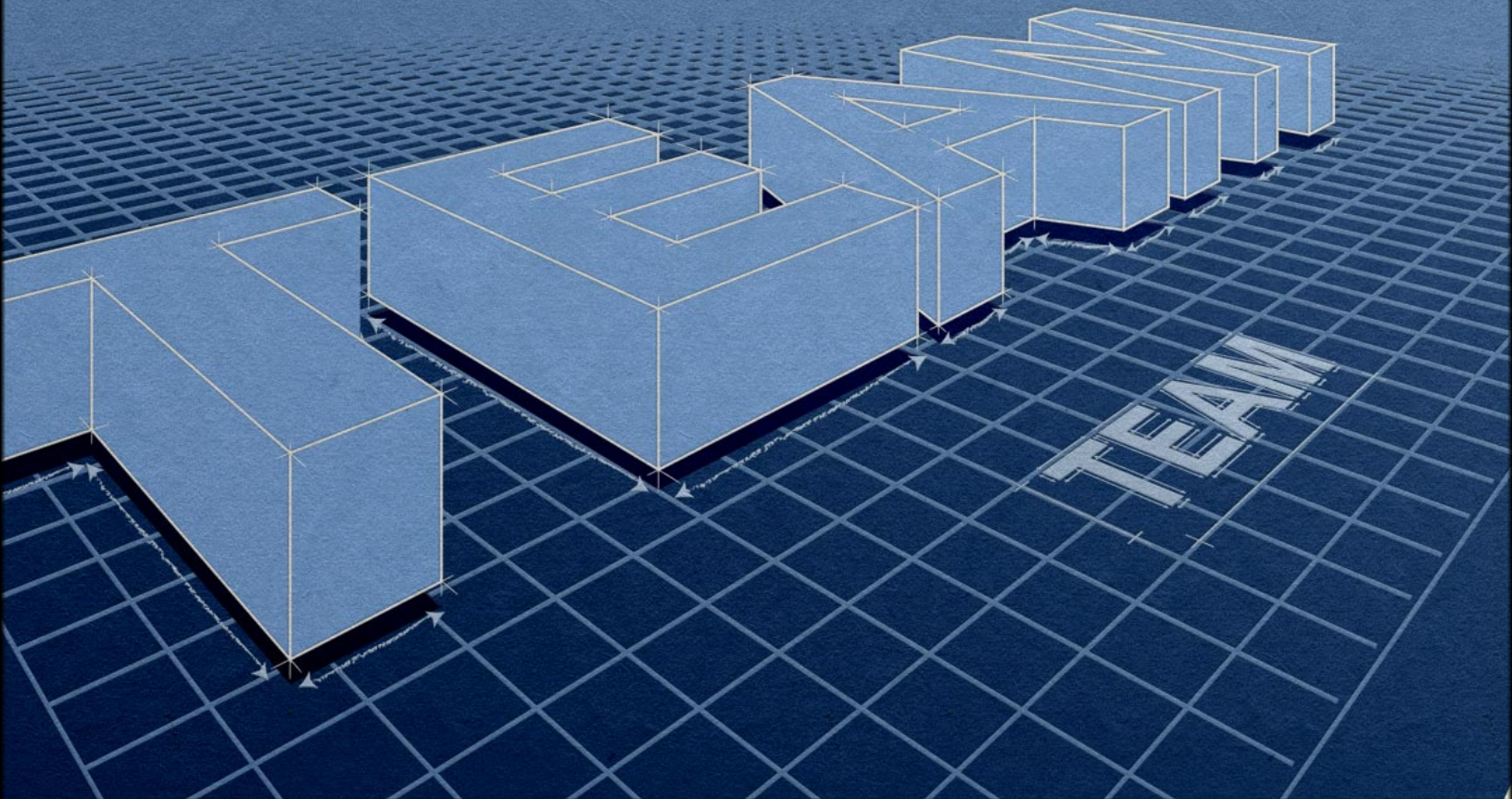


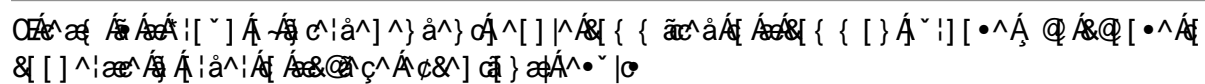
# TEAM BENCHMARK

TEAM PERFORMANCE SURVEY







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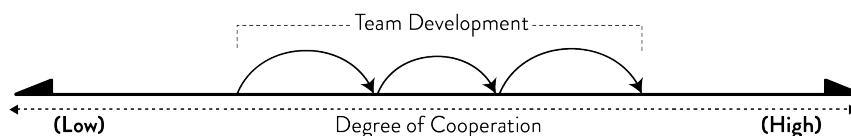
### Critical Issues and Qualities:

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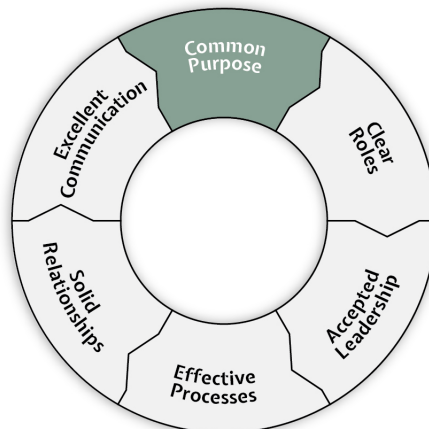


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Factor	Mean Score
Common Purpose	3.88
Clear Roles	4.05
Accepted Leadership	3.83
Effective Processes	3.98
Solid Relationships	3.88
Excellent Communication	4.02

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# Common Purpose Worksheet

## Q# Question Text

Q1 As a team we are clear about our task/mission.

Q7 I am clear about our team goals, objectives, and measures.

Q1 I believe that I will personally benefit by accomplishing our team goals.

Q1 Overall, team members are unified about and aligned with goals of the larger team.

Q2 Our goals demand we cooperate at high levels to achieve them.

Q3 Our team has a sense of urgency about our goals. Time is important.

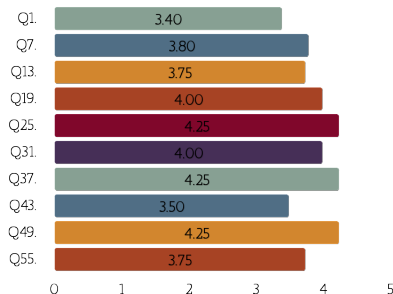
Q3 We develop the needed work/action plans to support the achievement of our team goals.

Q4 Our team routinely reviews its results versus its objectives and quickly adjusts the plan as appropriate.

Q4 I believe our team goals are realistic and achievable.

Q5 Achieving our team goals will make a significant contribution to overall organization objectives.

## Question Averages



# Team Member Response Details

Member	Q1	Q7	Q13	Q19	Q25	Q31	Q37	Q43	Q49	Q55	Avg
#3	3	4	4	5	4	4	4	4	5	3	4.00
#4	3	4	4	4	4	4	4	4	4	4	3.90
#5	4	2	3	3	5	4	5	3	5	4	3.80
#23	2	5	0	0	0	0	0	0	0	0	3.50
#55	5	4	4	4	4	4	4	3	3	4	3.90
<b>Avg</b>	<b>3.40</b>	<b>3.80</b>	<b>3.75</b>	<b>4.00</b>	<b>4.25</b>	<b>4.00</b>	<b>4.25</b>	<b>3.50</b>	<b>4.25</b>	<b>3.75</b>	<b>3.88</b>
<b>Rank</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>9</b>	<b>3</b>	<b>7</b>	



## 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.

---

### Q1. As a team we are clear about our task/mission.

Mean  3.40

#### Comments

- This is a test comment for a survey item
- I don't know how much, but somewhat.
- This is a test comment for a survey item
- This is a test comment for a survey item
- yes very much so

---

### Q7. I am clear about our team goals, objectives, and measures.

Mean  3.80

#### Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

### Q13. I believe that I will personally benefit by accomplishing our team goals.

Mean  3.75

#### Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q19. Overall, team members are unified about and aligned with goals of the larger team.

Mean  4.00

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q25. Our goals demand we cooperate at high levels to achieve them.

Mean  4.25

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q31. Our team has a sense of urgency about our goals. Time is important.

Mean  4.00

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q37. We develop the needed work/action plans to support the achievement of our team goals.

Mean  4.25

---

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q43. Our team routinely reviews its results versus its objectives and quickly adjusts the plan as appropriate.

Mean  3.50

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q49. I believe our team goals are realistic and achievable.

Mean  4.25

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q55. Achieving our team goals will make a significant contribution to overall organization objectives.

Mean  3.75

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

## 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?

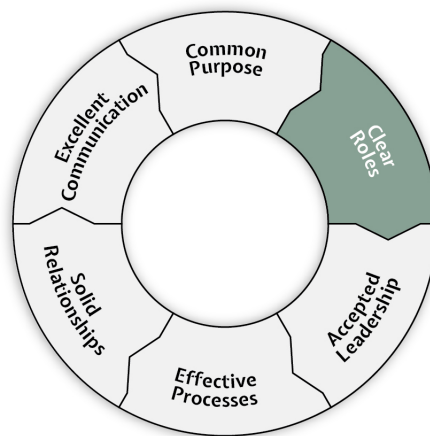


## Clear Roles

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)
- Congruous (agreement on who does what)



# Clear Roles Worksheet

## Q# Question Text

Q2 I am very clear about my role and  
 . expected contribution to this  
 team.

Q8 I am very clear about the roles  
 . and expected contribution of my  
 teammates.

Q1 My role matches my skills,  
 4. knowledge, and experience.

Q2 We consistently leverage each  
 0. other's skills, experience, and  
 knowledge.

Q2 Team members are quick to  
 6. assist others when needed.

Q3 The team is clear that although  
 2. we all have individual roles and  
 responsibilities, there is an  
 overall mutual accountability for  
 the results of the larger team.

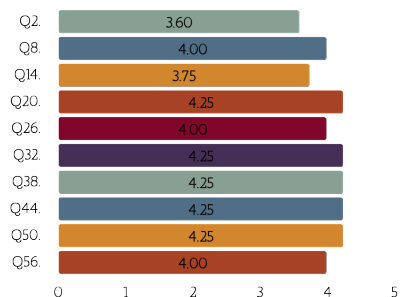
Q3 Even though I have a specific  
 8. role responsibility, I am expected  
 to contribute input into other roles  
 as well.

Q4 We all understand how our roles  
 4. work together around our major  
 work processes.

Q5 For the most part, we are all in  
 0. agreement about our respective  
 roles.

Q5 My role, as well as those of other  
 6. team members, is effectively  
 integrated into our team strategy.

## Question Averages



# Team Member Response Details

Member	Q2	Q8	Q14	Q20	Q26	Q32	Q38	Q44	Q50	Q56	Avg
#3	4	3	3	4	3	5	4	3	4	4	3.70
#4	3	5	5	5	5	5	5	5	5	5	4.80
#5	3	5	2	4	3	3	4	5	4	3	3.60
#23	3	0	0	0	0	0	0	0	0	0	3.00
#55	5	3	5	4	5	4	4	4	4	4	4.20
<b>Avg</b>	<b>3.60</b>	<b>4.00</b>	<b>3.75</b>	<b>4.25</b>	<b>4.00</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.00</b>	<b>4.05</b>
<b>Rank</b>	<b>10</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>7</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>8</b>	

## 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.

---

Q2. I am very clear about my role and expected contribution to this team.

Mean  3.60

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q8. I am very clear about the roles and expected contribution of my teammates.

Mean  4.00

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q14. My role matches my skills, knowledge, and experience.

Mean  3.75

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q20. We consistently leverage each other's skills, experience, and knowledge.

Mean  4.25

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q26. Team members are quick to assist others when needed.

Mean  4.00

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q32. The team is clear that although we all have individual roles and responsibilities, there is an overall mutual accountability for the results of the larger team.

Mean  4.25

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q38. Even though I have a specific role responsibility, I am expected to contribute input into other roles as well.

Mean  4.25

### Comments

---



- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q44. We all understand how our roles work together around our major work processes.

Mean  4.25

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q50. For the most part, we are all in agreement about our respective roles.

Mean  4.25

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q56. My role, as well as those of other team members, is effectively integrated into our team strategy.

Mean  4.00

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

## 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?

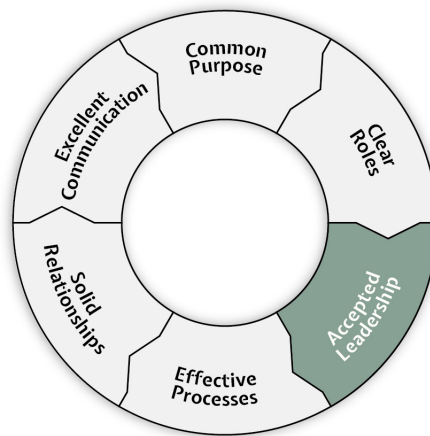
6. What is the issue?
7. What aspect of it specifically needs development?

## 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

Q#	Question Text	Question Averages
Q3	Overall, I feel the team is very responsive to the leadership/direction of our team leader.	3.60
Q9	Our team leader effectively facilitates team member input in decisions, problem-solving, planning, etc. As a result we consistently tap into the collective IQ of our team.	3.75
Q15		4.00
Q21		3.50
Q27		3.75
Q33		4.50
Q39		3.75
Q45		4.00
Q51		3.75
Q57		3.75
Q1	Our team leader consistently releases the leader in everyone by supporting/encouraging individual team member leadership where his or her functional expertise is needed by the team.	
Q2	Our team leader creates an environment in which initiative and creativity is encouraged.	
Q2	Our team leader is effective in managing the boundaries between our team and other organizational entities (e.g., top management, other teams, the larger organization, different functions, etc.)	
Q3	Our team leader could be described as a servant leader.	
Q3	Team members are free to express their opinions (pro or con) on any issue relating to the team.	
Q4	Our team leader does an effective job at helping the team maintain clear direction, focus, and priorities.	
Q5	Our team leader is an effective coach.	
Q5	Our team leader is quick to recognize individuals and our team for our successes.	

## Team Member Response Details

Member	Q3	Q9	Q15	Q21	Q27	Q33	Q39	Q45	Q51	Q57	Avg
#3	3	4	5	3	4	4	3	4	3	3	3.60
#4	4	4	4	4	4	4	4	4	4	4	4.00
#5	2	4	3	3	4	5	3	4	3	4	3.50
#23	4	0	0	0	0	0	0	0	0	0	4.00
#55	5	3	4	4	3	5	5	4	5	4	4.20
<b>Avg</b>	<b>3.60</b>	<b>3.75</b>	<b>4.00</b>	<b>3.50</b>	<b>3.75</b>	<b>4.50</b>	<b>3.75</b>	<b>4.00</b>	<b>3.75</b>	<b>3.75</b>	<b>3.83</b>
<b>Rank</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>7</b>	



## 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.

---

Q3. Overall, I feel the team is very responsive to the leadership/direction of our team leader.

Mean  3.60

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q9. Our team leader effectively facilitates team member input in decisions, problem-solving, planning, etc. As a result we consistently tap into the collective IQ of our team.

Mean  3.75

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - Sometimes it is better than some

---

Q15. Our team leader consistently releases the leader in everyone by supporting/encouraging individual team member leadership where his or her functional expertise is needed by the team.

Mean  4.00

---

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q21. Our team leader creates an environment in which initiative and creativity is encouraged.

Mean  3.50

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q27. Our team leader is effective in managing the boundaries between our team and other organizational entities (e.g., top management, other teams, the larger organization, different functions, etc.)

Mean  3.75

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q33. Our team leader could be described as a servant leader.

Mean  4.50

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q39. Team members are free to express their opinions (pro or con) on any issue relating to the team.

Mean  3.75

### Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q45. Our team leader does an effective job at helping the team maintain clear direction, focus, and priorities.

Mean  4.00

### Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q51. Our team leader is an effective coach.

Mean  3.75

### Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q57. Our team leader is quick to recognize individuals and our team for our successes.

Mean  3.75

---

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

## 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?

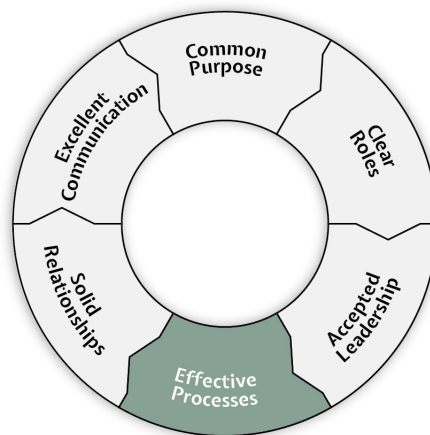
6. What is the issue?
7. What aspect of it specifically needs development?

# 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

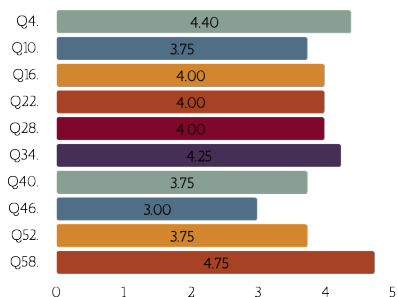


# Effective Processes Worksheet

## Q# Question Text

- Q4 Our key work processes (e.g., planning, marketing, budgeting, etc.) are well-defined and understood by everyone
- Q1 We have taken the time to discuss and design our processes.
- Q1 We regularly sit down and ask how are we doing-what are we learning in order to improve our processes.
- Q2 Our key processes are documented (written out or mapped/flow-charted).
- Q2 As a team we take a systematic approach to meetings, decision making, problem solving, and planning.
- Q3 We have an effective process for setting and managing priorities.
- Q4 Our meetings are crisp, efficient, and characterized by effective communication.
- Q4 We have effective systems (communications, information systems, etc.) that support the execution of our work processes.
- Q5 We have identified and agreed upon our team thinking processes (e.g., decision making, problem solving, planning, conflict resolution, etc.).
- Q5 We execute our processes at high levels of effectiveness and efficiency.

## Question Averages



## Team Member Response Details

Member	Q4	Q10	Q16	Q22	Q28	Q34	Q40	Q46	Q52	Q58	Avg
#3	5	5	3	4	3	5	4	3	4	5	4.10
#4	5	5	5	5	5	5	5	5	5	5	5.00
#5	5	3	4	5	5	4	4	3	4	5	4.20
#23	4	0	0	0	0	0	0	0	0	0	4.00
#55	3	2	0	2	3	3	2	1	2	4	2.44
<b>Avg</b>	<b>4.40</b>	<b>3.75</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.25</b>	<b>3.75</b>	<b>3.00</b>	<b>3.75</b>	<b>4.75</b>	<b>3.98</b>
<b>Rank</b>	<b>2</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>1</b>	

## 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.

---

Q4. Our key work processes (e.g., planning, marketing, budgeting, etc.) are well-defined and understood by everyone

Mean  4.40

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q10. We have taken the time to discuss and design our processes.

Mean  3.75

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - Not enough communication

---

Q16. We regularly sit down and ask how are we doing-what are we learning in order to improve our processes.

Mean  4.00

### Comments

- 
- This is a test user just going through the entire survey in one session.
  - This is a test comment for a survey item



- This is a test comment for a survey item

---

Q22. Our key processes are documented (written out or mapped/flow-charted).

Mean  4.00

## Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - Beginning to do that but have not followed through

---

Q28. As a team we take a systematic approach to meetings, decision making, problem solving, and planning.

Mean  4.00

## Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q34. We have an effective process for setting and managing priorities.

Mean  4.25

## Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - sometimes it is hard to do that

---

Q40. Our meetings are crisp, efficient, and characterized by effective communication.

Mean  3.75

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item
- lack of

Q46. We have effective systems (communications, information systems, etc.) that support the execution of our work processes.

Mean  3.00

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

Q52. We have identified and agreed upon our team thinking processes (e.g., decision making, problem solving, planning, conflict resolution, etc.).

Mean  3.75

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

Q58. We execute our processes at high levels of effectiveness and efficiency.

Mean  4.75

## Comments

- This is a test comment for a survey item

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item

## 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?

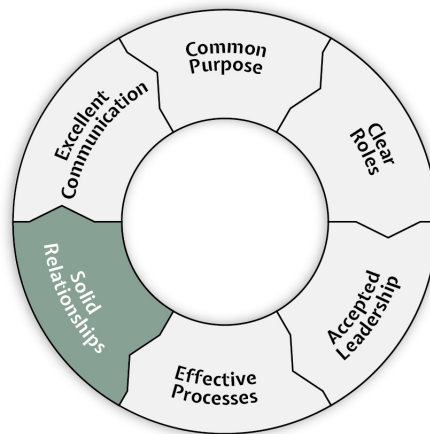
6. What is the issue?
7. What aspect of it specifically needs development?

## Solid Relationships

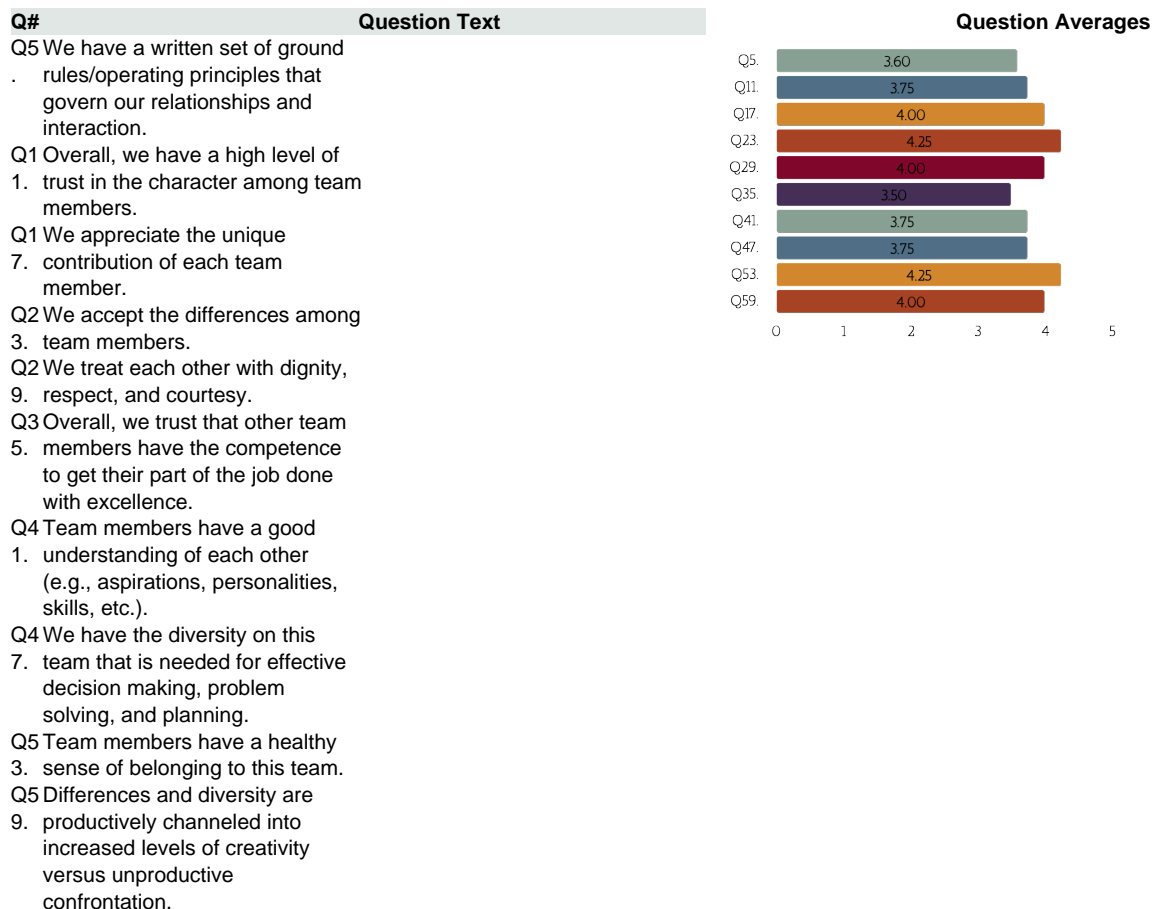
Solid relationships are the lubricant of a high performance team. The objective is not to become best friends, but to work together. The quality “solid” implies that team relationships can withstand the blows of occasional misunderstandings, conflicts, and bad days. It is also important that individual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



## Team Member Response Details

Member	Q5	Q11	Q17	Q23	Q29	Q35	Q41	Q47	Q53	Q59	Avg
#3	4	4	3	5	4	4	3	4	5	4	4.00
#4	4	4	4	4	4	4	4	4	4	4	4.00
#5	4	5	5	3	3	3	5	4	3	4	3.90
#23	5	0	0	0	0	0	0	0	0	0	5.00
#55	1	2	4	5	5	3	3	3	5	4	3.50
<b>Avg</b>	<b>3.60</b>	<b>3.75</b>	<b>4.00</b>	<b>4.25</b>	<b>4.00</b>	<b>3.50</b>	<b>3.75</b>	<b>3.75</b>	<b>4.25</b>	<b>4.00</b>	<b>3.88</b>
<b>Rank</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>10</b>	<b>7</b>	<b>8</b>	<b>2</b>	<b>5</b>	

## 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.

---

Q5. We have a written set of ground rules/operating principles that govern our relationships and interaction.

Mean  3.60

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q11. Overall, we have a high level of trust in the character among team members.

Mean  3.75

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - TRUST?

---

Q17. We appreciate the unique contribution of each team member.

Mean  4.00

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q23. We accept the differences among team members.

Mean  4.25

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q29. We treat each other with dignity, respect, and courtesy.

Mean  4.00

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q35. Overall, we trust that other team members have the competence to get their part of the job done with excellence.

Mean  3.50

### Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q41. Team members have a good understanding of each other (e.g., aspirations, personalities, skills, etc.).

Mean  3.75



---

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q47. We have the diversity on this team that is needed for effective decision making, problem solving, and planning.

Mean  3.75

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q53. Team members have a healthy sense of belonging to this team.

Mean  4.25

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

---

Q59. Differences and diversity are productively channeled into increased levels of creativity versus unproductive confrontation.

Mean  4.00

## Comments

---

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

## 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?

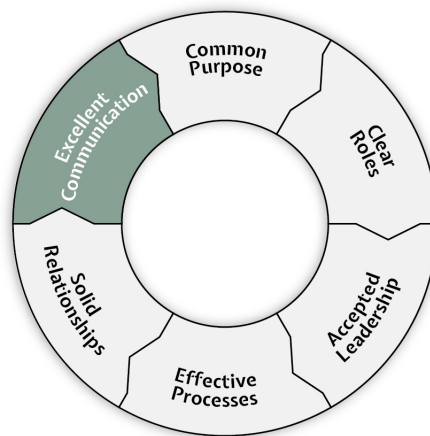
6. What is the issue?
7. What aspect of it specifically needs development?

# 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

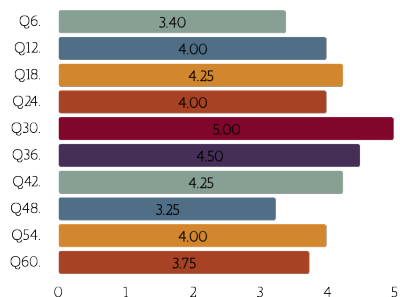


# Excellent Communication Worksheet

## Q# Question Text

- Q6 We have a safe team  
 . environment that encourages  
 open, clear, honest  
 communication.
- Q1 We avoid overloading each other  
 2. with low priority e-mail and  
 voicemail (e.g., indiscriminate  
 use of FYI).
- Q1 In making decisions, solving  
 8. problems, etc., there is a lot of  
 listening and understanding.
- Q2 We productively channel conflict  
 4. into creativity and commitment.
- Q3 I feel heard and understood.  
 0.
- Q3 We do our best to create  
 6. interpersonal slack for  
 miscommunications when they  
 occur between team members.
- Q4 This team has mastered the art of  
 2. straight talk. We know how to be  
 tough on issues and soft on  
 people.
- Q4 All team members are routinely  
 8. kept informed and connected on  
 how we are doing against our  
 goals.
- Q5 Our meetings are productive and  
 4. characterized by effective  
 communication.
- Q6 We negotiate and work through  
 0. conflicting priorities.

## Question Averages



## Team Member Response Details

Member	Q6	Q12	Q18	Q24	Q30	Q36	Q42	Q48	Q54	Q60	Avg
#3	3	3	4	3	5	5	5	4	4	3	3.90
#4	5	5	5	5	5	5	5	5	5	5	5.00
#5	3	4	4	4	5	4	4	3	5	3	3.90
#23	3	0	0	0	0	0	0	0	0	0	3.00
#55	3	4	4	4	5	4	3	1	2	4	3.40
<b>Avg</b>	<b>3.40</b>	<b>4.00</b>	<b>4.25</b>	<b>4.00</b>	<b>5.00</b>	<b>4.50</b>	<b>4.25</b>	<b>3.25</b>	<b>4.00</b>	<b>3.75</b>	<b>4.02</b>
<b>Rank</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>10</b>	<b>6</b>	<b>8</b>	

## 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.

---

Q6. We have a safe team environment that encourages open, clear, honest communication.

Mean  3.40

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q12. We avoid overloading each other with low priority e-mail and voicemail (e.g., indiscriminate use of FYI).

Mean  4.00

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q18. In making decisions, solving problems, etc., there is a lot of listening and understanding.

Mean  4.25

### Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item

- This is a test comment for a survey item

---

Q24. We productively channel conflict into creativity and commitment.

Mean  4.00

## Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q30. I feel heard and understood.

Mean  5.00

## Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q36. We do our best to create interpersonal slack for miscommunications when they occur between team members.

Mean  4.50

## Comments

- 
- This is a test comment for a survey item
  - This is a test comment for a survey item
  - This is a test comment for a survey item

---

Q42. This team has mastered the art of straight talk. We know how to be tough on issues and soft on people.

Mean  4.25

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

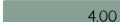
Q48. All team members are routinely kept informed and connected on how we are doing against our goals.

Mean  3.25

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

Q54. Our meetings are productive and characterized by effective communication.

Mean  4.00

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

Q60. We negotiate and work through conflicting priorities.

Mean  3.75

## Comments

- This is a test comment for a survey item
- This is a test comment for a survey item
- This is a test comment for a survey item

## 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 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):
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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):
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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*

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## Also available from TEAM BENCHMARK

### Team Skill Survey<sup>®</sup>

The Team Performance Survey assists your team in evaluating its strengths and weaknesses against in each of the six characteristics of a high performance team. The resulting Team Skill Survey Report is designed to prioritize allow your team to attack its development needs with the confidence of knowing they are targeting the right issues.\*

### Team Development Profile<sup>®</sup>

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 Communication<sup>®</sup>

The Team Benchmark Team Communication diagnostic helps the team to assess their ability to effectively communicate with one another. This communication diagnostic enables team members to identify and address specific issues that clutter and confuse team communication.

### Team Conflict Resolution<sup>®</sup>

This Team Benchmark diagnostic enables the team to identify and address conflict issues that derail team effectiveness, allowing your team to give immediate attention to the key issues and define a clear path for improvement.

### Team Meetings<sup>®</sup>

This powerful meetings diagnostic will provide your team with unique insight on how well they are managing meeting together. This diagnostic allows your team to graphically identify strengths and weaknesses in key meeting components.

Visit [www.TeamBenchmark.com](http://www.TeamBenchmark.com) to learn more about how these diagnostic surveys can help take your teamwork to the next level.

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\* Available in Spanish / \*Disponible en Español

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