Team Dynamics Report

*CARE Model - Diagnostics & Prescriptions
for a Healthy Team*

Report Prepared For:
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ITP METRICS

C A R E

COMMUNICATE

Create a cooperative environment, ensure role clarity, and develop a clear course of action for teamwork.

ADAPT

Coordinate efforts in response to changing task demands, monitor team members' progress, and provide backup.

RELATE

Reduce interpersonal conflicts and arguments regarding how to accomplish work. Focus on building trust and a safe place for sharing.

EDUCATE

Learn from other team members, and provide each other with constructive feedback.

The team CARE model was developed by the Individual and Team Performance Lab at the University of Calgary. It provides detailed feedback on how well your team is functioning in 4 key areas: *Communication, Adaptability, Relationships, and Education.*

This feedback report allows you to view the health of your team, and will prompt you to develop action steps that will enable you to become more effective as a group.

Communicate	4.7
Conflict Management	4.7
Role Clarity	4.7
Strategy & Planning	4.7

Low   Moderate   High
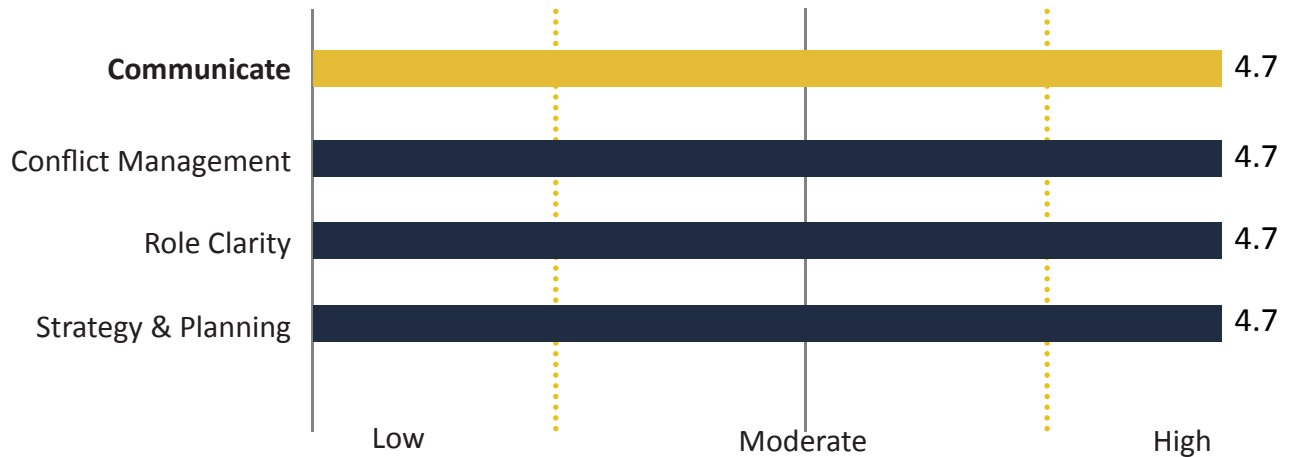
Cooperative Conflict Management

Approaching conflict and incompatibilities such that win-win solutions are sought. Conflict is viewed as a chance to learn and make quality improvements, and members work through different viewpoints with mutual respect.

Role Clarity

The existence of well-defined and understood roles within the team, demonstrated through the establishment and maintenance of clarity regarding responsibilities, goals, expectations, and relative authority of each role within the team.

Strategy Formulation & Planning

Developing overall strategies that guide team efforts, including the sequencing of planned work elements, evaluation of processes, and formulation of contingency plans.

List steps and actions that your team will take to improve on Communicate:

ACTION PLAN
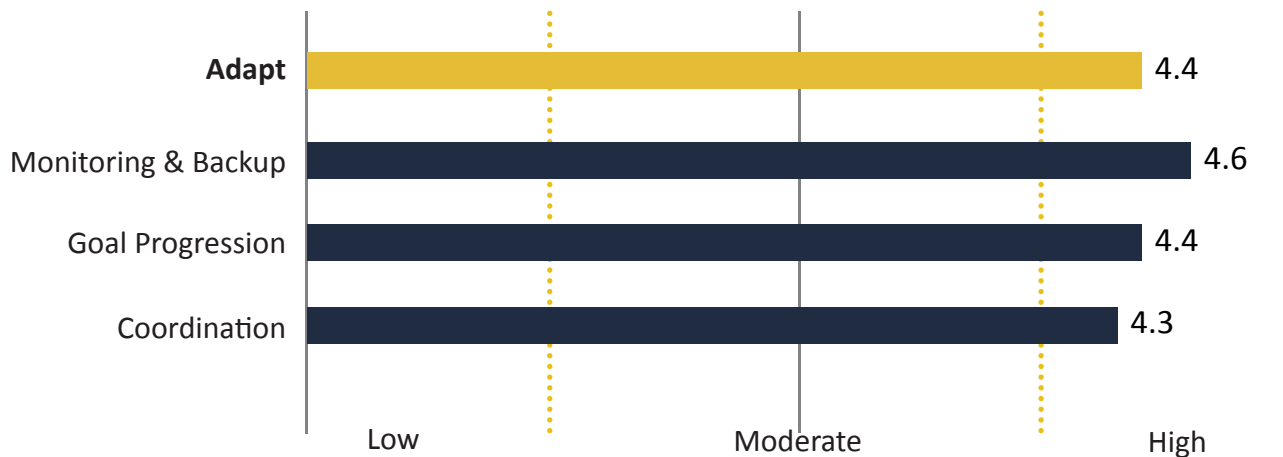
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Adapt		4.4	
Monitoring & Backup		4.6	
Goal Progression		4.4	
Coordination		4.3	
	Low	Moderate	High

Team Monitoring & Backup

A shared awareness of the relative strengths and weaknesses of each team member, supplemented by an effort of all members to monitor work standards and offer help to each other when needed.

Goal Progression

The regular evaluation by team members of the progress and accomplishment of team goals. Team members use clearly defined metrics to assess progress, pacing, and accomplishment of goals.

Coordination

Smooth workflow between team members, integration and coordination of each team member's work efforts, and efficient re-establishment of coordination in response to error.

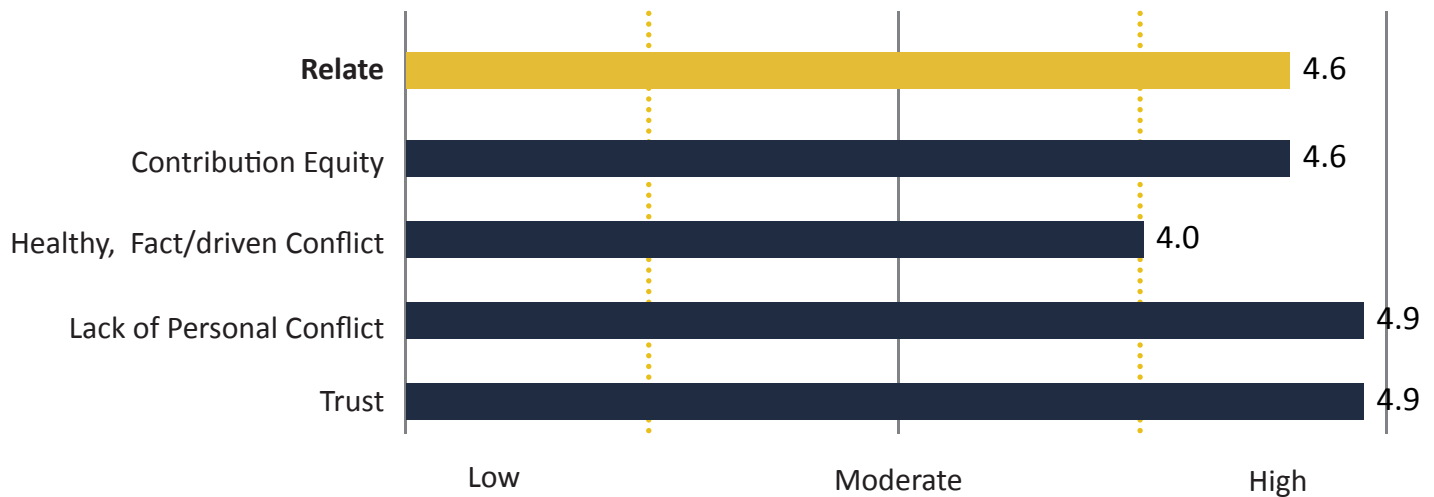**List steps and actions that your team will take to improve on Adapt:**

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Relate			4.6
Contribution Equity			4.6
Healthy, Fact/driven Conflict			4.0
Lack of Personal Conflict			4.9
Trust			4.9
	Low	Moderate	High

Contribution Equity

Agreement in the adequacy of each member's contribution to the team effort and objectives.

Healthy, Fact-driven Conflict

The team freely and openly debates the merits of different perspectives, views, and opinions on an intellectual level.

Lack of Personal Conflict

The team atmosphere is free of interpersonal tensions, friction, animosity, and personality clashes.

Trust

Extent to which team members perceive and have confidence in the integrity, reliability, and overall trustworthiness of members within their workgroup.

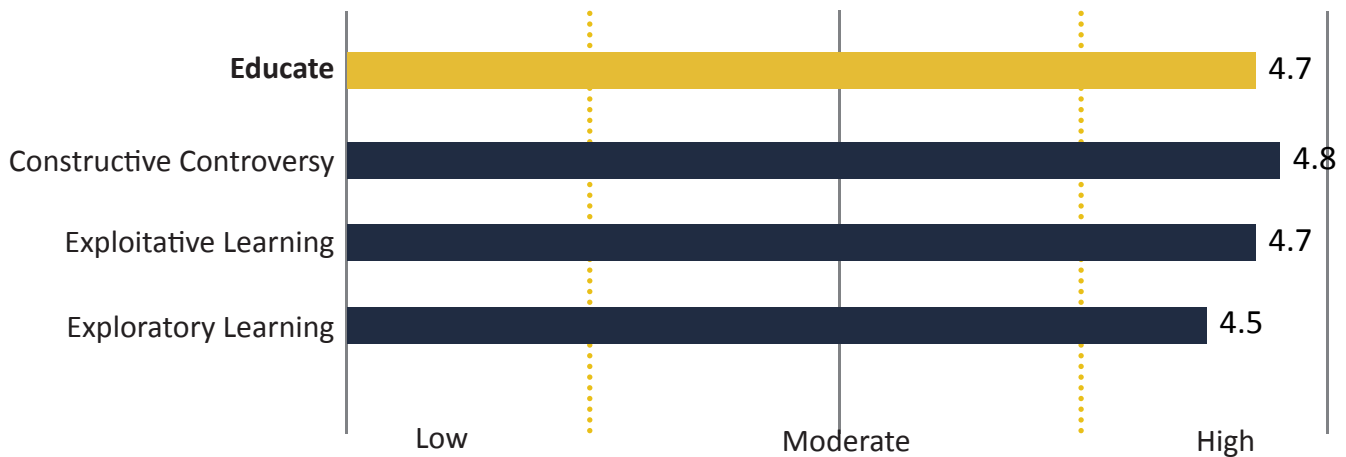**List steps and actions that your team will take to improve on Relate:**

ACTION PLAN

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Educate	4.7
Constructive Controversy	4.8
Exploitative Learning	4.7
Exploratory Learning	4.5

Low   Moderate   High

Constructive Controversy

The development and expression of all members' ideas and an effort to understand and question them; the integration of unique components of ideas; an assurance of unanimous agreement prior to the implementation of a decision.

Exploitative Learning

Efficiency-enhancing behavior that involves refining, capitalizing on, and leveraging existing team member knowledge to complete tasks and move forward on deliverables.

Exploratory Learning

Searching for new information beyond the team's current knowledge base with a focus on flexibility, discovery, and open-mindedness toward new concepts and possibilities.

List steps and actions that your team will take to improve on Educate:

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"The team has been progressing really well, so far, we have developed an incredible agile plan for the web app and done all the comparative and background research needed for the front-end and backend.

Currently, the team is in phase where we are developing and testing the code needed to build the web app. There are no negative feedback that I have."

"This team is great at communication and has a solid work ethic. Any issues are immediately communicated to the team for brainstorming solutions. This team is always around for each other to help and always around to keep an uplifted atmosphere within the themselves."

"We are well organized and plan tasks ahead of time. It would be great if we could iron out the requirements so we know which microservice addresses which requirement and how."

"Consistency in Work Output: Our team's productivity is somewhat inconsistent, with periods of high energy followed by slower phases, resulting in a somewhat disorganized timeline. It's essential that we find a balance to maintain a steady workflow.

Task Completion: There's a recurring challenge in finalizing tasks by their deadlines, putting additional pressure on all of us. Streamlining our process and adhering to deadlines will alleviate this stress and improve our output quality.

Transparency and Communication: There's room for more openness about the obstacles we're encountering. Being open about issues as they happen will allow us to address them and prevent small concerns from becoming larger problems.

Taking Initiative: The project needs us not only to complete our individual tasks but also to be actively involved with all aspects of the work. It's about contributing ideas, anticipating potential issues, and collaborating effectively."

"I think we are doing a good job, we could improve in certain ways though to improve our speed and progress. I am not quite sure what to recommend in this aspect as I know we all have busy schedules and it is not always easy, and some of you do quite good jobs already. I know for myself, I have to improve my work ethic and procrastinate a bit less, which I will do my best to work on."

"We excel in task planning and project comprehension; however, given the project's extensive scope with numerous tasks, it can be challenging to maintain a comprehensive grasp of every aspect. Our meetings occasionally become somewhat overwhelming. In the future, our communication and collectively ensuring everyone is up to speed on the project's current status will be essential."

"This is a great team in terms of organization and work ethic. So far solution development and basic technical has been good. However I think we can start to ramp up and make it get better.

We need to make sure to sell our work better in weekly meetings to stakeholders and to show more confidence. Also we need to make sure when we present we are super well prepared and practice good public speaking skills."

ATTRIBUTIONS & ACKNOWLEDGEMENTS

As detailed in O'Neill et al. (in press):

"Beneath each of the four CARE qualities are several multi-item facet-level scales. These scales were taken directly from other publications that offered reliability and validity evidence, thereby ensuring that the items were accurate, reliable and valid indicators of the intended constructs. Communicate is assessed through the scales cooperative conflict management (Tjosvold 1998), role clarity (Rizzo, House, and Lirtzman 1970), and strategy and planning (Mathieu et al. in press). Adaptability is assessed through the scales team monitoring and backup (Mathieu et al. in press), goal progression (Mathieu et al. in press), and coordination (Mathieu et al. in press). Relate is assessed through the scales contribution equity (Behfar et al. 2011), healthy fact-driven conflict (Behfar et al. 2011), lack of personal conflict (Jehn 1995), and trust (Pearce et al. 1992). Educate is assessed through the scales constructive controversy (Tjosvold 2008), exploitative learning (Kostopoulos and Bozionelos 2011), and exploratory learning (Kostopoulos and Bozionelos 2011)." Table 1 in O'Neill et al. (in press) contains the scales for each of the four CARE qualities and individual assessment items.

We approached each lead author of the publications cited to obtain permission to use the CARE items in ITPmetrics.com as a free service to end users. No objections were raised.

References

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