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Team Effectiveness Assessment™

Feedback Results

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May 2018

assessment +

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Introduction

Linkage's Team Effectiveness Assessment™ (TEA) offers insights into your team's support, interaction, and results that can be used to improve team performance. The assessment is based on decades of experience, existing research, and literature on teams.

Few teams have mastered all of the factors that drive high performance and most teams need to improve in some way. This report offers several different ways to view the data and suggestions on how to act upon the results to improve your team.

This report presents a Team profile in five parts:

- Part I, **The Team Effectiveness Assessment Model™**, explains the model and its components.
- Part II, **The Interpretative Guide**, explains what to consider when reviewing the results.
- Part III, **Team Assessment Results**, presents a profile of the Team based on the combined scores of all respondents to the TEA™.
- Part IV, **Verbatim Comments**, includes the open-ended comments collected from the Team.
- Part V, **Team Development Plan**, provides a space to consider team goals, the assessment results and to make commitments for improvement.

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PART I

THE TEAM EFFECTIVENESS ASSESSMENT MODEL

THE TEAM EFFECTIVENESS ASSESSMENT™ TOOL

The **Team Effectiveness Assessment™** can be part of a powerful "breakthrough" process for team learning and growth. It allows a team to generate clear and valid information about nearly every aspect of team functioning and provides some important standards for the team to consider in setting its own improvement agenda.

It provides an opportunity for significant movement on the road to high performance. Further movement is a function of how thoroughly the team reviews the results and uses them to chart a coherent plan of action for both team and individual development.

The **Team Effectiveness Assessment™** is designed to help the team set an improvement agenda based on the standards and practices demonstrated by high performing teams—using those key factors which are the critical drivers of team effectiveness.

The following pages contain the overall framework of the **Team Effectiveness Assessment™** in a graphic format, as well as definitions of each component and corresponding scale.

THE TEAM EFFECTIVENESS ASSESSMENT™ FRAMEWORK

TEAM EFFECTIVENESS ASSESSMENT™ FACTORS

There are 80 Questions in the TEA™, which are organized into 20 scales. Each of the 20 scales are subcategories of one of the five major factors of team effectiveness. The diagram depicts these factors and how they relate.

Teams are part of a larger organization. Teams are established by organizations to produce specific results. Two of the five major factors (Capabilities & Infrastructure and Growth & Results) of the TEA™ describe aspects of team performance that relate to the larger organization. The other three factors are focused on the team's goals, roles, and processes. These three factors are largely under the control of the team members and leaders.

The factors interact and influence each other. Changes in one factor will influence changes in all of the others. It is important to consider all of the factors. Some factors are more noticeable, such as Interactions & Processes, or Learning & Results, but all are important to high performing teams. For example, if the team is not producing results and growth, it may be because of a lack of Capabilities & Infrastructure, Purpose & Goals, or another factor.

The factors on the TEA™ are described as follows:

1. The first effectiveness factor is **CAPABILITIES & INFRASTRUCTURE**. This factor addresses the question: **"Are we set up for success?"** Highly effective teams are supported and have decision authority as well as feedback methods to understand their efforts. Together, the members have the skills, understanding and leadership needed to be successful. Do the scores suggest the team has what it needs to be successful?

    - ***Capabilities & Infrastructure****: the extent to which the team is outfitted with the support processes, decision authority, knowledge, understanding, skills, and leadership to be successful*

2. The second effectiveness factor is **GOALS & PURPOSE**. This factor addresses the question: "**Are we focused?**" Highly effective teams are characterized by a deep sense of shared purpose, a clear sense of priority, a mission that demands interdependence, and a clear understanding of each member's accountabilities. Do the scores suggest that the team is focused on its goals?

    - ***Goals and Purpose:*** *The extent to which the team has developed focus around work outputs (products and services) and a challenging purpose that energizes members and requires them to work together – a combination of meaningful mission, clear priorities, commitment, and accountability*

3. The third effectiveness factor is **ROLES & INDIVIDUAL EXPECTATIONS**. This factor addresses the question: "**Do team members have clear expectations and are we fulfilling them?**" Highly effective teams have developed a set of "rules for engagement" which guide individual behavior and performance on the team. Some team rules can be idiosyncratic to particular teams. However, all teams need to align around some rules that govern how to influence; how members relate to one another, how diversity is leveraged, and how much experimentation is allowed. Do the scores suggest that the team has and is fulfilling clear individual roles?

    - ***Roles & Individual Expectations:*** *The extent to which the team has developed a set of rules for engagement that effectively dictate and align how the team uses power, relates to one another, and allows experimentation.*

4. The fourth factor is **INTERACTIONS & TEAM PROCESSES**. It addresses the question: "**Are we aligned?**" Highly effective teams have developed sensible methods and practices for getting the work done. Work and team interactions are coordinated though effective processes conversations, decision making, and conflict. In total, these practices allow the team to stay "in sync." Do the scores suggest that the team works in alignment and efficiently together?

    - ***Team interactions & processes:*** *The extent to which the team has developed a sensible and efficient approach for getting the work done together, including work processes, conflicts, and communications.*

5. The fifth factor is **LEARNING & RESULTS**. It addresses the question: "**Are we thriving?**" Highly effective teams get results and become better at what they do. This leads to further successes in a virtuous cycle. The team receives feedback, adapts to the environment, gets results, and is rewarded. Do the scores suggest that your team is thriving by growing and getting results?

    - ***Learning and Results:*** *The extent to which the team is broadening in capability, adapting to its environment, growing effectively, and being appropriately rewarded.*

    The pages that follow describe in more detail the four scales that comprise each factor.

THE SCALES THAT COMPRISE EACH FACTOR

Capabilities & Infrastructure

- Organizational Support
- Working Knowledge
- Virtual Infrastructure
- Aligned Leadership

Goals and Purpose

- Meaningful Mission
- Clear Priorities
- Team Commitment
- Strong Accountability

Roles & Individual Expectations

- Collaborative Partnerships
- Inclusion & Engagement
- Leveraged Diversity
- Innovative Experimentation

Interactions & Team Process

- Powerful Conversations
- Productive Conflicts
- Efficient Team Processes
- Effective Decisions

Learning & Results

- Metric Based Feedback
- Evolution & Adaptation
- Great Results
- Rewards and Recognition

TEAM EFFECTIVENESS ASSESSMENT'S SCALES

Capabilities & Infrastructure "Are We Set Up For Success?"

- **Organizational Support** - The extent to which the larger organization provides resources, decision authority, and infrastructure support the team needs to be successful
- **Working Knowledge** - The extent to which team members have the understanding, information, and concepts needed to execute the team's mission
- **Virtual Infrastructure** - The extent to which the team is supported to collaborate, especially when geographically dispersed and working across time zones
- **Aligned Leadership** - The extent to which the team has adequate guidance, facilitation, direction, and coordination

Goals & Purpose "Are We Focused?"

- **Meaningful Mission** - The extent to which the team has a clear and challenging purpose that energizes members
- **Clear Priorities** - The extent to which the team is clear about the specific goals that must be achieved, and work outputs (products and services) that must be provided
- **Team Commitment** - The extent to which team members are committed to the team, its success, and the success of all members
- **Strong Accountability** - The extent to which the team rigorously assigns and accepts responsibility for results

Roles & Individual Expectations "Are We Fulfilling Expectations?"

- **Collaborative Partnerships** - The extent to which team members are oriented to cooperate with others to achieve shared results
- **Inclusion & Engagement** – The extent to which team members feel included and as a result are motivated to do their best
- **Leveraged Diversity** - The extent to which the team values and learns from others ideas, opinions, and points of view
- **Innovative Experimentation** - The extent to which team members allow each other to innovate, take risks, and explore intuitions

Interactions & Team Processes “Are We Aligned?”

- **Powerful Conversations** - The extent to which team members speak openly, listen carefully, and encourage others to do the same
- **Productive Conflicts** - The extent to which team members confront and resolve conflicts through sharing information and appreciating opposing views
- **Efficient Team Processes** - The extent to which the team has productive work processes and methods of running effective meetings
- **Effective Decisions** - The extent to which team members use a systematic, and participative process to make decisions and solve problems

Learning & Results “Are We Thriving?”

- **Metric Based Feedback** - The extent to which the team has ways to measure and understand customer satisfaction, output quality, team competency, and overall effectiveness
- **Evolution & Adaptation** - The extent to which the team can generate an understanding of its own dynamics and results, and can self-design and self-manage change
- **Great Results** - The extent to which the team produces quality outputs and exceptional results
- **Rewards and Recognition** - The extent to which the team is appropriately recognized and compensated for both individual and team performance

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PART II

INTERPRETATIVE GUIDE

TEAM DEVELOPMENT

Most assessments find that teams are “stuck” around one factor or another or one scale or another, in their day-to-day functioning. This sense of being “stuck” is manifested in the same patterns of behavior being demonstrated repeatedly without any improvement in results; recurring episodes of conflict around the same issues without resolution; or ongoing feelings of frustration, cynicism, resignation, or powerlessness.

The **Team Effectiveness Assessment™** gives the team an opportunity to gain some distance from its patterns and to become more conscious of its mode of operating. This can allow for significant breakthroughs in team capability and performance. A breakthrough is nothing more than a “breaking up” of the current ineffective pattern and replacing it with something that is consciously designed to work better. The five necessary steps to follow in order to create and sustain breakthroughs in team performance are:

1. **Recognizing** the current pattern as it occurs in the team’s operation. This is what the **TEA™** data provides for the team.
2. **Understanding** the negative consequences of the pattern. The team discussion of the **TEA™** data usually brings this out clearly.
3. **Inventing** new possibilities for action that break up the pattern.
4. **Committing** to a specific direction or new set of actions.
5. **Stabilizing** the new pattern through conscious repetition and practice. The **TEA™** points to those patterns that are used by high performance teams. They need to be implemented by the team in everyday meetings and become part of the fabric of how the team does its work. This can only be done through practice, review, and follow-up.

NOTE: In addition to the five steps noted above, the team can, and should, develop its own metrics for gauging its progress and effectiveness.

The following pages represent a summary of how to interpret team data both the overall factor scores as well as the scale scores. This information is presented in a series of tables, which include suggested actions the team might take to improve relatively low scores.

INTERPRETING THE OVERALL FACTOR SCORES

Factor	If High	If Low	Actions to Consider
Capabilities & Infrastructure	• The team has an appropriate distribution of the knowledge or skills needed to do team's work • The team has access to expertise needed • The team has been provided with clear direction and decision authority • Work and leadership roles are well-defined and allow team to be flexible and adaptable • Leadership is appropriate to team needs	• The team has a shortfall of needed knowledge or skills to do the work • The team has little access to expertise • The team does not have a clear directive • The team may not have backing for its decisions • Work and leadership roles are confused and ill-defined so that team lacks stability • The team lacks guidance, facilitation, direction and or coordination	• Do a careful assessment of the knowledge, skills, or commitments (KSC's) missing and needed • Create a plan of action to develop KSC's or acquire them through new members • Clarify the team sponsor and expectations of the team • Develop and communicate a consistent message about team mission and scope • Clarify leadership needs of the team in terms of facilitation, member coaching, directing, coordinating and communicating across the organization. Clarify responsibility for each leadership task
Goals & Purpose	• Team is focused and purposeful • Commitment to the mission is high • Members are clear about the products and services that the team is supposed to create • The team has a clear sense of direction and priorities • Clear expectations and accountabilities exist in the team	• Team is unfocused and lacks a sense of purpose • There is confusion about the mission • There is not enough agreement about what the team is supposed to create • The team lacks a clear sense of direction • There is little accountability or clarity of who should do what by when	• Hold a session to redefine the team mission • Talk to team customers about what they want from the team • Develop and revisit the team charter • Deliberately discuss changes in strategy or operating requirements and impacts on prioritization • Review team goals and assess for challenge and realism • Ensure that each meeting ends with a clarification of who

			will do what by when
Factor	**If High**	**If Low**	**Actions to Consider**
Roles & Individual Expectations	• Members seek to serve others • Individual's and their perspectives are respected • Members work collaboratively with each other • Team allows and encourages creativity • Diversity is seen as an asset and an opportunity to leverage	• Work and leadership roles are confused and ill-defined so that team lacks stability • The team lacks guidance, facilitation, direction or coordination • Members act self-centered • Individual contribution or potential is not used • Members do not seek out perspective or collaboration from others • Team squelches creativity • Diversity is not optimized	• Clarify roles of team members and identify roles needed, perhaps listing tasks and workflows and who is responsible and involved in handoffs Clarify how team members rely upon each other to complete the team mission • Define how the team will respond to members that do not fulfill their role • Encourage members to describe their unique perspectives and discuss how it might be used to improve team's results • Consider and discuss how the team squelches creativity and what can be done to encourage it
Interactions & Team Processes	• The work processes of the team are efficient • The team has excellent tools for planning and doing work • The team agrees on an overall approach to doing the work • Communication is open and honest • Conflict is openly confronted and resolved • Team is disciplined in solving problems or making decisions • Conversations within the team are very effective in producing	• The work processes of the team are inefficient • The team has few, or poor, tools for doing work • The team is in conflict over how to do the work • Communication is defensive • Conflict is avoided or denied • Team is undisciplined in solving problems • Conversations within the team are unfocused and unproductive	• Discuss how the team's work gets done and how it could be improved • Explore alternative tools for running meetings • Identify the sorts decisions that the team needs to make and the best way to make these decisions • Have session to discuss gaps between desired and current interaction patterns • Practice conversations for committed action and get coaching • Practice skills of team dialogue using

	committed action		advocacy and inquiry
Factor	**If High**	**If Low**	**Actions to Consider**
Learning & Results	• The team uses metrics or other analytics to understand its results • The team gets results and feels successful • The team's measures of productivity are very high • The team is actively and measurably growing in capability • The team is very skillful in learning new ways to operate • Rewards effectively and reinforces teamwork behavior	• The team has no clear way of measuring results • The team misses targets or feels unsuccessful • The team is unproductive, as much as it can be measured • The team is stagnant, rigid, and not growing in capability • The team learns poorly, tending to repeat mistakes • Rewards are inconsistent or conflict with teamwork	• Develop a team scorecard of metrics for customer satisfaction, output quality, process quality, and competency growth • Cultivate a spirit of learning when things go wrong—use after action reviews • Hold a session to diagnose causes and consequences of low growth and low productivity • Revise reward systems to support individual and team performance

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PART III

ASSESSMENT RESULTS

Team Effectiveness Report Sections

A Factor Summary

This section averages all item ratings within a factor by the self and the team responses. The N signifies the total number of responses received for all items in each respective factor.

B Scale Summary

This section averages all item ratings within a scale by the self and the team responses. The N signifies the total number of responses received for all items in each respective scale.

C Factor Individual Responses Comparison

This radar graph displays the responses for each individual on the team at the factor level. The “A” line represents the average responses from the team.

D Scale Individual Responses Comparison

This radar graph displays the responses for each individual on the team at the scale level. The “A” line represents the average responses from the team.

E Item Results

Graphical and numerical data regarding ratings for each specific item are depicted by the self and the team.

F Highest and Lowest Rated Items

The items with the highest and lowest ratings from all raters are provided in this section. The number of items listed is determined as a percentage of the total number of items in the assessment instrument. If the average is within the highest 20% of the scale, the item will not be displayed as a low rating. If the average is within the lowest 20%, the item will not be displayed as a high rating.

G Comments

Comments from your raters are categorized by rater group.

How to Read Your Report

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1. **Factor Heading** – This is the component into which the items are grouped. In this example, "Capabilities & Infrastructure" is shown.

2. **Symbol Key –** This key will be useful in determining the meaning of different symbols used throughout the report.

3. **Scale** – In the above example, the rating scale used is a 4-point scale ranging from "Strongly Disagree" to "Strongly Agree."

4. **Item Results** – This graph shows the results by the team for a specific factor. This and other similar items create a category.

5. **Comparison Lines** – These titles depict the different data groups that provided feedback. In this example, responses from ***Self*** and ***Team*** are shown.

6. **Mean Bar** – The bars graphically depict the average of the ratings for each rater group. In this example, the average of the ratings from the Team is 2.80 for the item.

7. **Distribution** – The numbers beside each mean bar show the number of ratings provided for each point on the rating scale for that particular comparison line. N1 indicates the number of members of the team that selected "1' on the rating scale, N2 the number that selected 2, etc. NN is the number that selected N (No Information).

8. **Normative Average** – This column depicts the TEA Norm from other teams. This is provided to compare the team's average ratings to others who have participated in this assessment process, utilizing this survey.

9. **Percentile Average** – This column provides the percentile for each factor/item in relation to Linkage's overall TEA database. Specifically, percentiles allow you to see (on a scale of 0 to 100%) the percentage of all respondents in the database that score below you. For example, if you score in the 72nd percentile on an item, that means you scored better than 72% of the people in the assessment database.

Factor Summary

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Capabilities & Infrastructure "Are We Set Up For Success?"

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	5	6	5	0			2.56
Team	**2.86**	0	63	57	40	0	3.13	16	2.75

Goals & Purpose "Are We Focused?"

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.94**	0	6	5	5	0			2.94
Team	**2.84**	0	67	51	42	0	3.19	11	2.84

Roles & Individual Expectations "Are We Fulfilling Expectations?"

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.63**	0	9	4	3	0			3.00
Team	**2.86**	0	65	53	42	0	3.21	10	2.71

Interactions & Team Processes "Are We Aligned?"

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.56**	0	7	9	0	0			2.88
Team	**2.84**	0	60	65	35	0	3.02	23	2.78

Learning & Results "Are We Thriving?"

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	6	4	6	0			2.75
Team	**2.93**	0	48	76	36	0	3.08	28	2.88

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Scale Summary

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

CAPABILITIES & INFRASTRUCTURE "ARE WE SET UP FOR SUCCESS?"

Organizational Support

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	1	2	1	0			2.50
Team	2.80	0	17	14	9	0	3.05	20	2.82

Working Knowledge

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.25	0	0	3	1	0			2.50
Team	2.88	0	14	17	9	0	3.23	11	2.61

Virtual Infrastructure

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	2	0	2	0			2.75
Team	2.83	0	14	19	7	0	3.11	18	2.89

Aligned Leadership

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.75	0	2	1	1	0			2.50
Team	2.93	0	18	7	15	0	3.12	22	2.68

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GOALS & PURPOSE "ARE WE FOCUSED?"

Meaningful Mission

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.50	0	2	2	0	0			3.00
Team	2.90	0	14	16	10	0	3.15	20	2.89

Clear Priorities

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	1	2	1	0			2.50
Team	2.75	0	18	14	8	0	3.11	14	2.79

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Scale Summary

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Team Commitment

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.50	0	1	0	3	0			3.25
Team	2.83	0	19	9	12	0	3.30	7	2.89

Strong Accountability

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.75	0	2	1	1	0			3.00
Team	2.90	0	16	12	12	0	3.20	13	2.79

ROLES & INDIVIDUAL EXPECTATIONS "ARE WE FULFILLING EXPECTATIONS?"

Collaborative Partnerships

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.25	0	1	1	2	0			2.50
Team	2.93	0	16	11	13	0	3.22	16	2.71

Inclusion & Engagement

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.75	0	2	1	1	0			
Team	2.85	0	17	12	11	0	3.40	2	

Leveraged Diversity

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.25	0	3	1	0	0			3.25
Team	2.83	0	17	13	10	0	3.18	11	2.64

Innovative Experimentation

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.25	0	3	1	0	0			3.25
Team	2.83	0	15	17	8	0	3.16	13	2.79

SAMPLE

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Scale Summary

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

INTERACTIONS & TEAM PROCESSES "ARE WE ALIGNED?"

Powerful Conversations

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.50	0	2	2	0	0			3.25
Team	2.90	0	14	16	10	0	3.05	26	2.86

Productive Conflicts

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.50	0	2	2	0	0			2.75
Team	2.75	0	17	16	7	0	3.08	13	2.82

Efficient Team Processes

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.50	0	2	2	0	0			2.75
Team	2.85	0	14	18	8	0	2.93	41	2.68

Effective Decisions

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.75	0	1	3	0	0			2.75
Team	2.88	0	15	15	10	0	3.03	27	2.75

LEARNING & RESULTS "ARE WE THRIVING?"

Metric Based Feedback

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.25	0	1	1	2	0			2.75
Team	2.95	0	10	22	8	0	2.90	52	2.96

Evolution & Adaptation

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	2	0	2	0			3.00
Team	2.80	0	17	14	9	0	3.13	11	2.93

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Scale Summary

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Great Results

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.25**	0	0	3	1	0			2.50
Team	**3.03**	0	9	21	10	0	3.20	29	2.79

Rewards and Recognition

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.50**	0	3	0	1	0			2.75
Team	**2.93**	0	12	19	9	0	3.08	30	2.86

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Factor Individual Responses Comparison

4 Strongly Agree
3 Agree
2 Disagree
1 Strongly Disagree

C Self - Sample, Jo
K Team
L Team (Hist.)

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Scale Individual Responses Comparison

4 Strongly Agree
3 Agree
2 Disagree
1 Strongly Disagree

C Self - Sample, Jo
K Team
L Team (Hist.)

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Capabilities & Infrastructure "Are We Set Up For Success?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Organizational Support

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	1	2	1	0			2.50
Team	**2.80**	0	17	14	9	0	3.05	20	2.82

1 Our team has the authority it needs to achieve our mission

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.30**	0	3	1	1	0	3.26	2	2.71

21 Our team has influence throughout the organization

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.90**	0	3	5	2	0	2.97	42	3.00

41 Our team's decisions are supported by the larger organization

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.90**	0	3	5	2	0	3.07	31	3.00

61 Our team has the resources we need to get the job done

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			3.00
Team	**3.10**	0	3	3	4	0	2.88	70	2.57

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Capabilities & Infrastructure "Are We Set Up For Success?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree | 2 Disagree | 3 Agree | 4 Strongly Agree

Scale: Working Knowledge

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.25**	0	0	3	1	0			2.50
Team	**2.88**	0	14	17	9	0	3.23	11	2.61

2 The team has the required knowledge of the business (e.g., customers, plans, competitors, industry trends)

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			3.00
Team	**2.60**	0	6	2	2	0	3.34	4	2.57

22 The team has adequate knowledge of the larger organization (e.g., strategies, goals, policies)

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			3.00
Team	**3.00**	0	2	6	2	0	3.13	45	2.57

42 The team has sufficient knowledge of the disciplines involved in its work (e.g., engineering, marketing)

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**3.10**	0	2	5	3	0	3.23	31	2.71

62 Together, our team has the understanding necessary to achieve our mission

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.80**	0	4	4	2	0	3.23	7	2.57

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Capabilities & Infrastructure "Are We Set Up For Success?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Virtual Infrastructure

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	2	0	2	0			2.75
Team	**2.83**	0	14	19	7	0	3.11	18	2.89

3 Team members have the communication infrastructure needed to work well together

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.70**	0	3	7	0	0	3.24	8	3.00

23 All team members have timely access to important team information

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**3.10**	0	2	5	3	0	3.06	54	2.86

43 We have adequate time to meet together as a team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			3.00
Team	**2.80**	0	4	4	2	0	2.98	34	2.86

63 Members effectively collaborate when not face-to-face

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.70**	0	5	3	2	0	3.15	7	2.86

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Capabilities & Infrastructure "Are We Set Up For Success?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Aligned Leadership

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.75**	0	2	1	1	0			2.50
Team	**2.93**	0	18	7	15	0	3.12	22	2.68

4 The team shares leadership responsibilities among members

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**3.30**	0	3	1	6	0	3.19	59	3.00

24 Our team gets the direction it needs to be successful

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.80**	0	5	2	3	0	3.09	21	2.29

44 Team members receive coaching to help them develop and grow

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**3.00**	0	4	2	4	0	2.92	61	2.71

64 Team leaders provide expertise as needed

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.60**	0	6	2	2	0	3.28	2	2.71

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Goals & Purpose "Are We Focused?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Meaningful Mission

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.50	0	2	2	0	0			3.00
Team	2.90	0	14	16	10	0	3.15	20	2.89

5 The team's mission is clear to all members

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	0	1	0	0			2.00
Team	2.80	0	3	6	1	0	3.17	16	2.86

25 Members talk about the team's mission as important to the larger organization

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	0	1	0	0			4.00
Team	3.10	0	2	5	3	0	3.09	51	3.29

45 Members talk about the team's purpose as personally important

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			3.00
Team	2.80	0	4	4	2	0	2.99	31	2.71

65 The team's mission is aligned with the needs of the organization

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			3.00
Team	2.90	0	5	1	4	0	3.33	11	2.71

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Goals & Purpose "Are We Focused?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Clear Priorities

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	1	2	1	0			2.50
Team	**2.75**	0	18	14	8	0	3.11	14	2.79

6 We share clear expectations of the team's goals

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**3.10**	0	3	3	4	0	3.11	40	3.29

26 Team members know which work to prioritize

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			3.00
Team	**2.60**	0	5	4	1	0	3.09	9	2.43

46 We are good at prioritizing what we need to focus on as a team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.50**	0	5	5	0	0	2.98	13	2.43

66 We understand what we are personally expected to do to reach the goals of the team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.80**	0	5	2	3	0	3.26	9	3.00

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Goals & Purpose "Are We Focused?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Team Commitment

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.50	0	1	0	3	0			3.25
Team	2.83	0	19	9	12	0	3.30	7	2.89

7 Team members regularly help each other to succeed

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			2.00
Team	2.70	0	4	5	1	0	3.36	5	2.71

27 Team members are willing to do whatever is needed for team success

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			4.00
Team	3.00	0	5	0	5	0	3.32	21	3.00

47 Team members are committed to the success of the team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			3.00
Team	2.70	0	5	3	2	0	3.41	1	3.14

67 Interests of the team are put before personal goals and ambitions

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			4.00
Team	2.90	0	5	1	4	0	3.08	26	2.71

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Goals & Purpose "Are We Focused?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Strong Accountability

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.75	0	2	1	1	0			3.00
Team	2.90	0	16	12	12	0	3.20	13	2.79

8 We hold ourselves and each other accountable

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			3.00
Team	2.90	0	4	3	3	0	3.22	16	3.00

28 When concluding meetings, team members understand their responsibilities and next actions

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			3.00
Team	2.90	0	4	3	3	0	3.17	17	2.86

48 Team members are encouraged to take charge of their part of the work

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	0	1	0	0			3.00
Team	2.90	0	3	5	2	0	3.45	3	2.57

68 We inform each other well in advance if we cannot keep a commitment

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			3.00
Team	2.90	0	5	1	4	0	2.93	45	2.71

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Roles & Individual Expectations "Are We Fulfilling Expectations?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Collaborative Partnerships

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.25	0	1	1	2	0			2.50
Team	2.93	0	16	11	13	0	3.22	16	2.71

9 Team members are motivated to collaborate with each other

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			4.00
Team	2.80	0	4	4	2	0	3.27	9	2.86

29 Team members are open to each other's ideas

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			2.00
Team	2.80	0	5	2	3	0	3.27	8	2.29

49 As a team, we maximize each other's strengths and minimize each other's weaknesses

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			2.00
Team	3.00	0	4	2	4	0	3.01	50	2.86

69 My team members are partners in achieving results

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	0	1	0	0			2.00
Team	3.10	0	3	3	4	0	3.30	23	2.86

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Roles & Individual Expectations "Are We Fulfilling Expectations?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Inclusion & Engagement

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.75	0	2	1	1	0			
Team	2.85	0	17	12	11	0	3.40	2	

10 The team values my unique perspective or capabilities

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			
Team	2.50	0	6	3	1	0	3.38	1	

30 My background is considered an asset by the team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			
Team	2.80	0	5	2	3	0	3.37	3	

50 I feel like I belong on this team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	0	1	0	0			
Team	3.00	0	2	6	2	0	3.40	12	

70 Being part of this team makes me want to give my personal best

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	4.00	0	0	0	1	0			
Team	3.10	0	4	1	5	0	3.44	10	

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Roles & Individual Expectations "Are We Fulfilling Expectations?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Leveraged Diversity

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.25**	0	3	1	0	0			3.25
Team	**2.83**	0	17	13	10	0	3.18	11	2.64

11 Members are committed to collaborating with everyone on the team, especially those who are geographically distant or culturally different

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**3.10**	0	3	3	4	0	3.23	29	2.71

31 Outputs of the team are enhanced by the diversity of our members

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.50**	0	6	3	1	0	3.27	1	2.43

51 We leverage the diversity of the team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.70**	0	6	1	3	0	3.09	12	3.00

71 Members ensure that everyone contributes, regardless of background

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**3.00**	0	2	6	2	0	3.13	37	2.43

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Roles & Individual Expectations "Are We Fulfilling Expectations?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Innovative Experimentation

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.25	0	3	1	0	0			3.25
Team	2.83	0	15	17	8	0	3.16	13	2.79

12 Team members seek to create innovations

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			3.00
Team	2.80	0	5	2	3	0	3.11	21	3.14

32 The team engages in creative dialogues about problems facing the team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			4.00
Team	2.60	0	5	4	1	0	3.11	8	3.14

52 When discussing issues, team members are encouraged to suggest new ideas

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	2.00	0	1	0	0	0			2.00
Team	3.10	0	2	5	3	0	3.33	20	2.14

72 Our team is innovative

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	3.00	0	0	1	0	0			4.00
Team	2.80	0	3	6	1	0	3.09	23	2.71

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Interactions & Team Processes "Are We Aligned?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Powerful Conversations

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.50**	0	2	2	0	0			3.25
Team	**2.90**	0	14	16	10	0	3.05	26	2.86

13 Communication among team members is candid

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**3.30**	0	1	5	4	0	3.11	62	3.57

33 When discussing problems, team members express their emotions productively

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**3.00**	0	4	2	4	0	3.08	45	2.43

53 Team members listen closely to each other

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			3.00
Team	**2.70**	0	4	5	1	0	3.12	11	2.29

73 We give each other feedback on the impact of behavior regularly

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.60**	0	5	4	1	0	2.87	27	3.14

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Interactions & Team Processes "Are We Aligned?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Productive Conflicts

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.50**	0	2	2	0	0			2.75
Team	**2.75**	0	17	16	7	0	3.08	13	2.82

14 When faced with breakdowns in team performance, team members focus on finding solutions

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**2.70**	0	5	3	2	0	3.20	8	3.29

34 When confronting conflict, team members actively seek to understand each others' perspective

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**2.60**	0	4	6	0	0	3.02	10	2.57

54 When in conflict, team members are encouraged to appreciate the opposing points of view

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**2.40**	0	7	2	1	0	3.07	4	2.43

74 When we have conflicts, we go directly to our teammates to resolve the issue (instead of going outside the team)

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			3.00
Team	**3.30**	0	1	5	4	0	3.03	72	3.00

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Interactions & Team Processes "Are We Aligned?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Efficient Team Processes

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.50**	0	2	2	0	0			2.75
Team	**2.85**	0	14	18	8	0	2.93	41	2.68

15 The team has a defined approach to working together

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			3.00
Team	**3.00**	0	2	6	2	0	2.94	59	2.57

35 The team work processes are well coordinated (e.g., scheduling, planning, problem-solving, decision-making)

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**2.80**	0	4	4	2	0	2.86	43	3.29

55 The team has useful tools for managing the execution of the work

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**2.80**	0	3	6	1	0	2.99	32	2.57

75 As a team, we use our time efficiently

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**2.80**	0	5	2	3	0	2.91	36	2.29

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Interactions & Team Processes "Are We Aligned?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Effective Decisions

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.75**	0	1	3	0	0			2.75
Team	**2.88**	0	15	15	10	0	3.03	27	2.75

16 The team is systematic in its approach to solving problems

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			3.00
Team	**3.00**	0	3	4	3	0	2.91	62	3.14

36 Our team is appropriately decisive

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.70**	0	5	3	2	0	2.99	19	2.71

56 We actively support team decisions, once they are made

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**3.10**	0	3	3	4	0	3.23	31	2.86

76 All team members engage in decision making

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**2.70**	0	4	5	1	0	2.98	18	2.29

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Learning & Results "Are We Thriving?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Metric Based Feedback

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.25**	0	1	1	2	0			2.75
Team	**2.95**	0	10	22	8	0	2.90	52	2.96

17 The team effectively measures its customers' satisfaction

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**2.80**	0	3	6	1	0	2.80	47	3.29

37 The team has a way to measure the quality of work outputs

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**3.10**	0	2	5	3	0	2.91	66	2.71

57 The team has meaningful measures of success

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			3.00
Team	**3.20**	0	1	6	3	0	2.89	75	2.71

77 The team seeks feedback from many sources

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**2.70**	0	4	5	1	0	2.97	19	3.14

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Learning & Results "Are We Thriving?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree · 2 Disagree · 3 Agree · 4 Strongly Agree

Scale: Evolution & Adaptation

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	2	0	2	0			3.00
Team	**2.80**	0	17	14	9	0	3.13	11	2.93

18 The team continues to learn how we can work together for results

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			4.00
Team	**2.50**	0	7	1	2	0	3.22	3	3.29

38 The team has improved our methods for achieving our goals

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**2.90**	0	4	3	3	0	3.09	26	2.86

58 Our team adapts its approach when the environment changes

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**2.70**	0	4	5	1	0	3.19	5	2.71

78 Members understand the team's strengths and weaknesses

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			4.00
Team	**3.10**	0	2	5	3	0	3.03	55	2.86

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Learning & Results "Are We Thriving?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Great Results

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.25**	0	0	3	1	0			2.50
Team	**3.03**	0	9	21	10	0	3.20	29	2.79

19 The team's internal and external stakeholders are satisfied with our results

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**3.30**	0	0	7	3	0	3.03	71	2.57

39 The work outputs of the team reflect high standards

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			2.00
Team	**2.80**	0	4	4	2	0	3.29	8	2.71

59 The team produces exceptional results

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**2.90**	0	4	3	3	0	3.14	26	2.86

79 The team has a positive effect on the larger organization

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**3.00**	0	0	1	0	0			4.00
Team	**3.10**	0	1	7	2	0	3.33	22	3.00

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Learning & Results "Are We Thriving?"

Symbol Key

- ◇ Historical Average
- ○ Norm. Avg.
- Positive Gap
- Negative Gap

1 Strongly Disagree
2 Disagree
3 Agree
4 Strongly Agree

Scale: Rewards and Recognition

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.50**	0	3	0	1	0			2.75
Team	**2.93**	0	12	19	9	0	3.08	30	2.86

20 Members are recognized for their contributions to the team

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**4.00**	0	0	0	1	0			2.00
Team	**3.20**	0	2	4	4	0	3.11	58	3.43

40 The team celebrates its accomplishments

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			2.00
Team	**3.00**	0	2	6	2	0	2.90	64	2.71

60 Team members are rewarded for team success

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			4.00
Team	**2.60**	0	5	4	1	0	2.98	20	2.57

80 My membership on this team is fulfilling

	Avg.	N1	N2	N3	N4	NN	Norm.	%ile	Hist.
Self	**2.00**	0	1	0	0	0			3.00
Team	**2.90**	0	3	5	2	0	3.32	10	2.71

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Highest Items: Team

	Question	Scale	Avg.	Self
4	The team shares leadership responsibilities among members	*Aligned Leadership*	**3.30**	2.00
13	Communication among team members is candid	*Powerful Conversations*	**3.30**	3.00
74	When we have conflicts, we go directly to our teammates to resolve the issue (instead of going outside the team)	*Productive Conflicts*	**3.30**	3.00
19	The team's internal and external stakeholders are satisfied with our results	*Great Results*	**3.30**	3.00
57	The team has meaningful measures of success	*Metric Based Feedback*	**3.20**	4.00
20	Members are recognized for their contributions to the team	*Rewards and Recognition*	**3.20**	4.00
42	The team has sufficient knowledge of the disciplines involved in its work (e.g., engineering, marketing)	*Working Knowledge*	**3.10**	3.00
23	All team members have timely access to important team information	*Virtual Infrastructure*	**3.10**	4.00
25	Members talk about the team's mission as important to the larger organization	*Meaningful Mission*	**3.10**	3.00
52	When discussing issues, team members are encouraged to suggest new ideas	*Innovative Experimentation*	**3.10**	2.00
37	The team has a way to measure the quality of work outputs	*Metric Based Feedback*	**3.10**	3.00
78	Members understand the team's strengths and weaknesses	*Evolution & Adaptation*	**3.10**	2.00
79	The team has a positive effect on the larger organization	*Great Results*	**3.10**	3.00

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Lowest Items: Team

	Question	Scale	Avg.	Self
1	Our team has the authority it needs to achieve our mission	*Organizational Support*	**2.30**	2.00
54	When in conflict, team members are encouraged to appreciate the opposing points of view	*Productive Conflicts*	**2.40**	2.00
46	We are good at prioritizing what we need to focus on as a team	*Clear Priorities*	**2.50**	3.00
10	The team values my unique perspective or capabilities	*Inclusion & Engagement*	**2.50**	2.00
31	Outputs of the team are enhanced by the diversity of our members	*Leveraged Diversity*	**2.50**	2.00
18	The team continues to learn how we can work together for results	*Evolution & Adaptation*	**2.50**	2.00
2	The team has the required knowledge of the business (e.g., customers, plans, competitors, industry trends)	*Working Knowledge*	**2.60**	4.00
64	Team leaders provide expertise as needed	*Aligned Leadership*	**2.60**	2.00

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Linkage

Create lasting leadership impact

PART III

VERBATIM COMMENTS

Comments

C1 What actions could you and your teammates take to improve the performance and effectiveness of the team?

Team

- No comments submitted.

C2 What specific things make this team work well?

Team

- No comments submitted.

Please write in your cultural or racial heritage

Team

- No comments submitted.

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