

Team Effectiveness - Survey Report



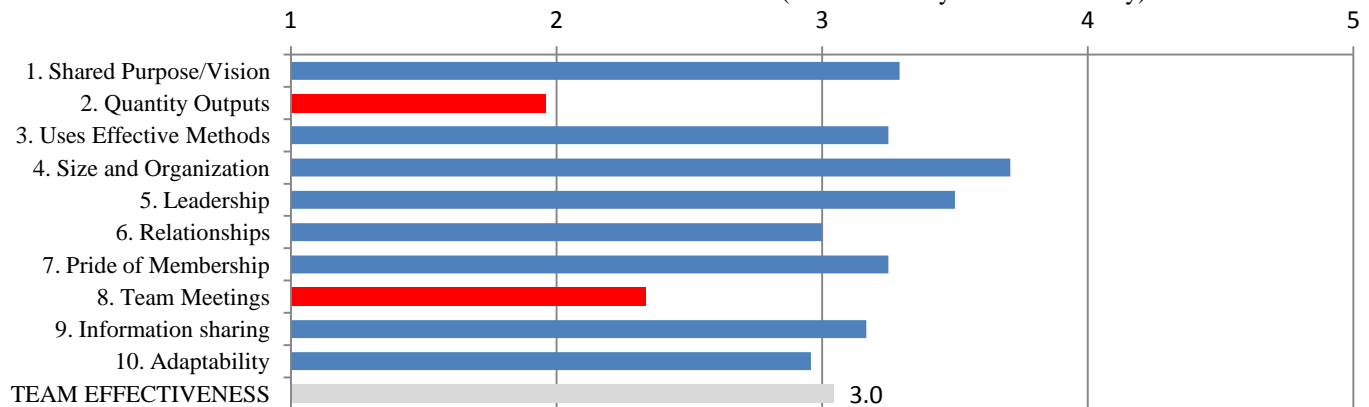
Team Name: Quality Team
 Organization: PERF
 Date Completed: 7/30/15

Distribution of 7 Feedback Providers by Group
 Team Members: 3
 Team Customers: 2
 Lead or Manager: 1
 Other Team-Raters: 1

Interpretation: this survey reports rater feedback on how often a team is meeting 10 Standards of Effective Teamwork on a scale of 1 = Rarely to 5 = Consistently. Scores of below 3 indicate improvement is need, especially if raters identified it as a *Change Priority*.

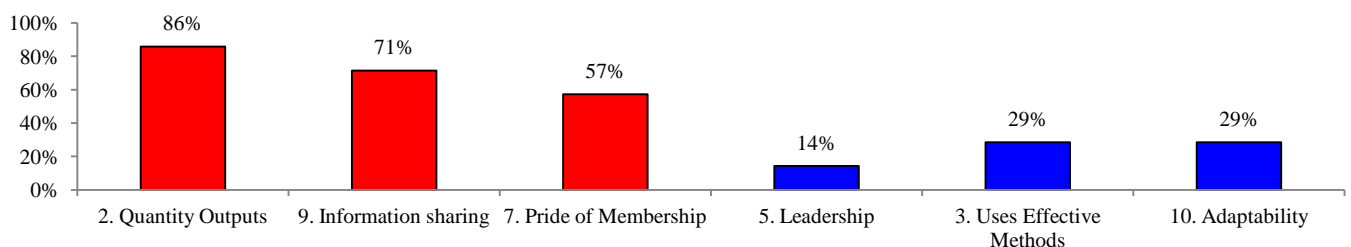
10 STANDARDS OF TEAM EFFECTIVENESS	Rater Groups and Scores					
	Team Member	Lead or Manager	Team's Customers	Other Raters	AVG Rating	Change Priority
1. Team members share a common purpose and vision of the future. Team goals are clear, achievable, accepted by all.	3.7	3.0	3.5	3.0	3.3	43%
2. Team performance outputs consistently meet customer and company quality requirements on schedule.	2.3	2.0	1.5	2.0	2.0	86%
3. The Team creates real value for the organization. It works cost effectively and improves work methods.	3.0	3.0	4.0	3.0	3.3	29%
4. The number of Team members and organization of their work provides the best utilization of resources and skills	3.3	4.0	4.5	3.0	3.7	43%
5. The Team gets adequate leadership/direction. It is effectively supported and represented in the organization.	4.0	4.0	3.0	3.0	3.5	14%
6. Working relationships promote open, honest communication-cooperation. Conflicts are managed. There is mutual trust.	3.0	3.0	4.0	2.0	3.0	43%
7. Participating on the Team is satisfying and rewarding. There is a sense of pride in belonging to a worthwhile group.	3.0	3.0	3.0	4.0	3.3	57%
8. Team meetings are effective. Everyone contributes. There are procedures for Team problem solving/decision making.	2.3	2.0	3.0	2.0	2.3	43%
9. Information is shared. Members collaborate, brainstorm ideas and allow different viewpoints. People can be creative and take risks.	2.7	3.0	4.0	3.0	3.2	71%
10. The Team adapts to change. New circumstances and challenges are met with flexible responses and attitudes.	3.3	3.0	3.5	2.0	3.0	29%

How Often Team Meets 10 Effectiveness Standards (Scale: 1 Rarely to 5 Consistently)



Items Most Often Rated as Change Priority

Items Least Often Rated as a Change Priority

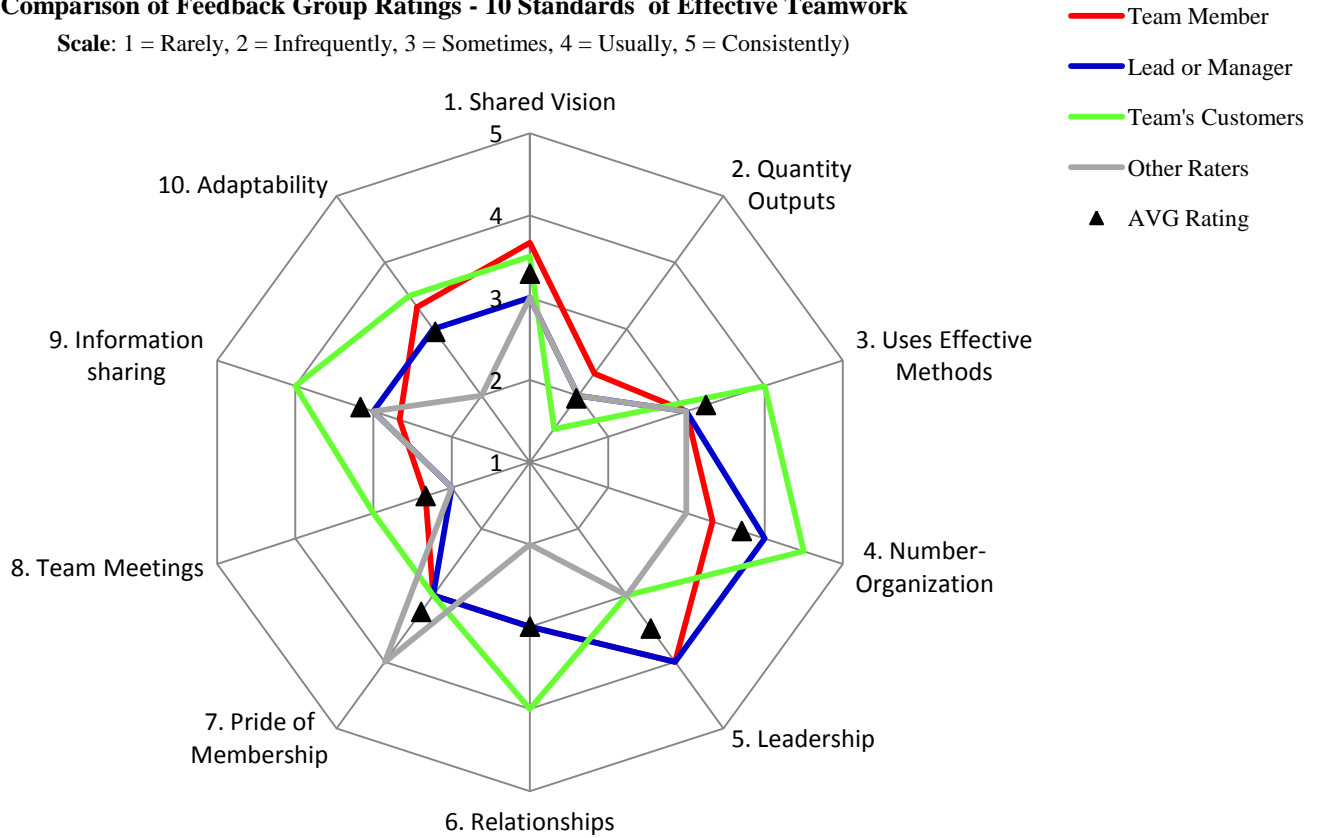




Radar Plot Interpretation Guide: the chart below illustrates how much raters agree on the team's effectiveness. Scores/line are close together indicate ratings accuracy and consistency; however, large gaps may be a sign of bias, or major differences in how effectively the team interacts with different rater groups. Discussion of what messages are being sent can be particularly useful.

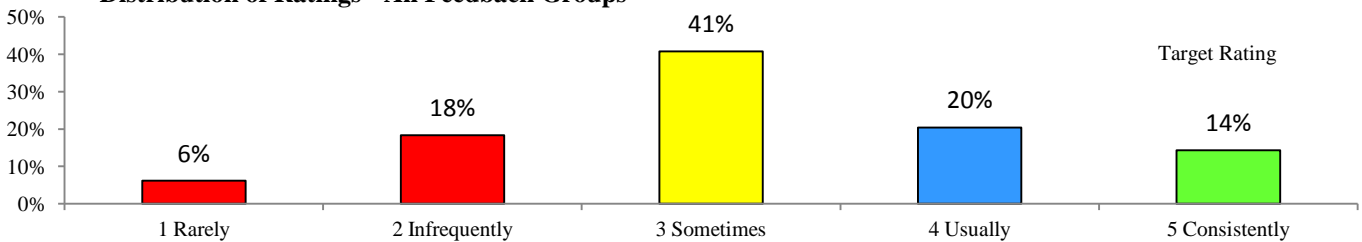
Comparison of Feedback Group Ratings - 10 Standards of Effective Teamwork

Scale: 1 = Rarely, 2 = Infrequently, 3 = Sometimes, 4 = Usually, 5 = Consistently)

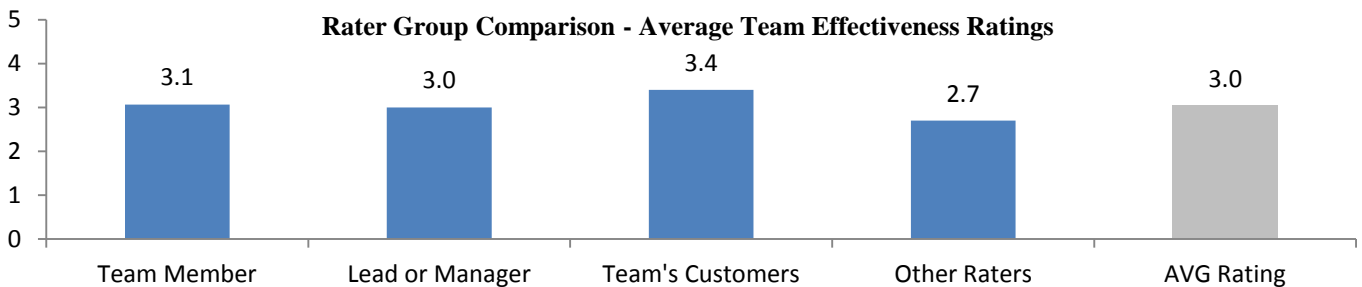


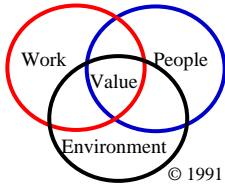
Overall ratings can help illustrate the amount of work it is likely to take to improve team effectiveness. If most scores are high 4-5 then only fine tuning a few areas is likely all that is needed but if the distribution of scores is largely 3 or below the team needs to recognize it is likely to require significant time/effort to revise team performance or relationships. Are ratings true? Usually, yes but even in cases of bias the raters perceptions feel like reality to them so treat it as team goal to improve scores toward Target Effectiveness - a perfect 5 rating and to achieve this across all rater groups.

Distribution of Ratings - All Feedback Groups



Rater Group Comparison - Average Team Effectiveness Ratings





RATER RECOMMENDATIONS TO IMPROVE TEAM EFFECTIVENESS

The team's ongoing purpose is to create VALUE by 1) identifying, developing and applying team members' talents toward team goals, 2) finding ways to do more of the right things the right way on time through productive collaboration of team members and their stakeholders), and 3) continuously adapting, refining, improving team performance. Feedback providers suggested the following Work-People-Environmental changes to achieve this.

A) WORK CHANGES - recommended changes in the team's WORK goals-priorities-processes-results

Quality-Quantity-Timeliness-Accountability of Work Outputs

Work Methods-Procedures-Distribution of Assignments

Distribute the workload more evenly - some people are carrying heavier loads; Get information on time to project leaders; Collaborate ; Train the newbies better; Documentation is a burden to productivity;

Clarify what our priorities really are; Change the sequence of scheduling so we do not have so many back to back rush projects; Ask what is on our plate before delegating more; No changes - it works fine right now; Put upcoming projects on a calendar we can all access; Ask sales to report earlier if a customization is needed;

B) PEOPLE CHANGES - suggested changes in PEOPLE on this team and/or how well they interact

Ability to Perform (Skills, Knowledge, Experience)

Will to Perform (Attitudes, Values, Beliefs, Motivation)

Train the new procedures; Replace non-performers; Build team spirit; Assign a mentor until people get the experience they need; Limit hours working on complex tasks continuously - need a break now and then;

Low motives in a few; Generally good attitudes until we hit a snag then tempers come out; What people believe is the future here is inconsistent - we need to agree; Team values missing in some; Work ethic - be on time!;

C) ENVIRONMENT CHANGES - proposed changes in the team culture-resources-leadership?

Technical (Leadership, Information, Tools, Materials)

Interpersonal (Respect, Trust, Collaboration, Culture)

Missing equipment needed to test; Materials flow needs attention in peak workload times; Tools for testing are missing or being used;

Trust is an issue with a few members; We need more tolerance of personality differences; Leadership should come from within the team most days; Culture needs time to grow;

SUCCESS (PERFORMANCE-GROWTH-SATISFACTION-WELL BEING) STRATEGIES

**START
DOING**

Start hiring people who can learn; Looking at workloads before delegating more tasks ; Asking people to stay on agenda at meetings so we can get out of there and go to work; Giving raises or bonuses to people who go the extra mile and contribute more;

**STOP
DOING**

Stop reinventing the wheel on new projects with recurring problems ; Share the workload; Stop rushing new employees into projects. Train the new guys better so they make fewer mistakes; Having meetings where no one is prepared but everyone talks like they know it all;

**CONTINUE
DOING**

Scheduling strategic projects earlier so we have time to think; Get more experienced people; Collaborating better with other project teams ; Asking who would be interested in certain types of projects; Mentoring-training each other;