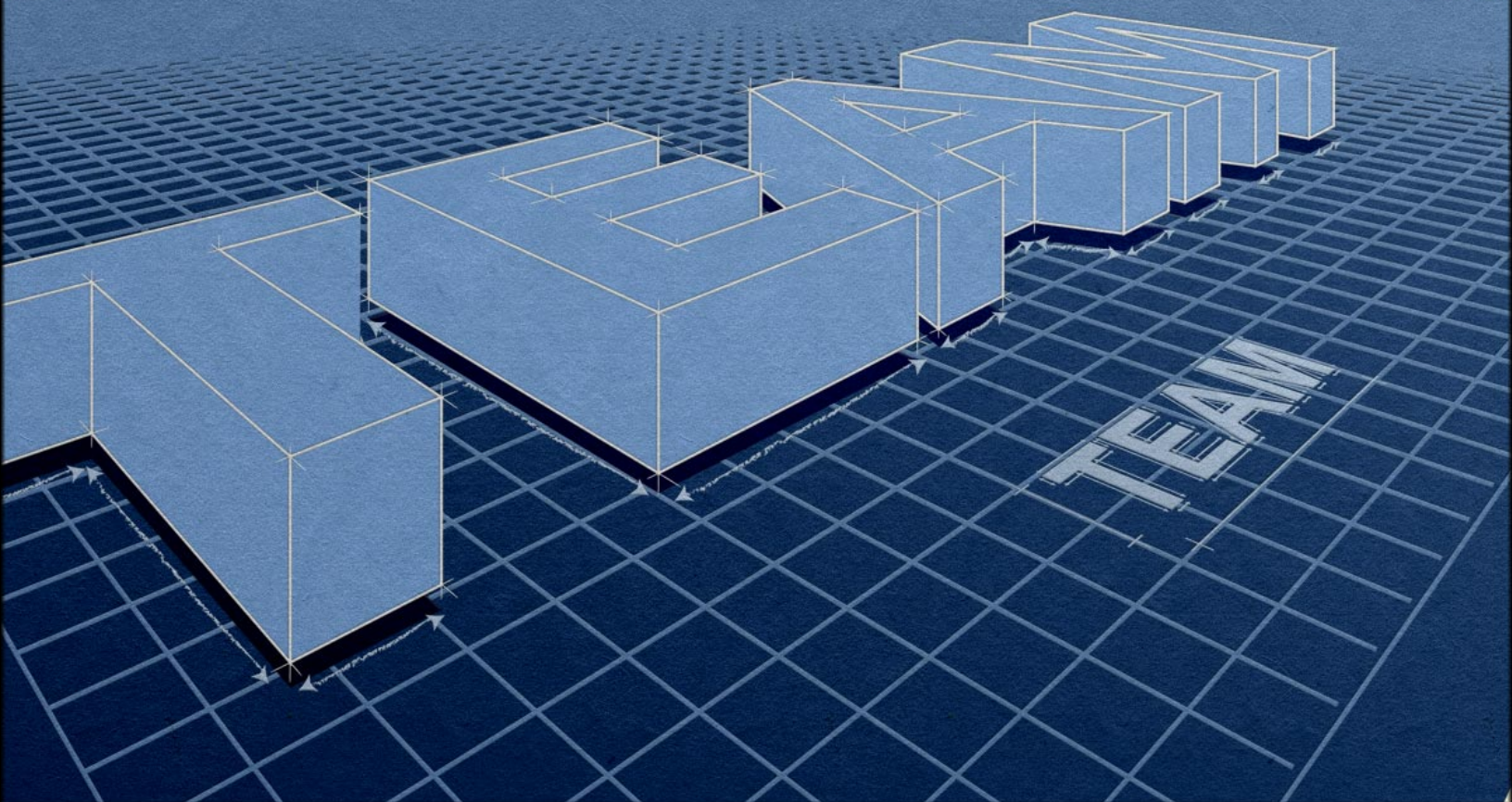


# TEAM BENCHMARK

Triaxia Development Team

TEAM PERFORMANCE SURVEY



# Evaluating Your Team

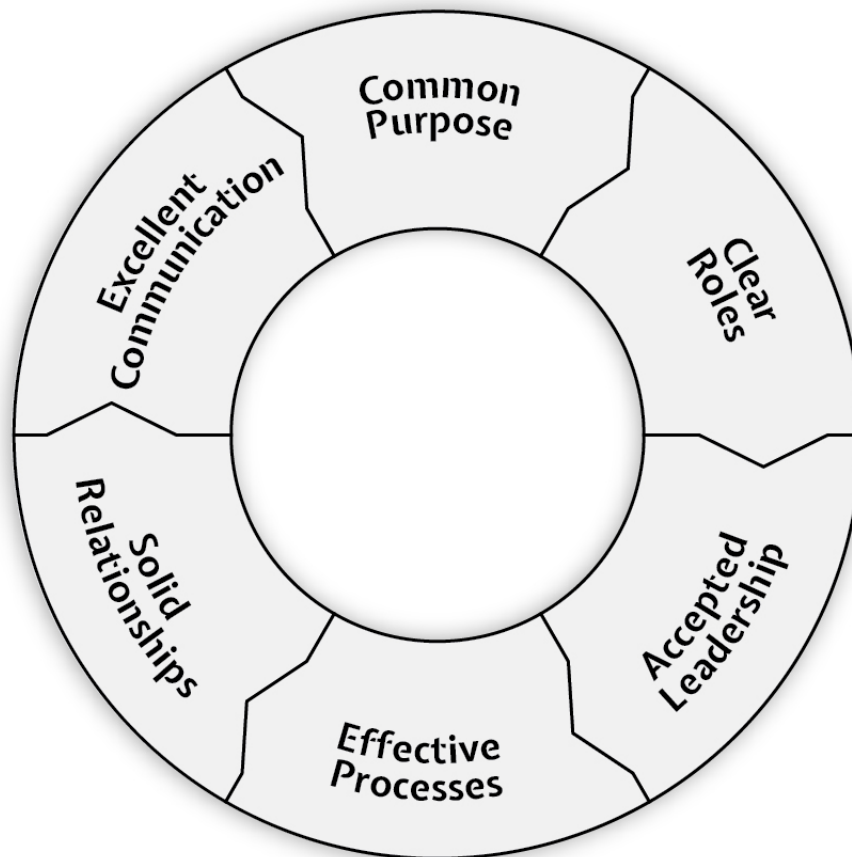
Your team has completed its evaluation of its performance against the six characteristics of high performance teams, and you are about to examine your results. Teams that consistently achieve exceptional results possess six essential attributes:

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

The Team Survey® was designed to help your team measure itself against these attributes. A team is a complex entity with specific attributes. Each one is important and they fit together to create a high performance team. What are the characteristics of an effective team? How do they fit together? Why is each one important? In this analysis, you had the opportunity to evaluate your team against those characteristics, and you are about to discover the results and use them to build an action plan for increased team effectiveness.

## Rating Scale

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



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A team is a group of interdependent people committed to a common purpose who choose to cooperate in order to achieve exceptional results

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## 1. Common Purpose

A clear, common, compelling purpose is the cornerstone of a high performance team. Purpose asks the question: "Why are we in existence?" Without unity of purpose, the various elements will pull in different directions. The purpose of a team is to accomplish an objective that is bigger than we can accomplish individually. Remember, teamwork is not an end in itself, but rather a means to an end. Therefore, we believe an effective team is purpose/mission directed; it will be judged against its results.

### Critical Issues and Qualities:

- Clear/Well Defined
- Relevant
- Significant

- Urgent
- Achievable/Believable

## 2. Clear Roles

Dividing the task breaks down the job and matches its various elements to corresponding strengths and skills of the individual team members. This process becomes the key to leveraging the synergistic potential of the team. But with division of labor comes interdependence. Every member's contribution is critical, and without that contribution the purpose cannot be achieved. Interdependence is the consequence of dividing the labor. It must be managed through high levels of cooperation.

### Critical Issues and Qualities:

- Clear
- Compatible (with the strengths/skills of the person)
- Complementary (with other team members' roles)
- Congruous (agreement on who does what)

## 3. Accepted Leadership

High performance teams need clear, competent leadership. However, an effective team leader knows moment-by-moment leadership is often task-driven, with significant contribution by the team member whose skills, strengths, or experience best match the demands of the situation. Thus team leaders must understand the real nature of their leadership.

### 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.

## 4. Effective Processes

Just as purpose deals with what and why, process focus on how we accomplish the task. Basic processes of a team include not only ways to perform specific functions but also how a team makes decisions, solves problems, and resolves conflicts. High performance teams map and master their core processes.

### Critical Issues and Qualities:

- Defined
- Designed (short, straight, and simple)
- Documented

- Constantly improving

## 5. Solid Relationship

Solid relationships are the glue of a high performance team. The objective is not to become best friends, but to work well together. The quality “solid” implies that team relationships can withstand the blows of occasional misunderstandings, conflicts, and bad days. Individual team members also must feel a relationship with “the team,” as expressed by a sense of belonging and camaraderie.

### **Critical Issues and Qualities:**

- Trust of character and competence
- Understanding each other’s aspirations, personalities, etc.
- Respect for the unique contribution of others
- Acceptance of differences
- Accountability
- Courtesy/Civility

## 6. Excellent Communication

This element permeates every other characteristic of an effective team. Communication facilitates cooperation. Excellent communication allows the team to understand and coordinate divided roles, gain alignment, provide feedback, clarify details, and resolve conflicts effectively.

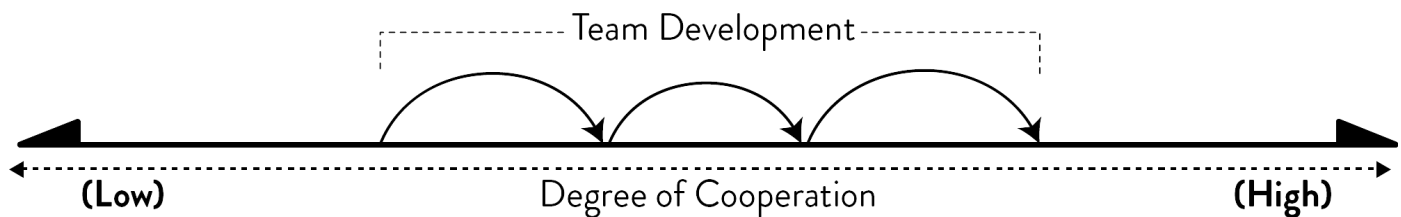
### **Critical Issues and Qualities:**

- Clear
- Open/Honest
- Timely
- Accurate

## The Definition of Team Building

Team building consists of any activity that helps groups move from one stage of development to the next in one, any, or all of the six team characteristics. The process takes place one step at a time as you move along the continuum of cooperation.

It takes time, practice, and a realistic set of expectations. In reality, effective team development is a series of “mini” steps as the team works, evaluates, learns, and applies that learning to work better over time.



## The Principles of Team Building

- Groups don't drift into team effectiveness; it is the product of a determined intentionality.
- Team development is a process, not an event. Like any process, it demands lots of practice.
- Team development is a philosophy that understands teamwork as just that: WORK. The objective of this investment is not to make the job easier, but the results bigger and better.
- Teams, like any other living organism, need a climate conducive to growth.
- Team development demands a safe environment. Development is about learning. To learn we must acknowledge that we need to acquire some skill or understanding we do not have but need to acquire. Basically we are expressing a shortcoming, and such expressions only take place in safe environments.
- Use the work to build the team. If the work of the team is seen as an opportunity to grow, development quickly becomes woven into the fabric of day-to-day team activities rather than becoming an additional item on a long to-do list. Like an athletic team reviewing game films, the team constantly evaluates its performance and asks, “How did we do? What did we learn? How can we do it better, faster, cheaper?”
- The benefits of developing higher levels of teamwork must be felt and visible on the bottom line. If you don't see tangible results over time, it's unlikely that you will continue to invest the time and effort needed to develop a more effective team.
- The purpose of a team is to accomplish an objective and to do so at exceptional levels. Teamwork is not an end in itself, but rather the means to an end. Ultimately, the success of team building will be judged against end results.

# Interpreting the Results and Developing an Action Plan

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

## 1. The Discussion Worksheet

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

## 2. The Evaluation Worksheet

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

## 3. The Action Plan Worksheet

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

# Four Steps to Increased Team Effectiveness

Finding a foothold for increased team effectiveness is a difficult undertaking without a process to help you identify the strengths and weaknesses of your team and to prioritize areas needing development. The Team Survey® allows you to evaluate your team against time-tested characteristics that describe high performance teamwork, identify the areas that most need development, and design an action plan for increased team effectiveness.

## Step 1 - Discuss Findings

Use the Discussion Worksheet on page 10 to find the scores given by each team member. Work through the discussion questions included and then choose a single team characteristic that, if strengthened, would materially increase the performance of your team. This is usually the team characteristic with the lowest total score on the worksheet.

## Step 2 - Identify Improvement

Choose the Evaluation Worksheet which corresponds to the team characteristic your team has chosen to address and have each team member share his or her score to each question. Take advantage of the discussion questions to amplify the team's understanding of the issues. **Note:** If your team selected the "confident and anonymous" option, the scores will be shown without attribution. Otherwise, each team member will be identified by his or her initials.

## Step 3 - Develop an Action Plan

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

## Step 4 - Monitor and Measure

Use the Monitor and Measure Worksheet at the end of the booklet to regularly assess team progress. Remember, team development is most practically seen as a series of mini-steps that move the team toward higher levels of effectiveness. After you have successfully identified and attacked one issue, use the worksheets to identify the next item that will move your team toward higher levels of collaboration.

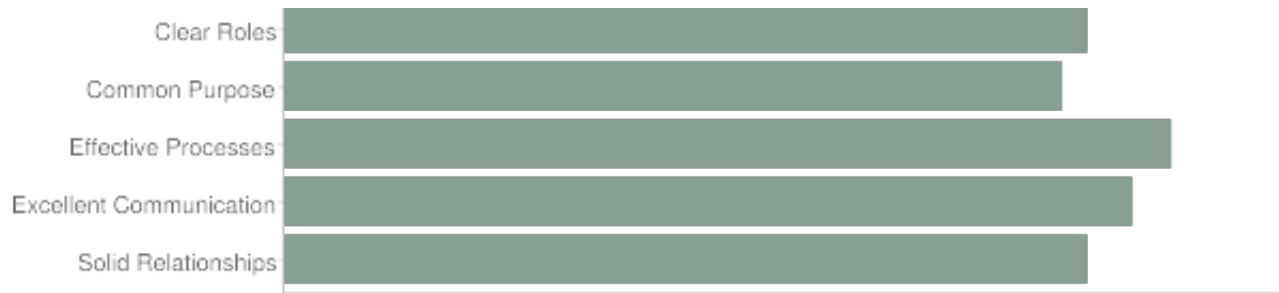
## Discussion Worksheet

Member	Common Purpose Avg	Clear Roles Avg	Accepted Leadership Avg	Effective Processes Avg	Solid Relationships Avg	Excellent Communication Avg
#3	4.00	3.70	3.60	4.10	4.00	3.90
#4	3.90	4.80	4.00	5.00	4.00	5.00
#5	3.80	3.60	3.50	4.20	3.90	3.90
#23	3.50	3.00	4.00	4.00	5.00	3.00
<b>Total</b>	<b>3.88</b>	<b>4.00</b>	<b>3.71</b>	<b>4.42</b>	<b>4.00</b>	<b>4.23</b>

1. Overall, **Effective Processes** was rated the strongest characteristic of your team.
2. Overall, **Accepted Leadership** was rated the weakest characteristic of your team.
3. Are there significant points of disagreement among team members?
4. What accounts for these differences?
5. As a result of your scoring and discussion, which of the six team characteristics, if strengthened, could most improve team effectiveness?

Use the Evaluation Worksheet for this characteristic to identify specific issues that need to be addressed.

## Team Survey Overview

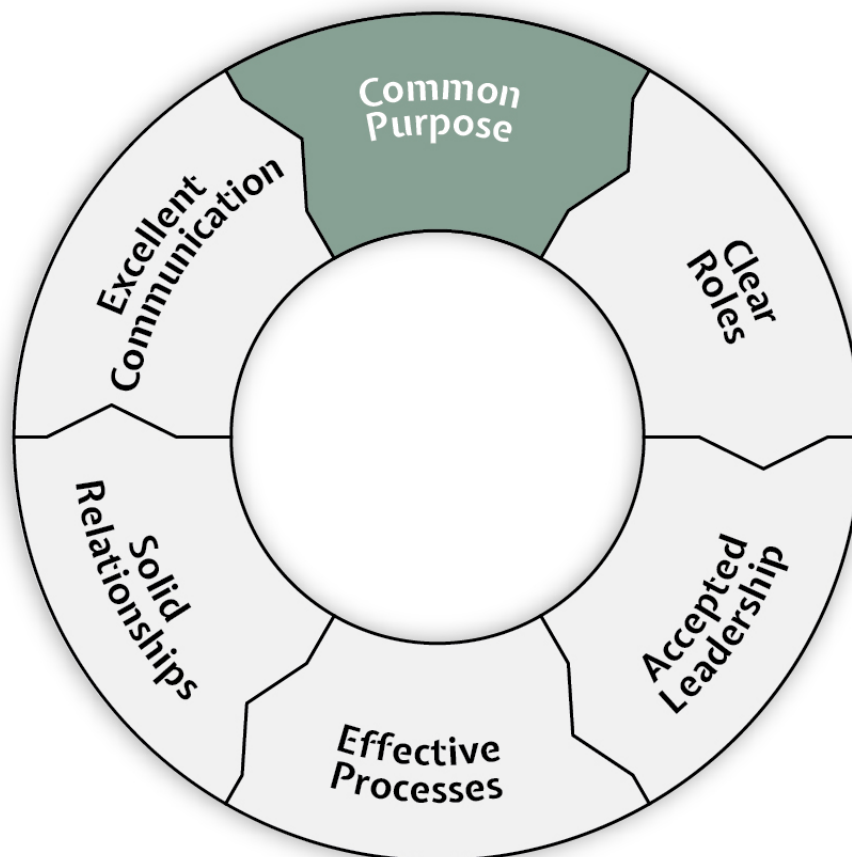


# Common Purpose

A clear, common, compelling purpose is the cornerstone of a high performance team. Purpose asks the question: "Why are we in existence?" By definition there must be unity of purpose or the various elements will pull in different directions. The purpose of a team is to accomplish an objective: an objective bigger than you can accomplish individually. Teamwork is not an end in itself, but rather a means to an end. Therefore, we believe an effective team is purpose/mission directed; it will be judged against its results.

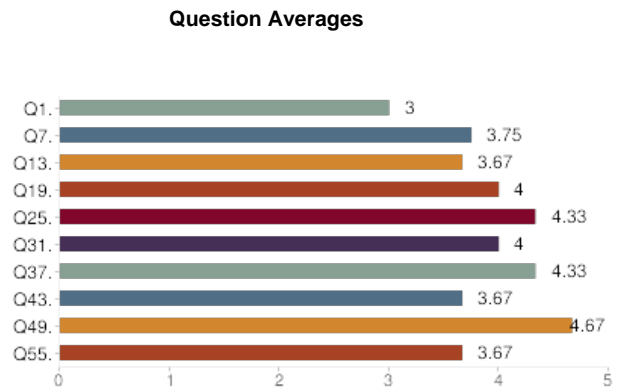
## Critical Issues and Qualities:

- Critical Issues and Qualities:
- Clear/Well Defined
- Relevant
- Significant
- Urgent
- Achievable/Believable



## 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.
Q13.	I believe that I will personally benefit by accomplishing our team goals.
Q19.	Overall, team members are unified about and aligned with goals of the larger team.
Q25.	Our goals demand we cooperate at high levels to achieve them.
Q31.	Our team has a sense of urgency about our goals. Time is important.
Q37.	We develop the needed work/action plans to support the achievement of our team goals.
Q43.	Our team routinely reviews its results versus its objectives and quickly adjusts the plan as appropriate.
Q49.	I believe our team goals are realistic and achievable.
Q55.	Achieving our team goals will make a significant contribution to overall organization objectives.



## Team Member Response Details

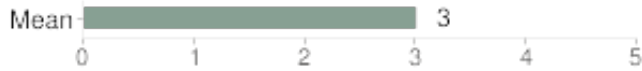
Member	Q1	Q7	Q13	Q19	Q25	Q31	Q37	Q43	Q49	Q55	Avg
#3	3	4	4	5	4	4	4	4	5	3	4.00
#4	3	4	4	4	4	4	4	4	4	4	3.90
#5	4	2	3	3	5	4	5	3	5	4	3.80
#23	2	5	0	0	0	0	0	0	0	0	3.50
<b>Avg</b>	<b>3.00</b>	<b>3.75</b>	<b>3.67</b>	<b>4.00</b>	<b>4.33</b>	<b>4.00</b>	<b>4.33</b>	<b>3.67</b>	<b>4.67</b>	<b>3.67</b>	<b>3.88</b>
<b>Rank</b>	10	6	8	5	3	4	2	9	1	7	

## 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.

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

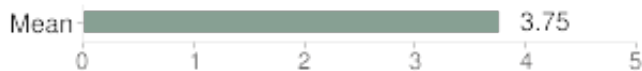


### Comments

- 
- 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

---

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

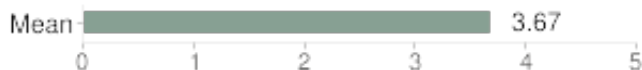


### Comments

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  - 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

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



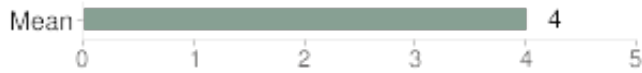
### Comments

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- 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

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

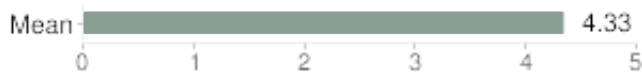


## Comments

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  - 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.

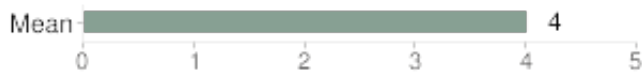


## Comments

- 
- 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.

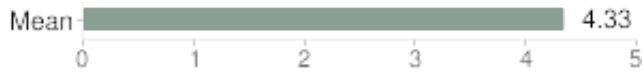


## Comments

- 
- 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

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

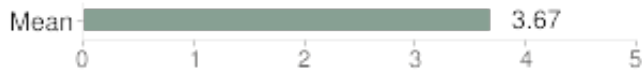


## Comments

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

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

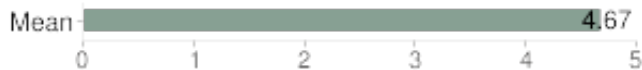


## Comments

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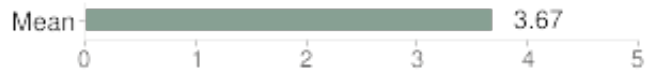
Q49. I believe our team goals are realistic and achievable.



## 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.



## 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?

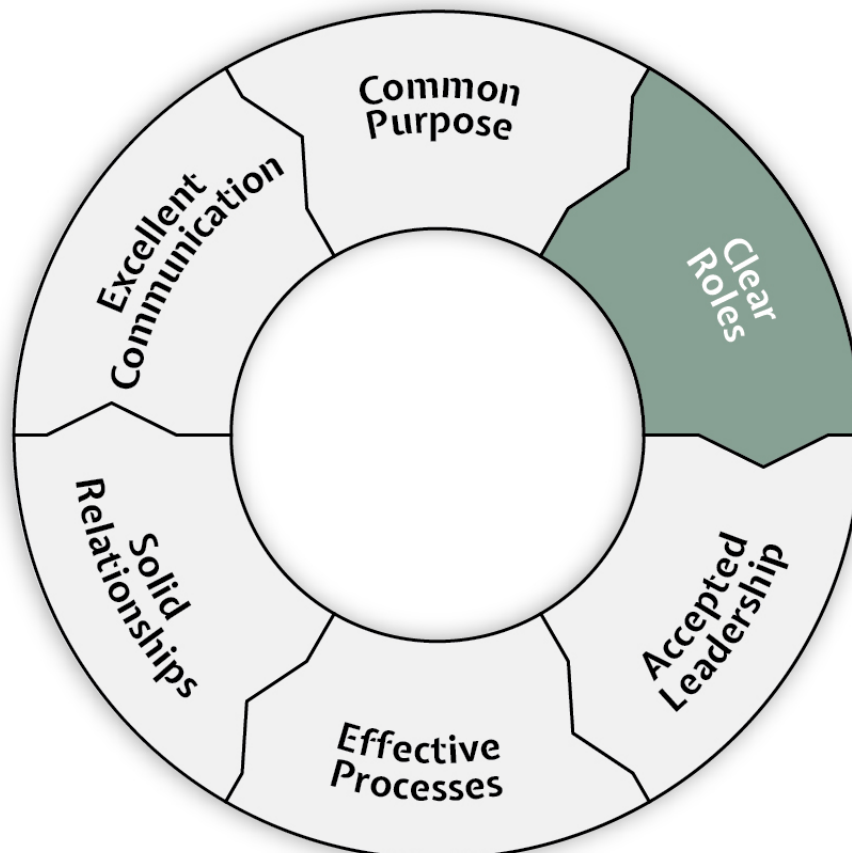
6. What is the issue?
7. What aspect of it specifically needs development?

## 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.

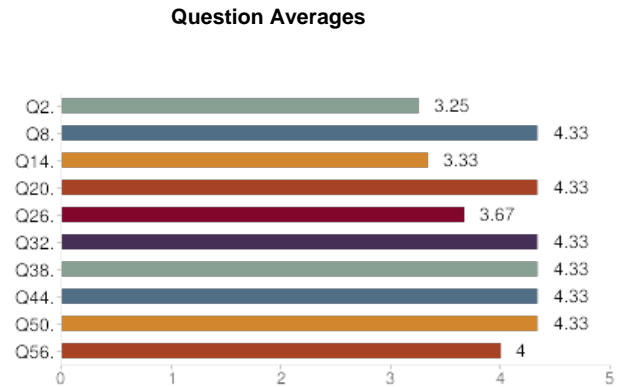
### Critical Issues and Qualities:

- 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.
Q14.	My role matches my skills, knowledge, and experience.
Q20.	We consistently leverage each other's skills, experience, and knowledge.
Q26.	Team members are quick to assist others when needed.
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.
Q38.	Even though I have a specific role responsibility, I am expected to contribute input into other roles as well.
Q44.	We all understand how our roles work together around our major work processes.
Q50.	For the most part, we are all in agreement about our respective roles.
Q56.	My role, as well as those of other team members, is effectively integrated into our team strategy.



## Team Member Response Details

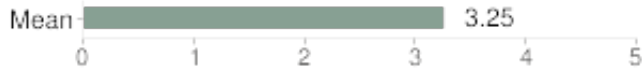
Member	Q2	Q8	Q14	Q20	Q26	Q32	Q38	Q44	Q50	Q56	Avg
#3	4	3	3	4	3	5	4	3	4	4	3.70
#4	3	5	5	5	5	5	5	5	5	5	4.80
#5	3	5	2	4	3	3	4	5	4	3	3.60
#23	3	0	0	0	0	0	0	0	0	0	3.00
<b>Avg</b>	<b>3.25</b>	<b>4.33</b>	<b>3.33</b>	<b>4.33</b>	<b>3.67</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.00</b>	<b>4.00</b>
<b>Rank</b>	10	3	9	1	8	2	4	5	6	7	

## 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.

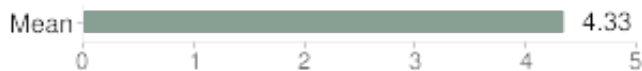


### Comments

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

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

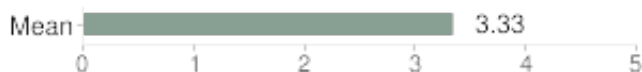


### Comments

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  - This is a test comment for a survey item

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



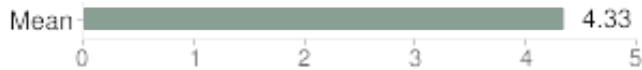
### Comments

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

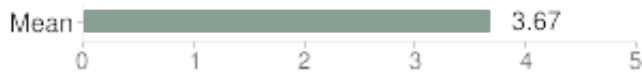


## Comments

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---

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

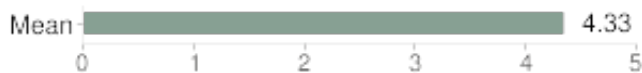


## Comments

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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.

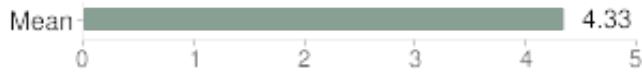


## Comments

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

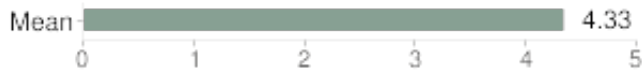


## Comments

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

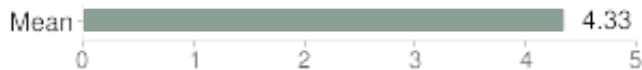


## Comments

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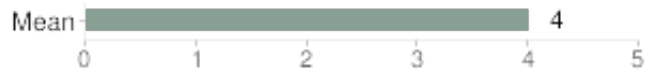
Q50. For the most part, we are all in agreement about our respective roles.



## 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.



## 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?

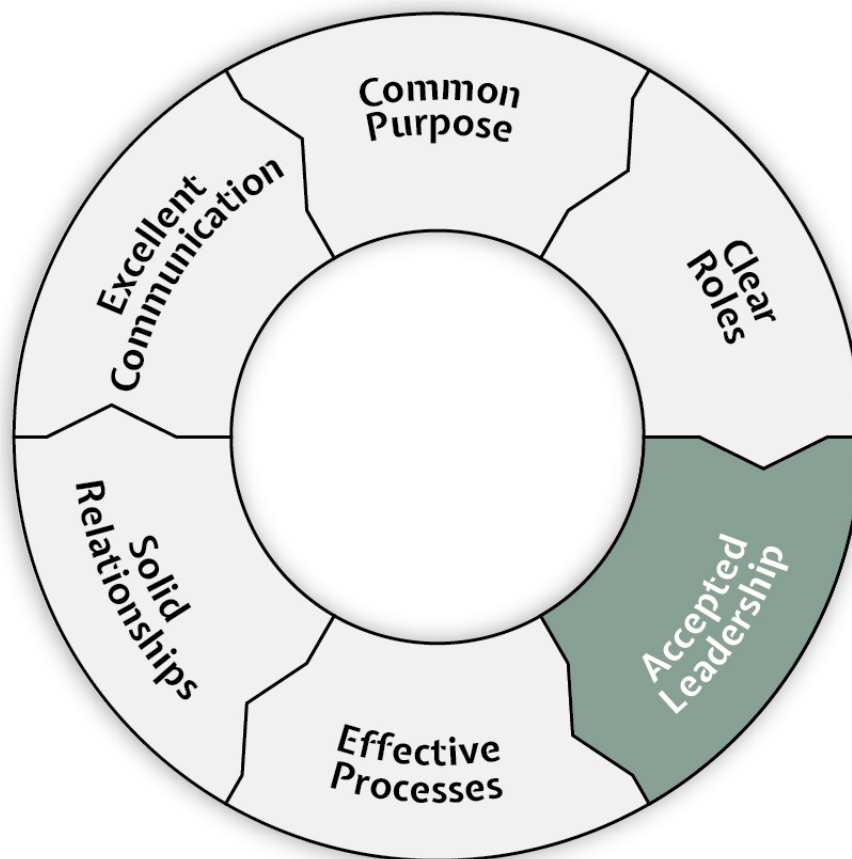
6. What is the issue?
7. What aspect of it specifically needs development?

# 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.

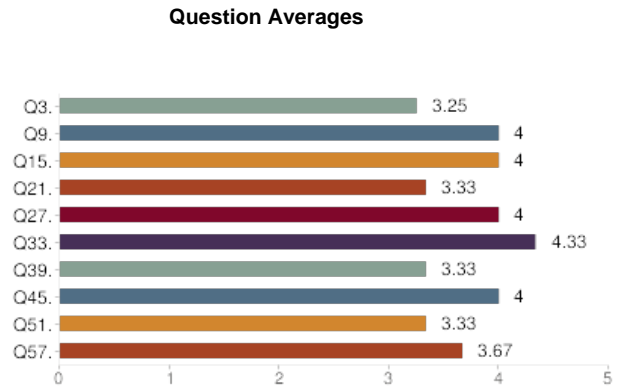
## Critical Issues and Qualities:

- 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
Q3.	Overall, I feel the team is very responsive to the leadership/direction of our team leader.
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.
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.
Q21.	Our team leader creates an environment in which initiative and creativity is encouraged.
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.)
Q33.	Our team leader could be described as a servant leader.
Q39.	Team members are free to express their opinions (pro or con) on any issue relating to the team.
Q45.	Our team leader does an effective job at helping the team maintain clear direction, focus, and priorities.
Q51.	Our team leader is an effective coach.
Q57.	Our team leader is quick to recognize individuals and our team for our successes.



## Team Member Response Details

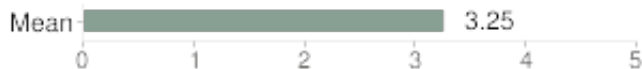
Member	Q3	Q9	Q15	Q21	Q27	Q33	Q39	Q45	Q51	Q57	Avg
#3	3	4	5	3	4	4	3	4	3	3	3.60
#4	4	4	4	4	4	4	4	4	4	4	4.00
#5	2	4	3	3	4	5	3	4	3	4	3.50
#23	4	0	0	0	0	0	0	0	0	0	4.00
<b>Avg</b>	<b>3.25</b>	<b>4.00</b>	<b>4.00</b>	<b>3.33</b>	<b>4.00</b>	<b>4.33</b>	<b>3.33</b>	<b>4.00</b>	<b>3.33</b>	<b>3.67</b>	<b>3.71</b>
<b>Rank</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>9</b>	<b>4</b>	<b>1</b>	<b>7</b>	<b>5</b>	<b>8</b>	<b>6</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.

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



### Comments

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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.

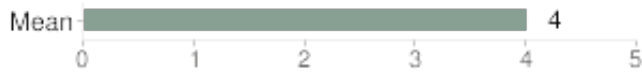


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Q15. Our team leader consistently releases the leader in everyone by supporting/encouraging individual team member leadership where his or her functional expertise is needed by the team.

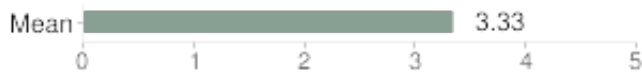


## Comments

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

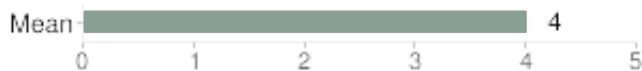


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Q27. Our team leader is effective in managing the boundaries between our team and other organizational entities (e.g., top management, other teams, the larger organization, different functions, etc.)

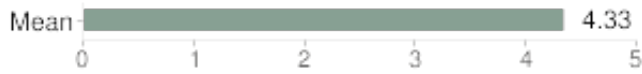


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Q33. Our team leader could be described as a servant leader.

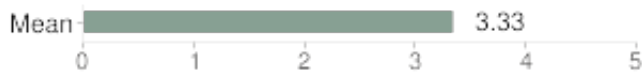


## Comments

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

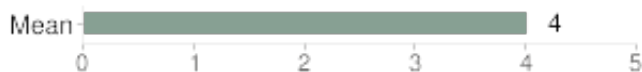


## Comments

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

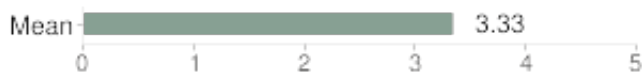


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Q51. Our team leader is an effective coach.



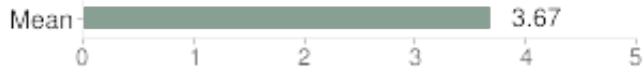
## Comments

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



## Comments

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## 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?

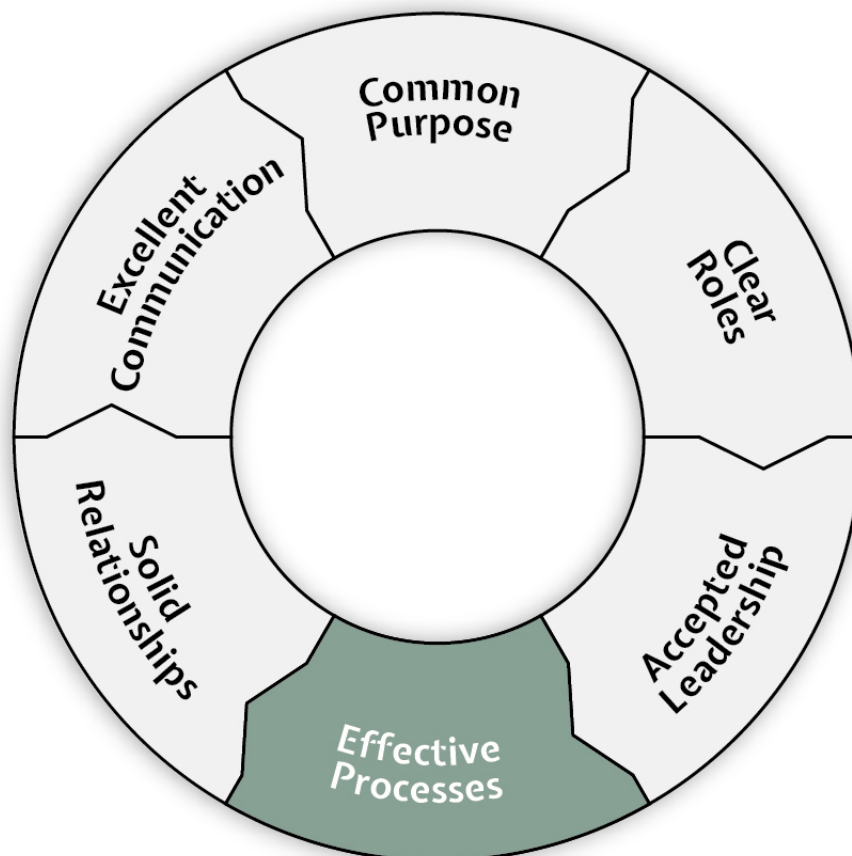
6. What is the issue?
7. What aspect of it specifically needs development?

# 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:

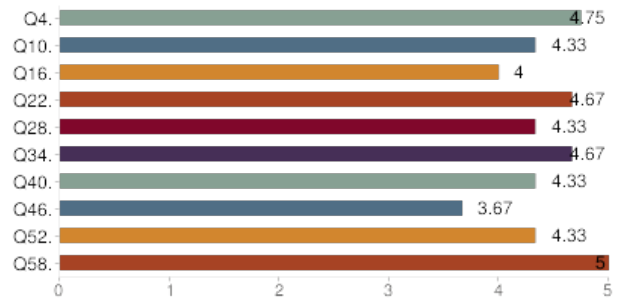
- Defined
- Designed (short, straight, and simple)
- Documented· Constantly improving



## Effective Processes Worksheet

Q#	Question Text
Q4.	Our key work processes (e.g., planning, marketing, budgeting, etc.) are well-defined and understood by everyone
Q10.	We have taken the time to discuss and design our processes.
Q16.	We regularly sit down and ask how are we doing-what are we learning in order to improve our processes.
Q22.	Our key processes are documented (written out or mapped/flow-charted).
Q28.	As a team we take a systematic approach to meetings, decision making, problem solving, and planning.
Q34.	We have an effective process for setting and managing priorities.
Q40.	Our meetings are crisp, efficient, and characterized by effective communication.
Q46.	We have effective systems (communications, information systems, etc.) that support the execution of our work processes.
Q52.	We have identified and agreed upon our team thinking processes (e.g., decision making, problem solving, planning, conflict resolution, etc.).
Q58.	We execute our processes at high levels of effectiveness and efficiency.

Question Averages



## Team Member Response Details

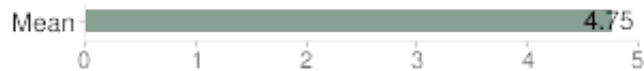
Member	Q4	Q10	Q16	Q22	Q28	Q34	Q40	Q46	Q52	Q58	Avg
#3	5	5	3	4	3	5	4	3	4	5	4.10
#4	5	5	5	5	5	5	5	5	5	5	5.00
#5	5	3	4	5	5	4	4	3	4	5	4.20
#23	4	0	0	0	0	0	0	0	0	0	4.00
<b>Avg</b>	<b>4.75</b>	<b>4.33</b>	<b>4.00</b>	<b>4.67</b>	<b>4.33</b>	<b>4.67</b>	<b>4.33</b>	<b>3.67</b>	<b>4.33</b>	<b>5.00</b>	<b>4.42</b>
<b>Rank</b>	<b>2</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>7</b>	<b>10</b>	<b>8</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.

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

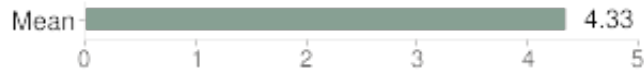


### Comments

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

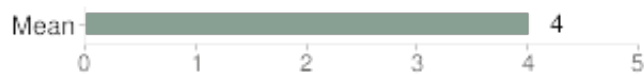


### Comments

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

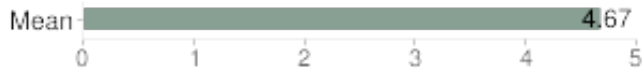


### Comments

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

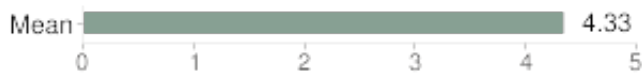


## Comments

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

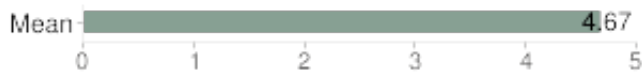


## Comments

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

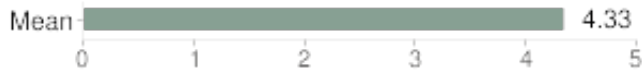


## Comments

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

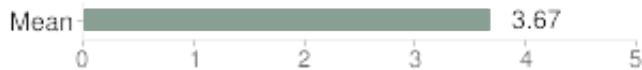


## Comments

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

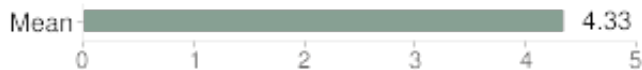


## Comments

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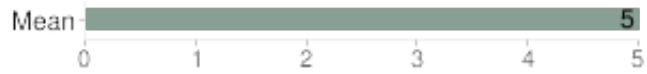
Q52. We have identified and agreed upon our team thinking processes (e.g., decision making, problem solving, planning, conflict resolution, etc.).



## Comments

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- This is a test comment for a survey item
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Q58. We execute our processes at high levels of effectiveness and efficiency.



## Comments

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## 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?

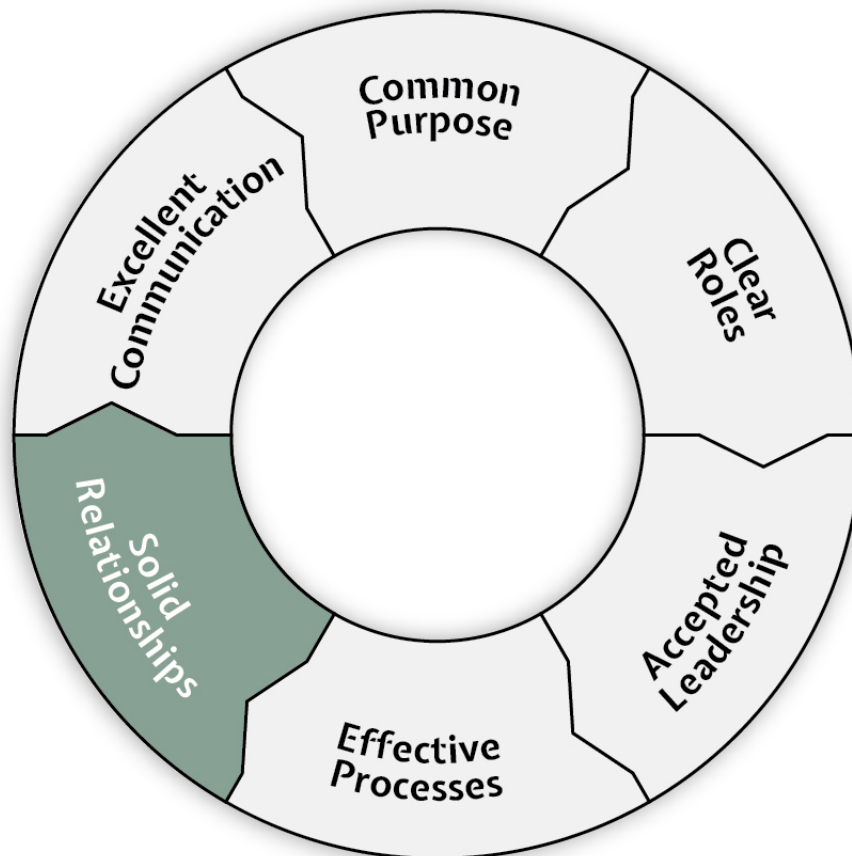
6. What is the issue?
7. What aspect of it specifically needs development?

# 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:

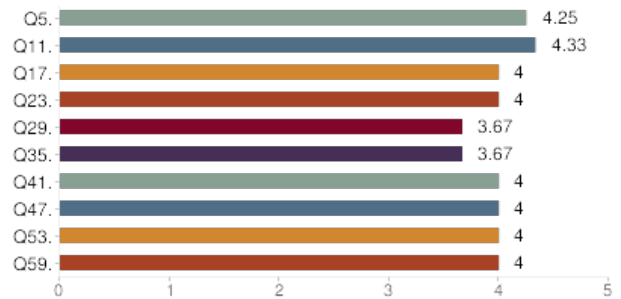
- Trust of both character and competence
- Understanding each other’s aspirations, personalities, etc.
- Respect for the unique contribution of others
- Acceptance of differences
- Accountability
- Courtesy/civility



## Solid Relationships Worksheet

Q#	Question Text
Q5.	We have a written set of ground rules/operating principles that govern our relationships and interaction.
Q11.	Overall, we have a high level of trust in the character among team members.
Q17.	We appreciate the unique contribution of each team member.
Q23.	We accept the differences among team members.
Q29.	We treat each other with dignity, respect, and courtesy.
Q35.	Overall, we trust that other team members have the competence to get their part of the job done with excellence.
Q41.	Team members have a good understanding of each other (e.g., aspirations, personalities, skills, etc.).
Q47.	We have the diversity on this team that is needed for effective decision making, problem solving, and planning.
Q53.	Team members have a healthy sense of belonging to this team.
Q59.	Differences and diversity are productively channeled into increased levels of creativity versus unproductive confrontation.

Question Averages



## Team Member Response Details

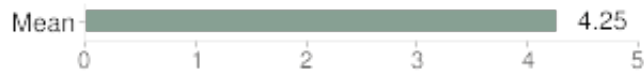
Member	Q5	Q11	Q17	Q23	Q29	Q35	Q41	Q47	Q53	Q59	Avg
#3	4	4	3	5	4	4	3	4	5	4	4.00
#4	4	4	4	4	4	4	4	4	4	4	4.00
#5	4	5	5	3	3	3	5	4	3	4	3.90
#23	5	0	0	0	0	0	0	0	0	0	5.00
<b>Avg</b>	<b>4.25</b>	<b>4.33</b>	<b>4.00</b>	<b>4.00</b>	<b>3.67</b>	<b>3.67</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Rank</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>9</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>7</b>	<b>4</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.

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

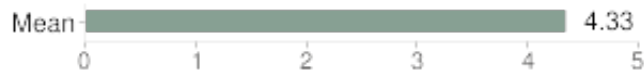


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Q11. Overall, we have a high level of trust in the character among team members.

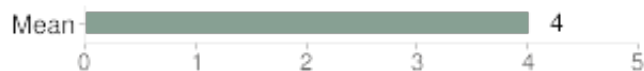


### Comments

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

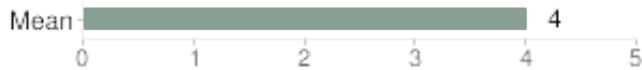


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Q23. We accept the differences among team members.

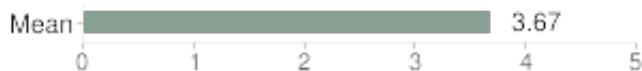


## Comments

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

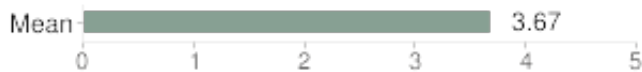


## Comments

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

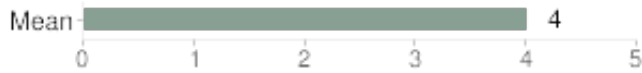


## Comments

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

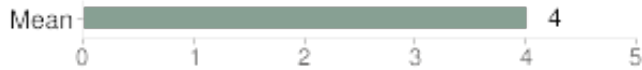


## Comments

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

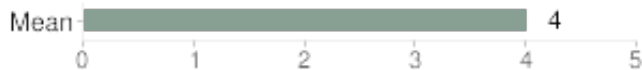


## Comments

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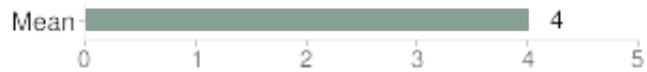
Q53. Team members have a healthy sense of belonging to this team.



## Comments

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- This is a test comment for a survey item
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Q59. Differences and diversity are productively channeled into increased levels of creativity versus unproductive confrontation.



## Comments

- This is a test comment for a survey item
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## Discussion Questions

1. What primary issue did the team rate the strongest?
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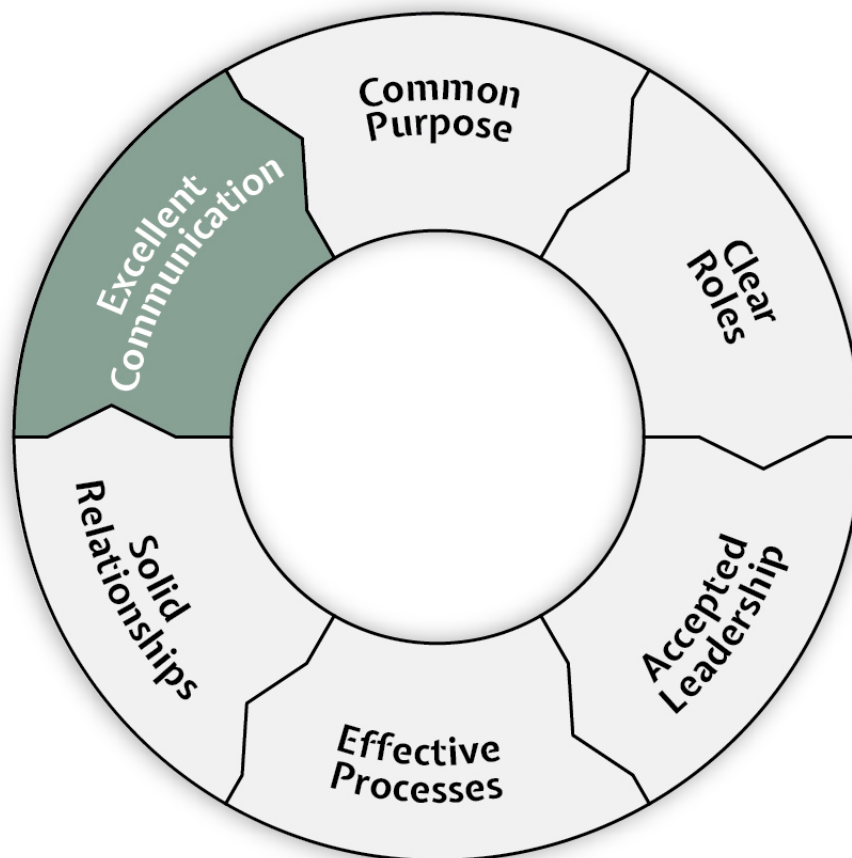
6. What is the issue?
7. What aspect of it specifically needs development?

# 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.

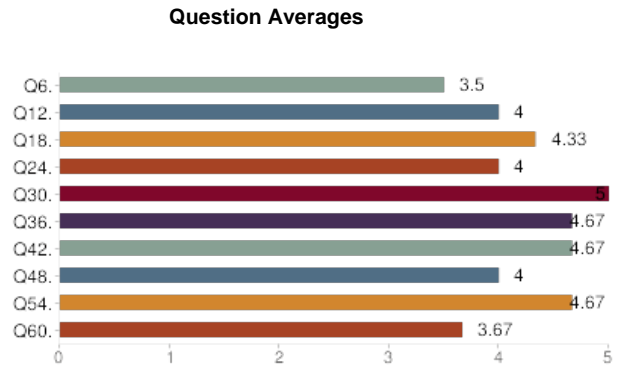
## Critical Issues and Qualities:

- Clear
- Open/Honest
- Timely
- Accurate



## Excellent Communication Worksheet

Q#	Question Text
Q6.	We have a safe team environment that encourages open, clear, honest communication.
Q12.	We avoid overloading each other with low priority e-mail and voicemail (e.g., indiscriminate use of FYI).
Q18.	In making decisions, solving problems, etc., there is a lot of listening and understanding.
Q24.	We productively channel conflict into creativity and commitment.
Q30.	I feel heard and understood.
Q36.	We do our best to create interpersonal slack for miscommunications when they occur between team members.
Q42.	This team has mastered the art of straight talk. We know how to be tough on issues and soft on people.
Q48.	All team members are routinely kept informed and connected on how we are doing against our goals.
Q54.	Our meetings are productive and characterized by effective communication.
Q60.	We negotiate and work through conflicting priorities.



## Team Member Response Details

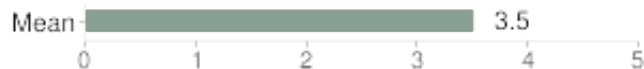
Member	Q6	Q12	Q18	Q24	Q30	Q36	Q42	Q48	Q54	Q60	Avg
#3	3	3	4	3	5	5	5	4	4	3	3.90
#4	5	5	5	5	5	5	5	5	5	5	5.00
#5	3	4	4	4	5	4	4	3	5	3	3.90
#23	3	0	0	0	0	0	0	0	0	0	3.00
<b>Avg</b>	<b>3.50</b>	<b>4.00</b>	<b>4.33</b>	<b>4.00</b>	<b>5.00</b>	<b>4.67</b>	<b>4.67</b>	<b>4.00</b>	<b>4.67</b>	<b>3.67</b>	<b>4.23</b>
<b>Rank</b>	10	7	5	6	1	3	2	8	4	9	

## 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.



### 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).



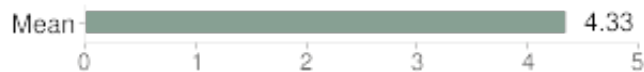
### Comments

---

- 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.



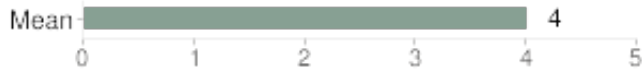
## Comments

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- 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.



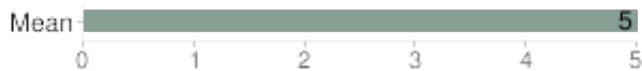
## Comments

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- 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.



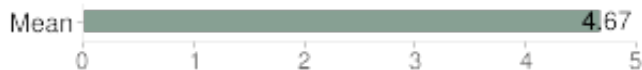
## Comments

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- 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.



## Comments

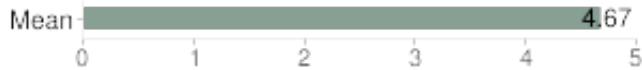
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- This is a test comment for a survey item
- This is a test comment for a survey item

- This is a test comment for a survey item

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

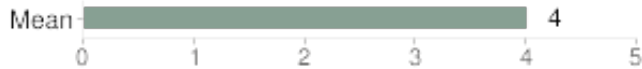


## Comments

- 
- 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

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

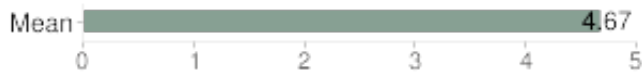


## Comments

- 
- 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

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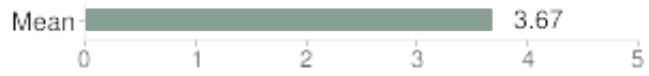
Q54. Our meetings are productive and characterized by effective communication.



## 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.



## 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

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Action Step	Responsibility	Date
.....	.....	.....
.....	.....	.....
.....	.....	.....

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## Action Plan Worksheet

Here is your opportunity to turn principle into practice -- to take a meaningful first step in becoming a more effective team.

1. Question and issue (e.g., 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.).
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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.)?

## 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?

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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 de?rail 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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