

High Performance Team Index

Sample Inc

Sample Team

01-May-2006

INTRODUCTION

The Importance of Teams

There are few managers or executives who would claim to have all the answers these days, and success becomes inextricably tied to the ability to create and operate effectively within high performance teams.

We are all members of several teams: at work, most people are members of at least three teams (natural working group, a project team/task force, a committee etc); at home, the family is a team; in our leisure interests, we are involved in several teams connected with schools, neighbours, sporting, religious, or ethnic affiliations.

So, teams are inextricably bound up with our quality of life – and yet few people have bothered to acquire highly developed team skills, and thus force themselves to operate with one hand tied behind their back.

The Purpose of this Questionnaire

This simple but powerful instrument is designed to help team leaders or team facilitators analyse the effectiveness of the team in which they are involved.

Just as individuals have some strengths and some developmental needs, exactly the same is true of teams. Each team has its own personality, warts and all, and no team can afford to be complacent.

The questionnaire aims to lift the level of self-awareness in the team, so that it can take action to improve its effectiveness.

Components of Team Effectiveness

Research on high performing teams indicates that they all share certain characteristics:

- **Team Goals** are clear, and have the commitment of all members
- **Team Relationships** are authentic and open
- **Team Protocols** are taken seriously, to ensure effective operation
- **Team Leadership** is consistent and appropriate to the task
- **Team Roles** are matched with individual talents and needs
- **Team Productivity** is constantly evaluated

Therefore, these are the six key components in this questionnaire. No team is equally strong in each area, but steps can be taken to raise the standard and ensure an equilibrium is achieved. Good teams have strong mini-cultures of their own, and people fight to join them, because membership is a powerful learning experience.

How the Questionnaire was Developed

The questionnaire was developed with senior executive teams within the Australasian and Asia Pacific Regions over a period of 3 years. The majority of team members were Caucasian (from Australia, USA and UK), but there was also a significant minority of Asian executives, which unquestionably provided a greater depth and resilience to the model. Although it was trialled with executives, it is just as relevant in many different environments. Wherever there is a team, it can provide added value by demonstrating how team effectiveness can be lifted.

How to use the Results

The High Performance Team Index is taken on an anonymous basis, and the identity of the sources of comment is strictly guarded and guaranteed. This ensures more valid and non-political comment. The team leader/facilitator is provided with a report which is divided into three parts:

Part 1: Overall Team Effectiveness

The team scores for each of the six components is presented as a Rater Average score and as a Team Effectiveness score.

The Team Effectiveness score is the actual score as a percentage of the possible score for each component. The Overall Team Effectiveness score is the total of all components as a percentage of the total possible score.

The report is ordered from highest Rater Average to Lowest Rater Average.

Part 2: Team Effectiveness by Component

This section of the report presents the Rater Average and Rater Distribution for each Behaviour (Question) of every component. The report is ordered by component and then by Highest to Lowest Behaviour based on the Rater Average.

Part Two of the report also presents participant comments relating to each of the six components. For each of the questions asked in the High Performance Team Index, participants can add extra comments to clarify or add value to their rating. This provides valuable "qualitative" data to add weight and explanation to the "quantitative" data elicited by the questions.

Part 3: Open Question

The Open Question report presents raters' responses to the question: "Do you have any comments or suggestions to make about how the team could become more effective/productive?". Responses are reported as entered without any editing.

Open Questions provide valuable "qualitative" data to add weight and explanation to the "quantitative" data elicited by the questions.

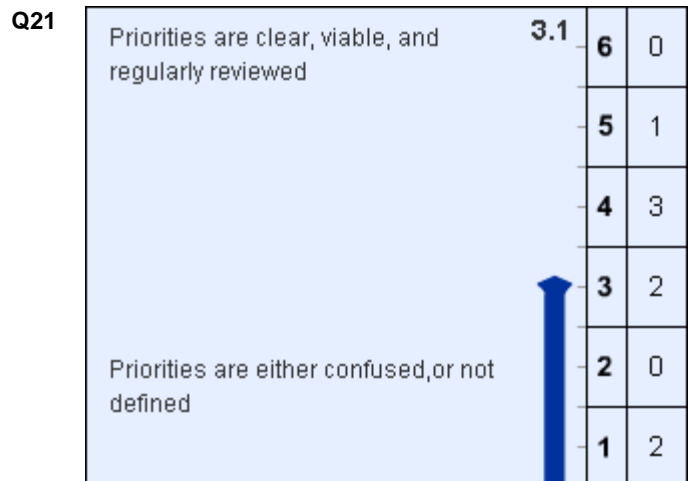
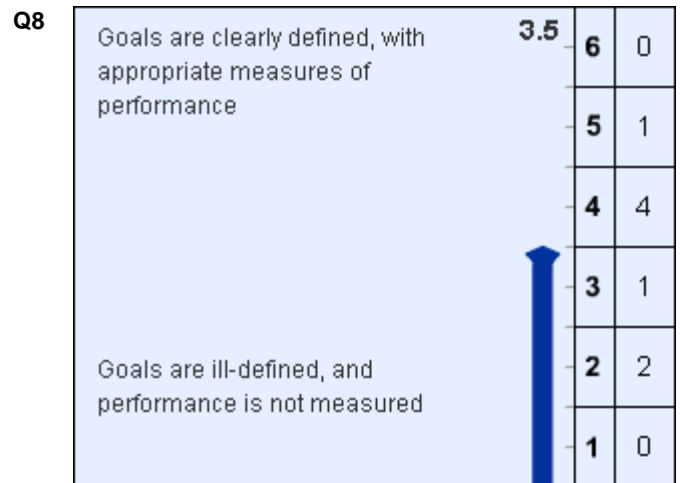
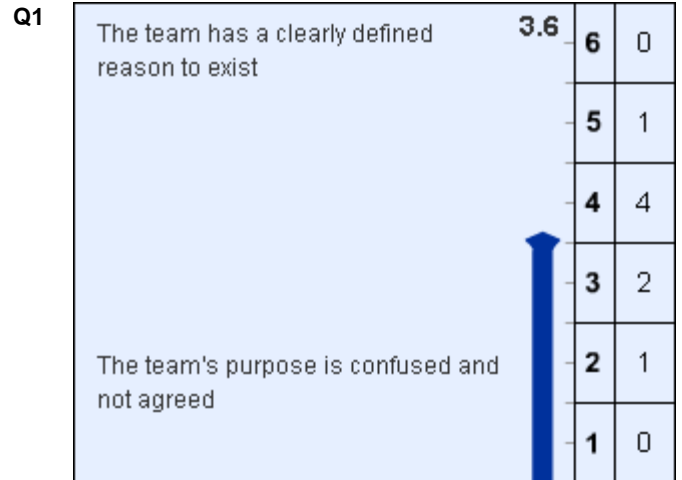
This provides a great deal of powerful data around which a two day Team Development Workshop can be designed, covering each of the six areas in varying degrees of depth, in line with demonstrated need. The presentation of questionnaire results at the start of the Workshop ensures that it gets off to a lively and well-focused start.

PART 1: OVERALL TEAM EFFECTIVENESS

Component	Team Member Average	Team Effectiveness
Relationships	3.96	65.97%
Leadership	3.71	61.81%
Goals	3.44	57.29%
Roles	3.21	53.47%
Productivity	2.96	49.31%
Protocols	2.63	43.75%
Overall Team Effectiveness		55.27%

PART 2: TEAM EFFECTIVENESS BY COMPONENT

Goals



COMMENTS

Question 1

The team purpose seems to fluctuate from meeting to meeting.

Question 1

I think our purpose has become lost along the way.

Question 8

I think the goals are well defined, but I'm not sure that we're measured against our achievement of the goals.

Question 8

We are much better at defining goals than at agreeing measures of performance.

Question 8

We know what we need to achieve and by when, so it's only right that we get measured by whether or not we meet those goals.

Question 17

We all pull our weight and always achieve goals on time.

Question 17

The level of commitment varies widely by individual.

Question 17

Everyone's committed to completing projects on time, but we don't have a good sense of what our overall 'goals' are.

Question 17

it's hard to be committed to goals if you don't know what they are.

Question 21

We are always told what our priorities are, but we're flexible enough to be able to work with shifting priorities.

Question 21

We often have unresolved conflicts of priorities.

Question 30

I know what our goals are.

Question 30

Not since the team first formed.

Question 30

We did discuss our purpose when the team was first formed but I don't think we've talked about it since.

Question 30

I don't ever remember discussing our purpose with anyone. When I joined this team, they explained to me WHAT we do, not WHY we do it.

Question 30

We tend to be complacent, and too inwardly focused.

Question 31

We update each other on our project progress regularly.

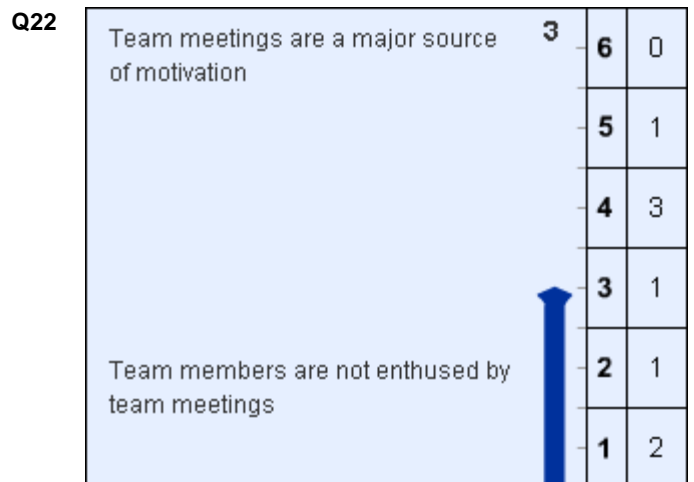
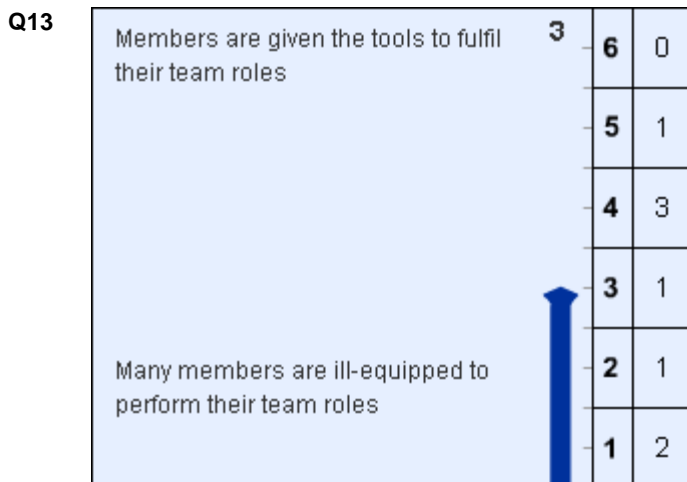
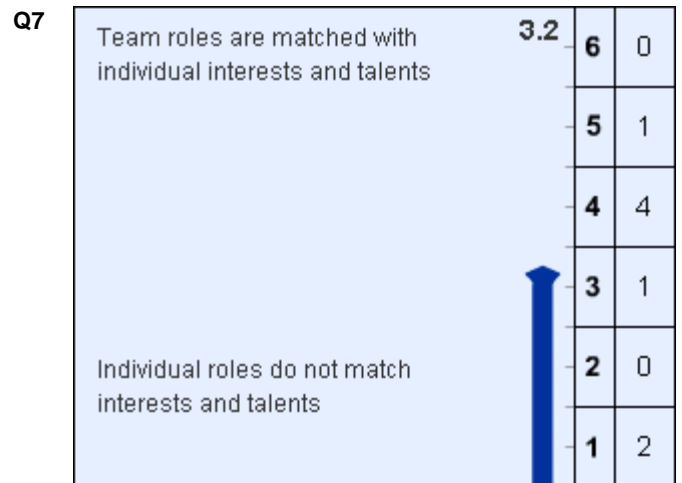
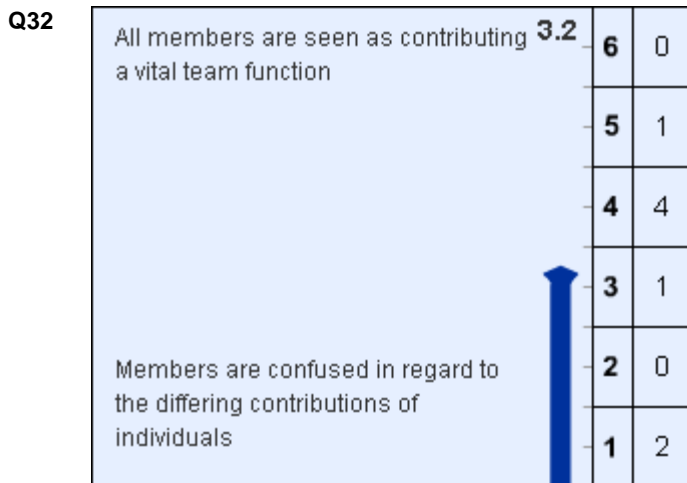
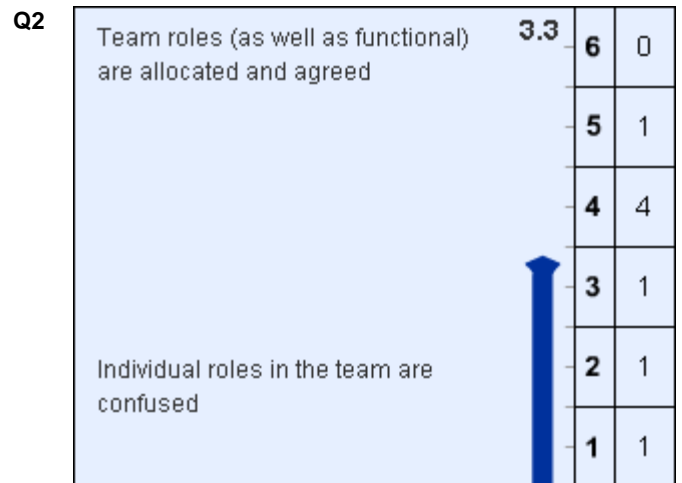
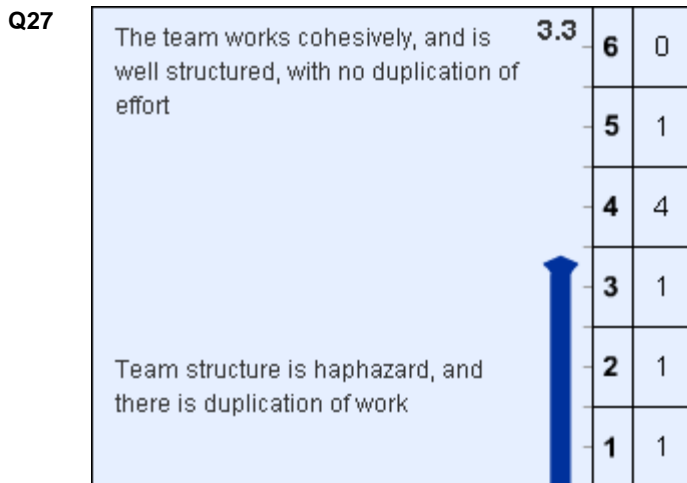
Question 31

We update each other on our progress often.

Question 31

We review progress towards selected goals, not all.

Roles



COMMENTS

Question 2

We don't really have specific roles.

Question 2

We have never sat down and clearly defined each of our roles. We all pitch in and help all the time, but it can get a bit confusing, not knowing who to approach about particular issues.

Question 2

I have no idea what my role is! I'll do whatever is passed my way, but the nature of the tasks I'm allocated can vary significantly from project to project.

Question 2

Very confused

Question 7

If we could do this I think our performance would improve ten-fold and it would save a lot of frustration. Considering the results we produce already, I think the organisation would be pretty impressed with our results if our roles just became a little more focused.

Question 7

No, but they should be.

Question 7

No, which is a real pity because we were put together because of our varied strengths but we don't get to focus in our interest area. We just do a bit of this and a bit of that.

Question 13

We've all become multi-skilled, but we each definitely have strengths in certain areas. But because we haven't identified our roles we're not able to use our skills effectively.

Question 13

Everyone does a good job, but if we had specific roles we could each hone our skills in particular areas.

Question 13

Don't get me wrong, I think everyone's qualified to their job, and do it well. I'm just not sure that we're given the tools to help us - largely because we don't know what our team roles are.

Question 22

I always come away from team meetings feeling really energetic.

Question 22

Yes, they're motivating, but as I said earlier, they're too long.

Question 27

There have been times when I've discovered that I'm working on the same part of a project as someone else in the team. It's a bit disconcerting!

Question 27

We don't really have a team structure - we all do whatever comes at us.

Question 27

Duplication of work can be a real problem.

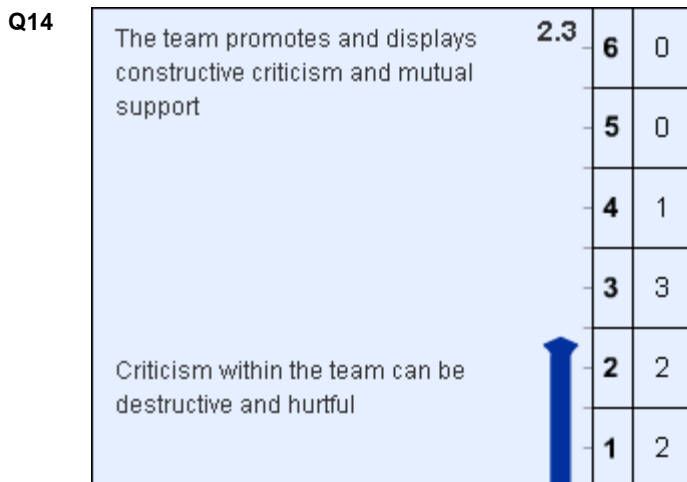
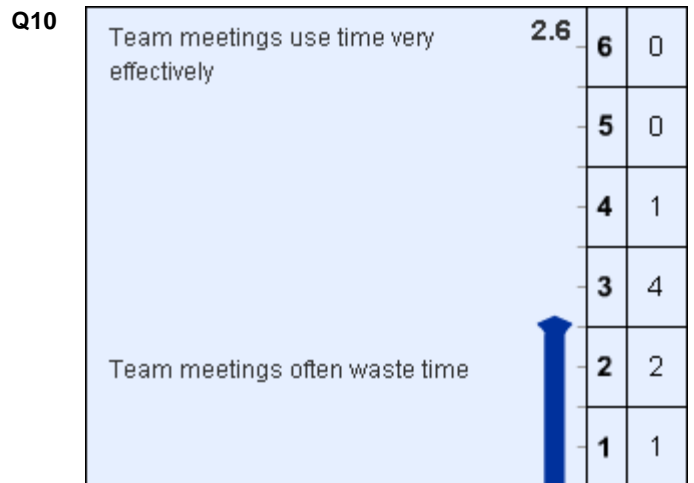
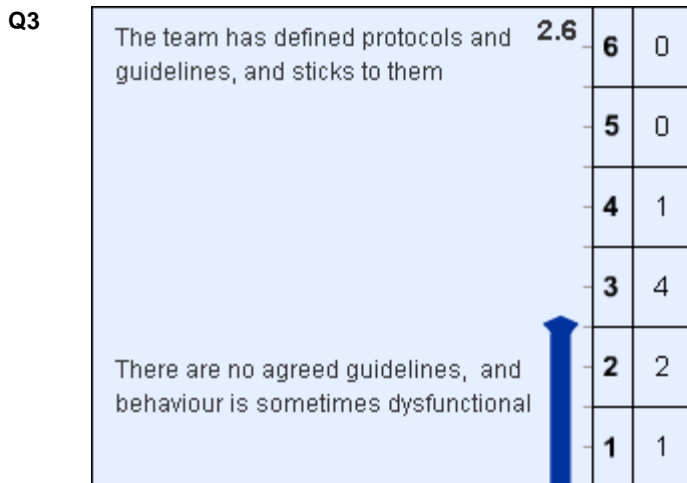
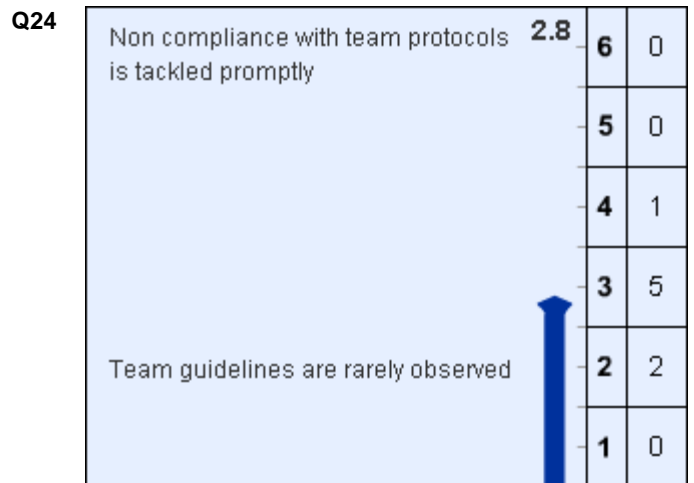
Question 32

I have no doubt that everyone in the team contributes their fair share but there is no clear distinction of who does what

Question 32

The job always gets done, but it's confusing to try and figure out who is responsible for what.

Protocols



COMMENTS

Question 3

We always follow guidelines.

Question 3

We don't tend to have agreed guidelines but I wouldn't say that behaviour is dysfunctional by any means.

Question 3

There are some rules that we all stick to, but because our roles aren't clearly defined there are no guidelines for who should do what, only how to do certain tasks.

Question 10

It's when we're together meeting like this that we're at our peak. We work well together in team meetings so the time spent is very effective.

Question 10

The team meetings are too long. They're energising, but they're far too long and it's not necessary.

Question 10

Team meetings tend to go for a long time but I think they're quite useful.

Question 10

They're pretty long but they're not a waste of time.

Question 14

We're not just here to pat each other on the back. We want the best outcomes. Sometimes constructive criticism is necessary to achieve that. But everyone handles it the right way, no one's hurtful.

Question 24

What guidelines we have, we follow strictly.

Question 24

We don't have many guidelines.

Question 28

I would never share information that I had been told in confidence.

Question 28

I'm not sure how many 'confidences' are shared in the team.

Question 33

We don't usually use technology tools for our meetings, but when we do, they're used effectively.

Question 33

We only use these kinds of tools when it's necessary - never for internal meetings, only for meetings with others.

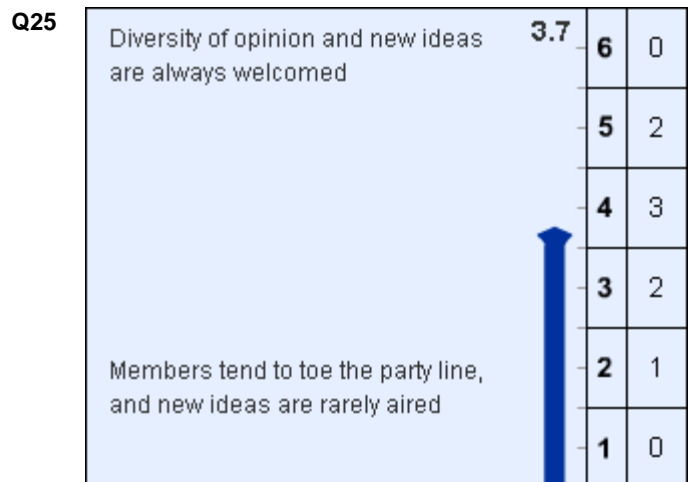
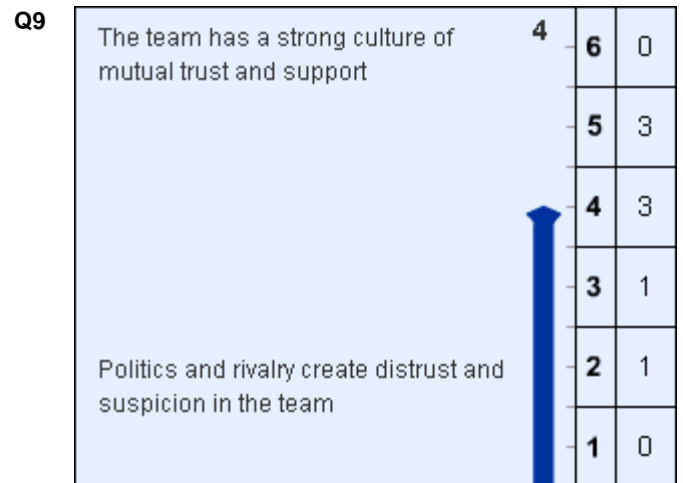
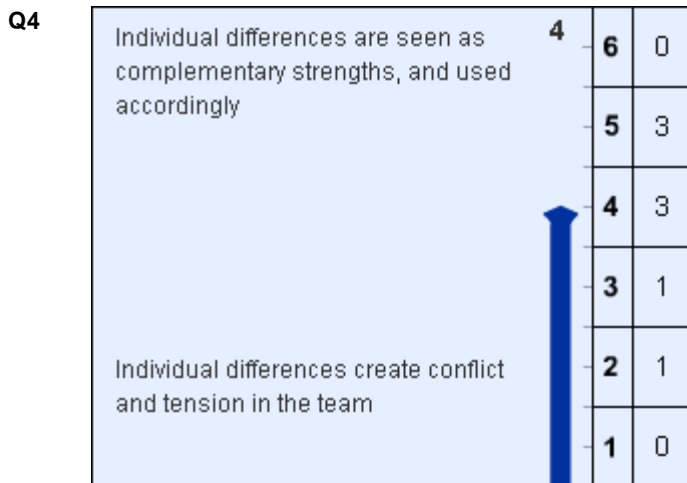
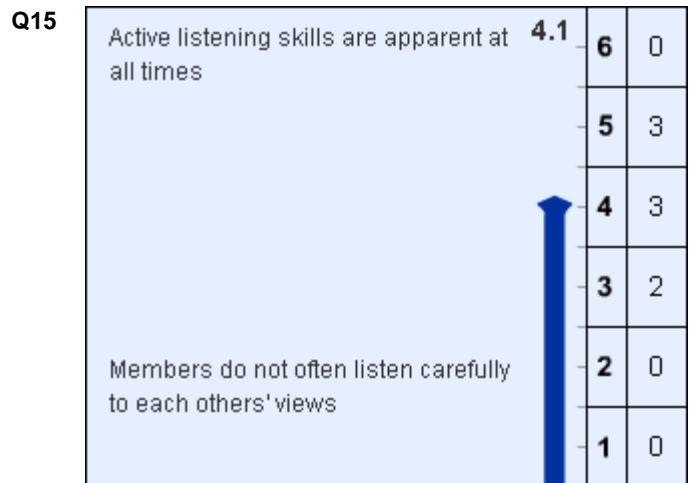
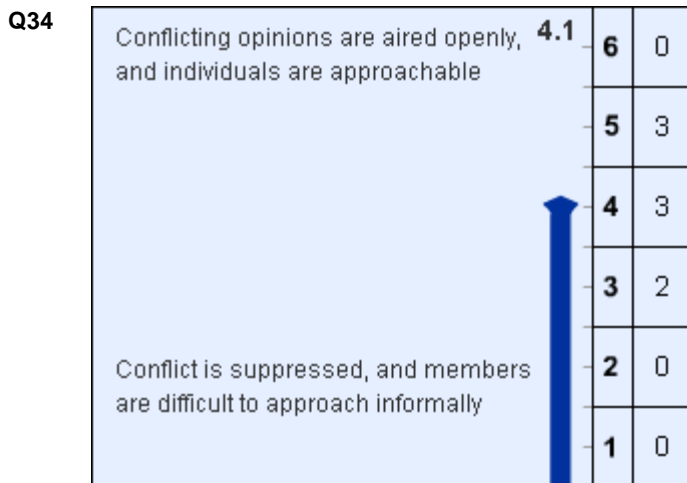
Question 33

We meet face to face. We don't need to use web conferencing tools.

Question 33

They're very rarely used because they're not necessary.

Relationships



COMMENTS

Question 4

Absolutely! We know that it's our differences that make this team work. I respect the skills of every person on this team.

Question 4

Only in pooling our different ideas can we achieve the strongest result.

Question 9

Of course I trust everyone on this team and I think they trust me too. We work well together.

Question 9

We know that no one in this team will ever let us down.

Question 15

We all help each other out as much as we can. it's one of the things that makes us a good team.

Question 15

Because we all really respect each other, we always listen to what each person has to say.

Question 23

We're very open with each other, which means that the communication channels are open whether we want to discuss problems or successes.

Question 25

That's probably our biggest strength.

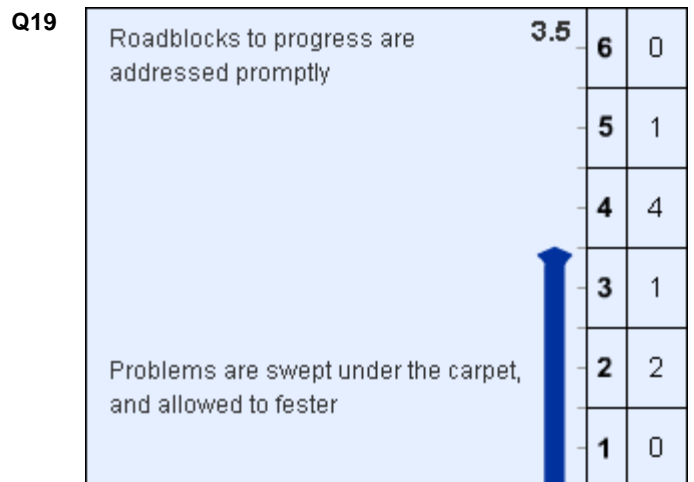
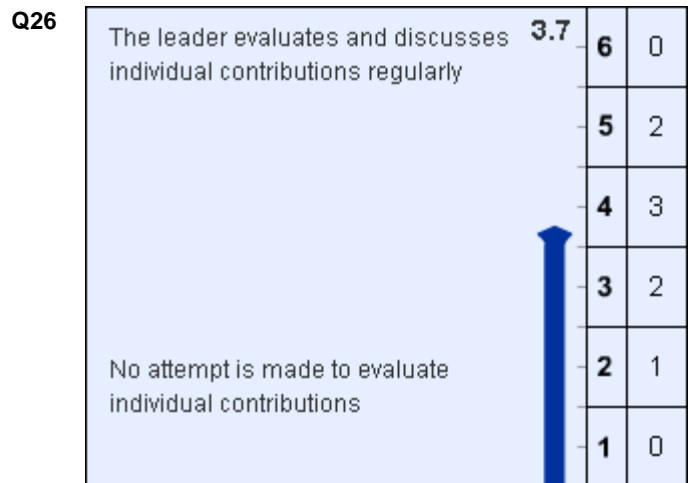
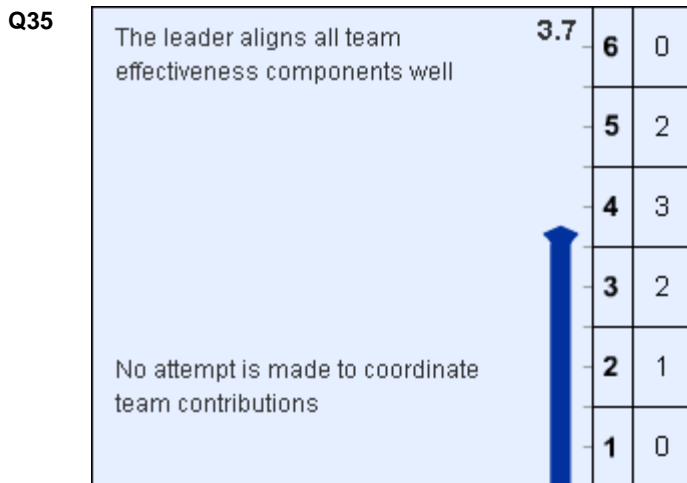
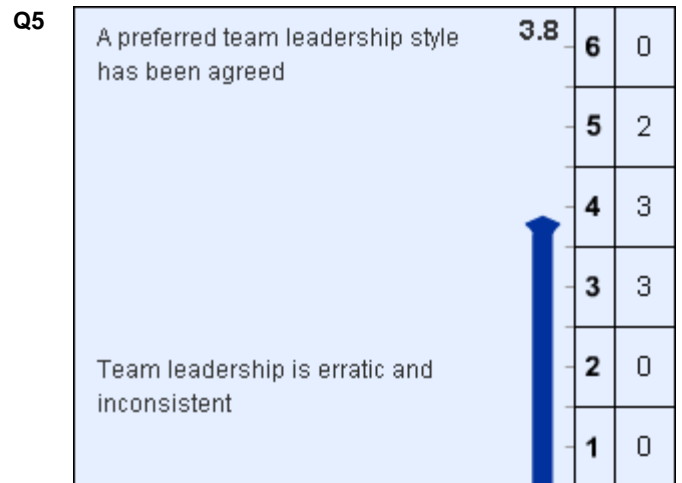
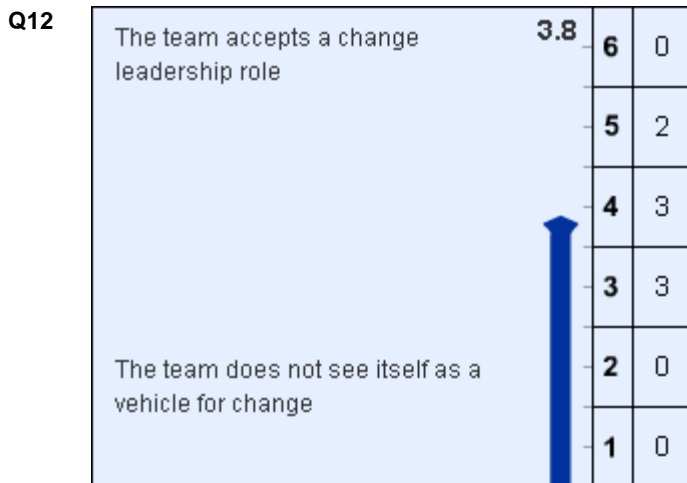
Question 25

We use our diversity to bounce new ideas off each other. It makes sure we always come up with the best solution.

Question 34

Everyone on this team is honest about their opinions and although we might not always agree, it never causes conflict.

Leadership



COMMENTS

Question 5

We're pretty laid back. As long as the job gets done we don't feel the need to have specific leaders.

Question 5

There is no real 'leader' in this team. We take on leadership roles at different times depending on the project we're working on.

Question 5

I'm really not sure if we have a leader

Question 5

If it has, I'm not aware of it.

Question 12

I don't think so. I'm not really sure.

Question 12

I don't think that change is our purpose

Question 12

I don't think it's our job to effect change. We just do what we're asked to.

Question 16

We all help each other out as much as we can. It's one of the things that make us a good team.

Question 16

Once we've brainstormed together, we each go off and do our thing.

Question 19

I feel confident to raise any concerns I have.

Question 19

Problems don't arise often, but when they do we often leave them until the problem's become worse.

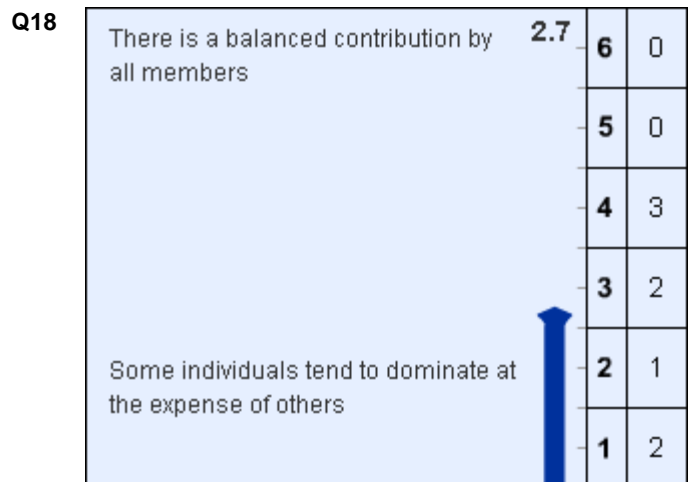
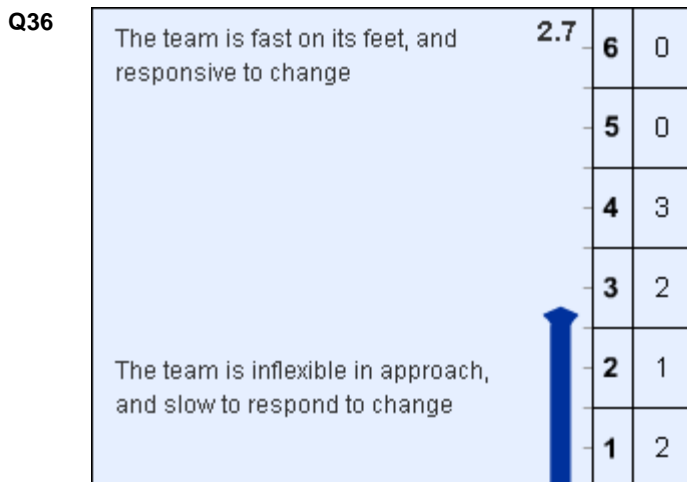
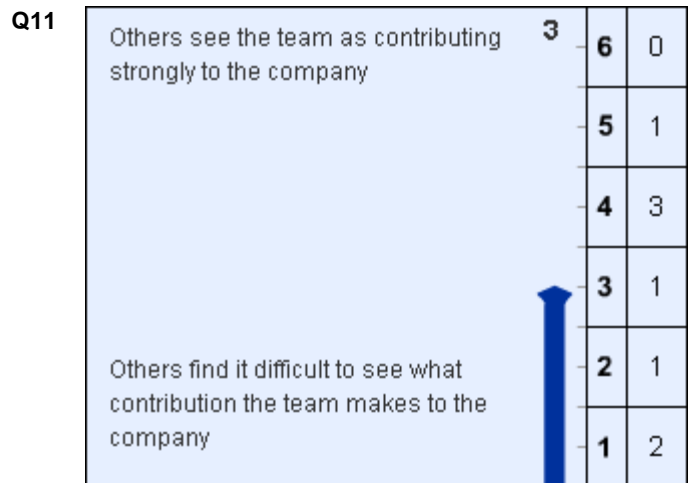
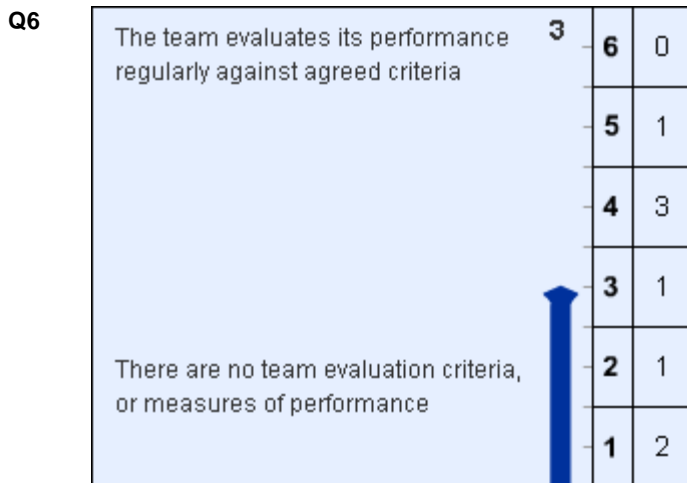
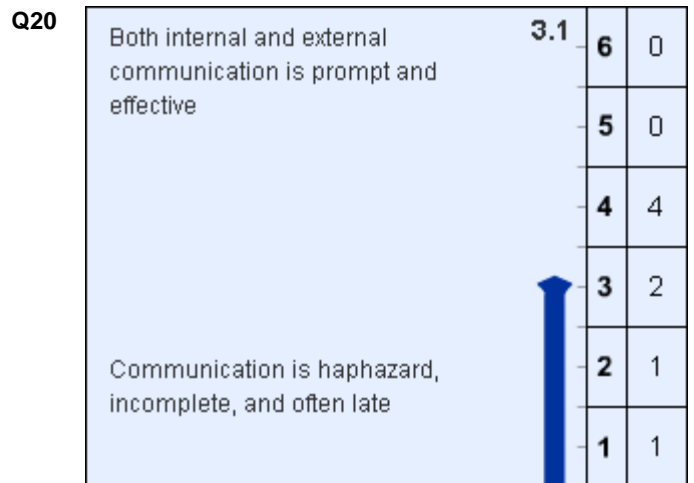
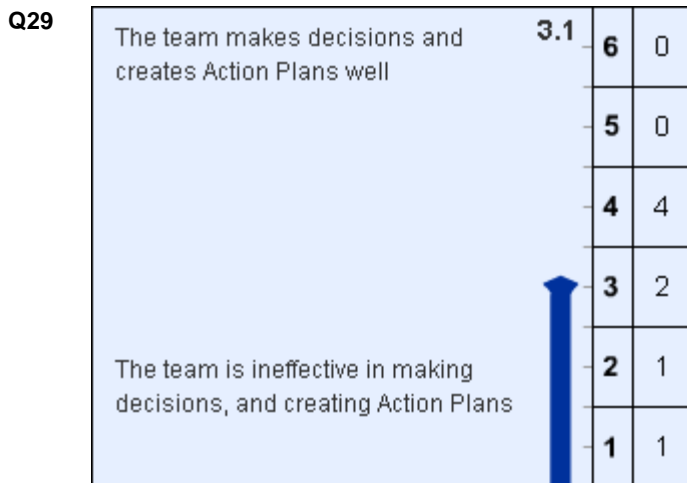
Question 26

I would like it if my contribution was recognised sometimes.

Question 26

Even though I'm proud to be part of this team, it would sometimes be nice to be recognised personally for the work I do.

Productivity



COMMENTS

Question 6

This is a strength.

Question 6

The performance of the team as a whole is evaluated every 6 months. I think we always perform quite highly.

Question 6

We're evaluated every six months but I'm not clear on what the criteria is

Question 11

I'd be surprised if others don't see us as contributing strongly. We work very hard and produce good results.

Question 11

I don't really know how others see us.

Question 18

Like I said, we all pull our weight.

Question 20

Our style can sometimes be a bit too laid back so we sometimes forget to share information with each other.

Question 20

We communicate with each other well.

Question 20

Communication could be more effective, especially externally.

Question 29

We're good at making decisions, not so good at Action Plans.

Question 29

I think we're very action-oriented.

Question 36

I think we respond pretty well to change.

PART 3: OPEN QUESTIONS

Do you have any comments or suggestions to make about how the team could become more effective/productive?

Team Member

- We carry a few passengers who could contribute a lot more, if encouraged.
- New ideas are not discussed and debated as much as they could be. There is too much political correctness.
- Although I love working with this team, if we're honest with ourselves I think we have to admit that we need to do more than foster good relationships. Our openness to each other's ideas and differences is what makes us strong as a team, but we've got to move beyond good ideas and start getting some structure to the way we carry out projects. I'm pretty sure I'm not the only person who's feeling frustrated about our lack of defined roles. This one change alone would make a massive improvement to our productivity.
- I had never really thought about it before, but now that I've answered these questions I've realised that it would be helpful to know exactly what my role is. I think I have particularly good skills in the big picture stuff, but not really the fine details. And I know that there are others in the team who are the opposite. If my role was defined in the area of the conceptual elements of the project then I wouldn't waste time trying to sort through the details - that would be someone else's role. If our roles were a bit more compartmentalised like this I think we'd become more effective.
- We desperately need some operating protocols and codes of conduct. We are too dominated by a few people who stifle debate at present.
- I think we mix up strategic and operational issues, and this confuses our discussion.
- Our team works extremely hard and is very productive. We always deliver on time, but often with quite a lot of stress. I think the changes that would make us even more effective (e.g. defined roles) need to come with external help from managers in this organisation.