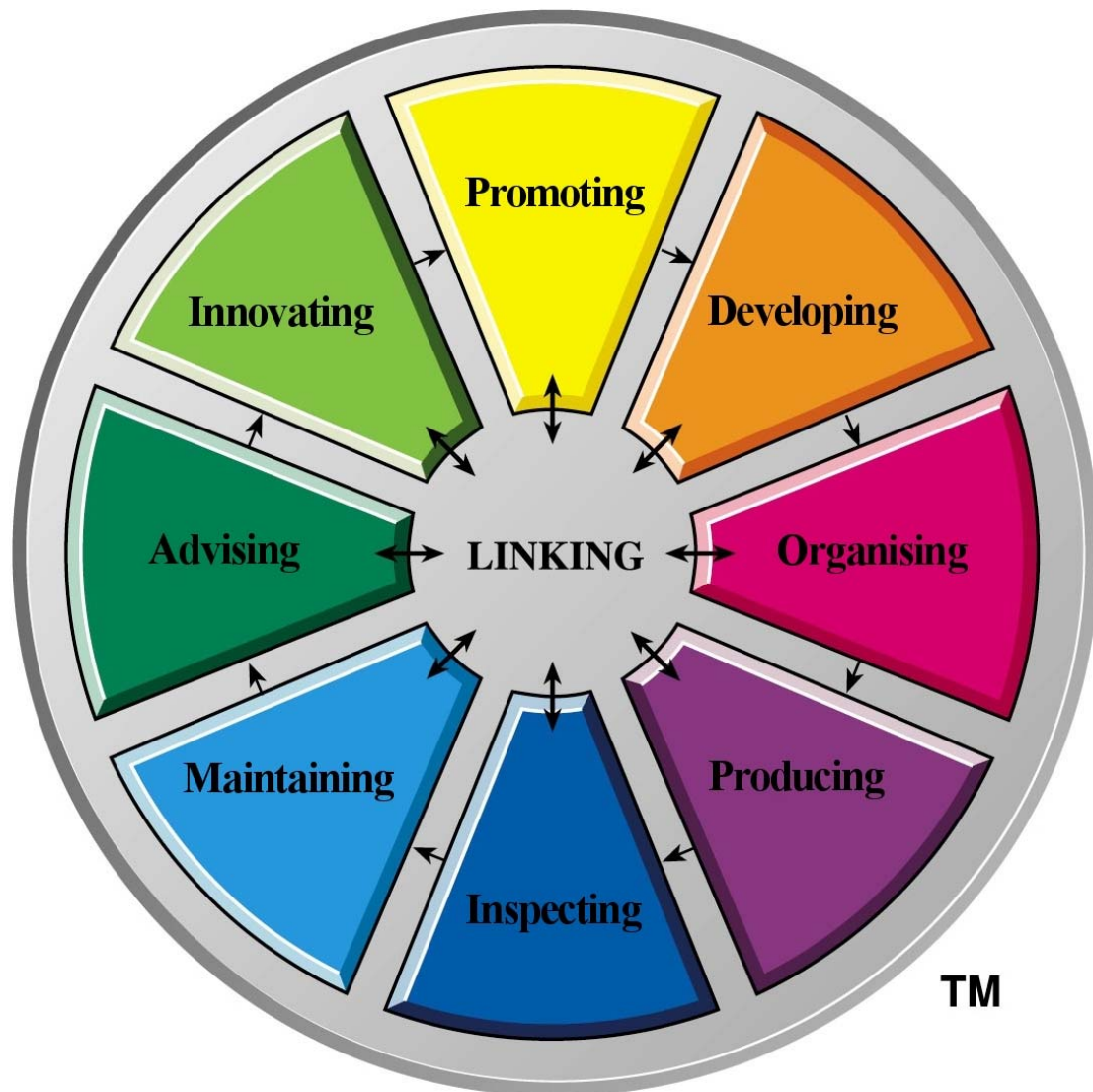


Team Performance Profile



for

Production Team

Warran House Plastics Pty Ltd



INTRODUCTION TO THE TEAM PERFORMANCE PROFILE

Nine key performance factors, based on the work of Charles Margerison and Dick McCann, are used to assess the team's performance. These cover the eight work functions of the Types of Work model, plus the co-ordinating activity of linking. These team performance factors describe essential team activities that must be covered if your team is to be truly effective.



- Advising
- Innovating
- Promoting
- Developing
- Organising
- Producing
- Inspecting
- Maintaining
- Linking

The **Advising** function is associated with the gathering of information. It involves keeping up-to-date with developments inside and outside the organisation and passing advice on to others to help them in their work. It requires a knowledge of 'what' is going on and 'where', and a focus on 'consulting skills' so that information can be gathered quickly, accurately and effectively.

The **Innovating** function involves generating new ideas and new ways of doing things. Organisations need to constantly think up new products and services that will keep them up with or one step ahead of their competitors. To do this well requires original thought, imagination and innovative thinking.

The **Promoting** function is concerned with the identification of opportunities and the 'selling' of these opportunities to others, both inside and outside the organisation. It often involves the application of influencing skills and the making of presentations to others. It can also involve communicating the team or organisational 'vision'. High visibility throughout the organisation may also be required.

The **Developing** function is associated with the turning of concepts into 'reality'. Ideas are worked on to produce practical products and services. In many cases it may also involve developing workable and practical solutions when problems arise. This function is also concerned with the evaluation or assessment of projects and the testing out of ideas.

The **Organising** function involves organising people and resources efficiently by setting clear goals and objectives and making people accountable for their actions. It is also associated with the implementation of quick effective action when problems occur, so that the planned outputs are always capable of being achieved. In summary it is the function that ensures that the work of the team is structured and focused towards common objectives.

The **Producing** function focuses on outputs, ensuring that tasks are completed to high standards of effectiveness and efficiency. It is the function associated with the regular delivery of products and services. It requires a systematic approach to work and an emphasis on the delivery of outputs on time.

The **Inspecting** function requires an attention to detail and an emphasis on the monitoring of systems, contracts and outputs. It is also associated with a focus on accuracy, ensuring that work outputs are always delivered to the right quality. This function is the classic control function where procedures are regularly monitored for their efficiency.

The **Maintaining** function is a support function which ensures that proper standards of conduct and ethics are upheld and that quality is maintained. It is also associated with supporting others in the organisation so that corporate values and standards are preserved. Personal conviction and loyalty are often important to this function as is an interest in helping others.

Linking is an activity responsible for integrating and co-ordinating the work of others. It involves a set of skills that apply individually to team members and collectively to the whole team. This profile reports on just the collective linking responsibilities of the team - the internal aspects, where team members work in a way that 'links' everyone together and the external aspects, where the interfaces between the team and other work groups or clients/customers are developed to the highest level.

SATISFACTION AND IMPORTANCE RATES

Following this introduction are a set of satisfaction and importance rates for the whole team and for the various co-worker groups (if any) that were used as external raters.

Ideally each group should be 100% satisfied with the team's performance in each of the performance factors, although in reality this is unlikely to occur very often. You may find it interesting, however, to compare the satisfaction rates that each respondent group has recorded for each team performance factor.

If the satisfaction levels of any of the respondent groups are more than 10% below your own team's satisfaction level then you may need to look at what you can do to improve the team's performance in this area.

If the satisfaction levels of the respondent groups are more than 20% below your own team's estimate then you should seriously consider why the estimates vary. While you may 'think' that the team is effective in these areas, the reality is that other people see a need for a change.

To the right of each satisfaction rate graph is a graph of the importance rating and its ranking. The importance rating measures how important each respondent group considers the various team performance factors to be. A 100% rating means that this performance factor is considered to be of maximum importance. The ranked order simply 'orders' the performance factors from 'one' to 'nine' so that you can easily see which functions are considered more important.

RESPONDENT DATA

This Team Performance Profile was compiled from responses by the following groups:

Team Members:

Production Team

Group A:

Colleagues from other teams in your organisation

Group C:

Other respondents

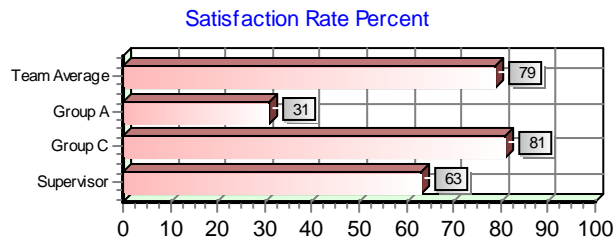
Supervisor:

Colleagues at a higher level in the organisation

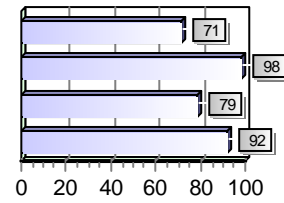
TEAM PERFORMANCE SATISFACTION RATES - ALL RESPONDENT GROUPS



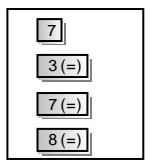
Advising



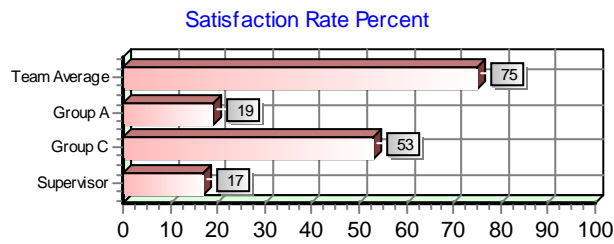
Importance Rating Percent



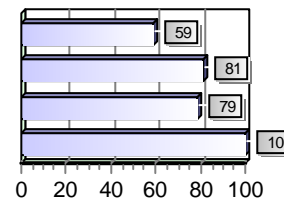
Ranking



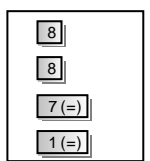
Innovating



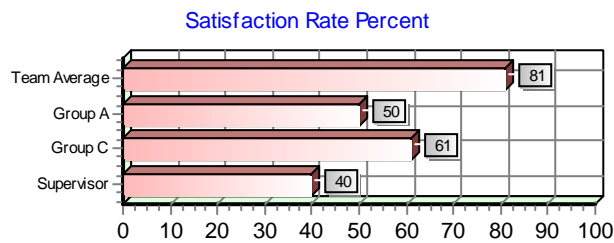
Importance Rating Percent



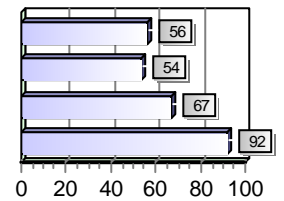
Ranking



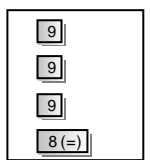
Promoting



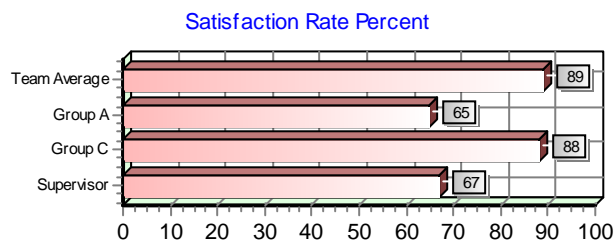
Importance Rating Percent



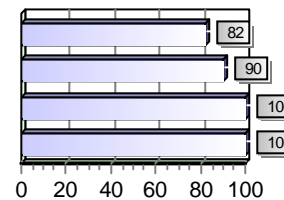
Ranking



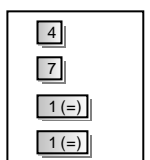
Developing



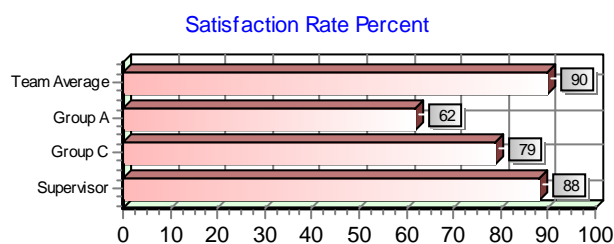
Importance Rating Percent



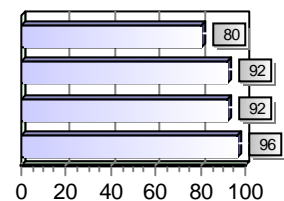
Ranking



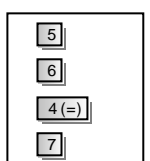
Organising



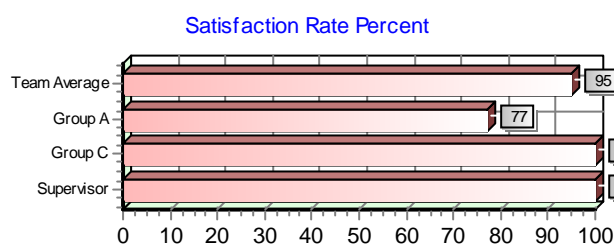
Importance Rating Percent



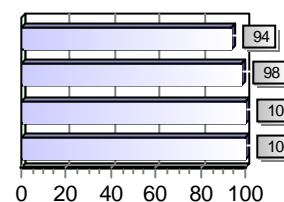
Ranking



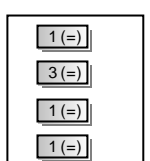
Producing



Importance Rating Percent



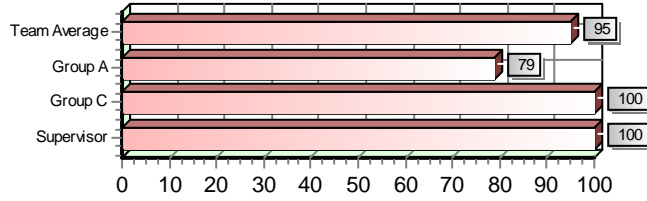
Ranking



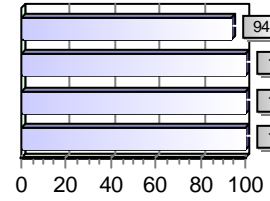


Inspecting

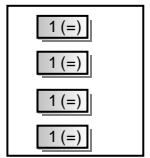
Satisfaction Rate Percent



Importance Rating Percent

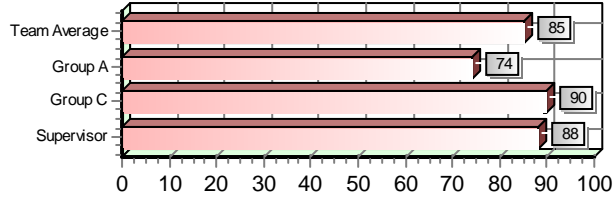


Ranking

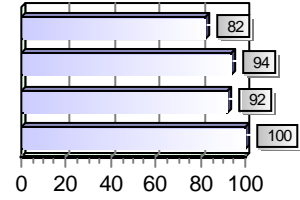


Maintaining

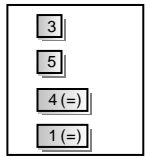
Satisfaction Rate Percent



Importance Rating Percent

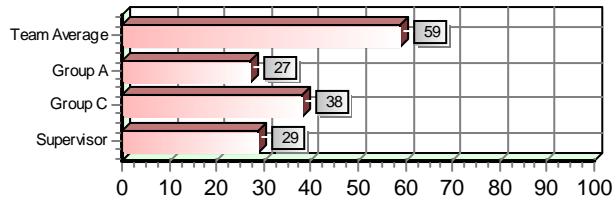


Ranking

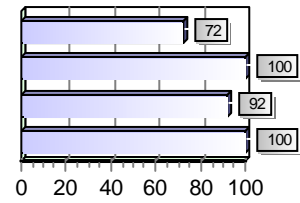


Team Linking

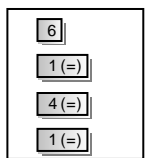
Satisfaction Rate Percent



Importance Rating Percent



Ranking



HIERARCHY OF SATISFACTION AND IMPORTANCE RATES



The next set of graphs shows the hierarchy of satisfaction and importance rates for the team, for each of the nine team performance factors. The graph on the left-hand side is the satisfaction rate hierarchy and the graph on the right-hand side is the importance rating hierarchy. The top bars are those with the highest score and the bottom bars those with the lowest score.

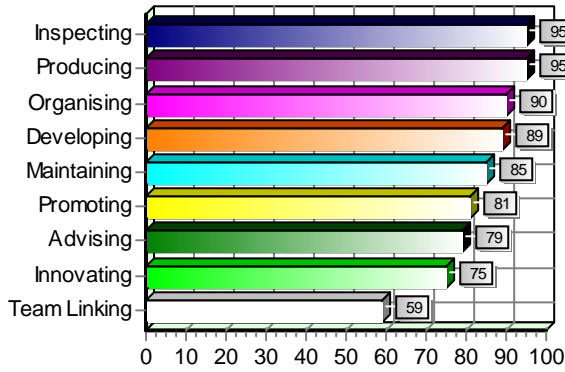
This information can help team members decide which of the factors they are satisfied with and which may need some improvement. It is important to examine both the satisfaction rate *and* the importance rating for each of the factors. If, for example, Inspecting has the lowest satisfaction rate *but* the highest importance rating then this could be regarded as the team performance factor in most need of attention. If, however, Inspecting has the lowest satisfaction rate *and* also the lowest importance rating then the team members may consider that other factors have a higher priority for improvement.

If there are any co-worker or supervisor group respondents then satisfaction and importance hierarchies are also presented for each group. This comparative information can also be very useful in helping team members decide which team factors should be a priority. If there are consistent views across all groupings then the decision may be easy. If however, the team, co-worker grouping and supervisor groupings have different patterns then a discussion should focus on why people hold different perceptions concerning the team's activities.

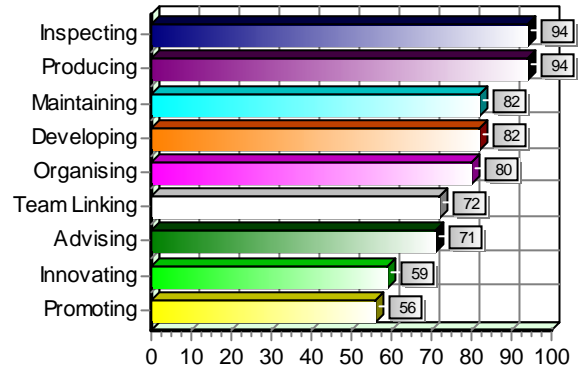
HIERARCHY OF SATISFACTION AND IMPORTANCE RATES

Team Members

Satisfaction Rate Percent

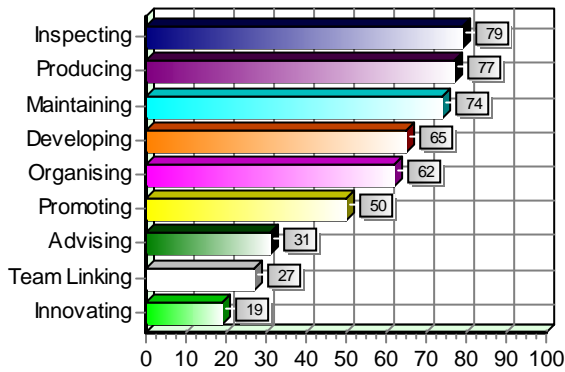


Importance Rating Percent

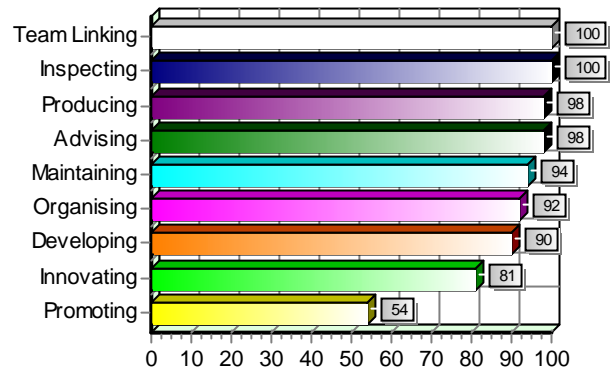


Group A

Satisfaction Rate Percent

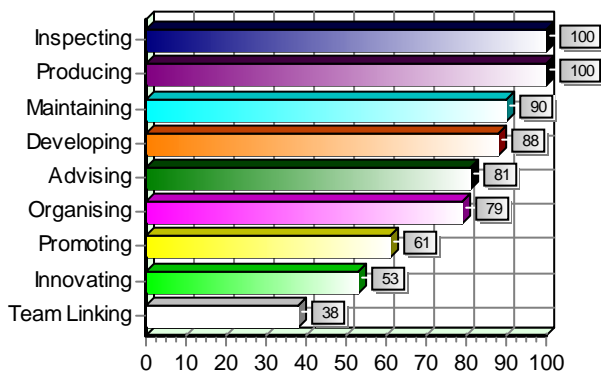


Importance Rating Percent

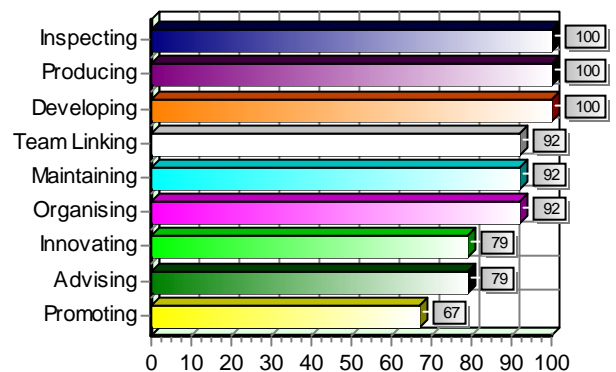


Group C

Satisfaction Rate Percent

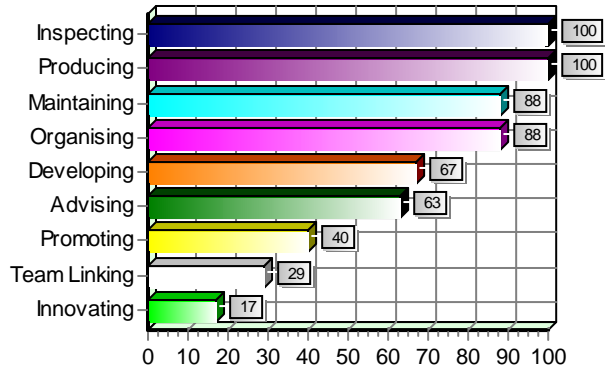


Importance Rating Percent

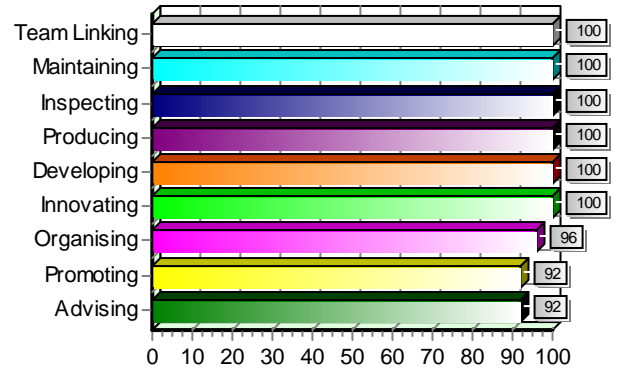


Supervisor

Satisfaction Rate Percent



Importance Rating Percent



TEAM MEMBERS' RANGE OF OPINION ON SATISFACTION RATES AND IMPORTANCE RATINGS

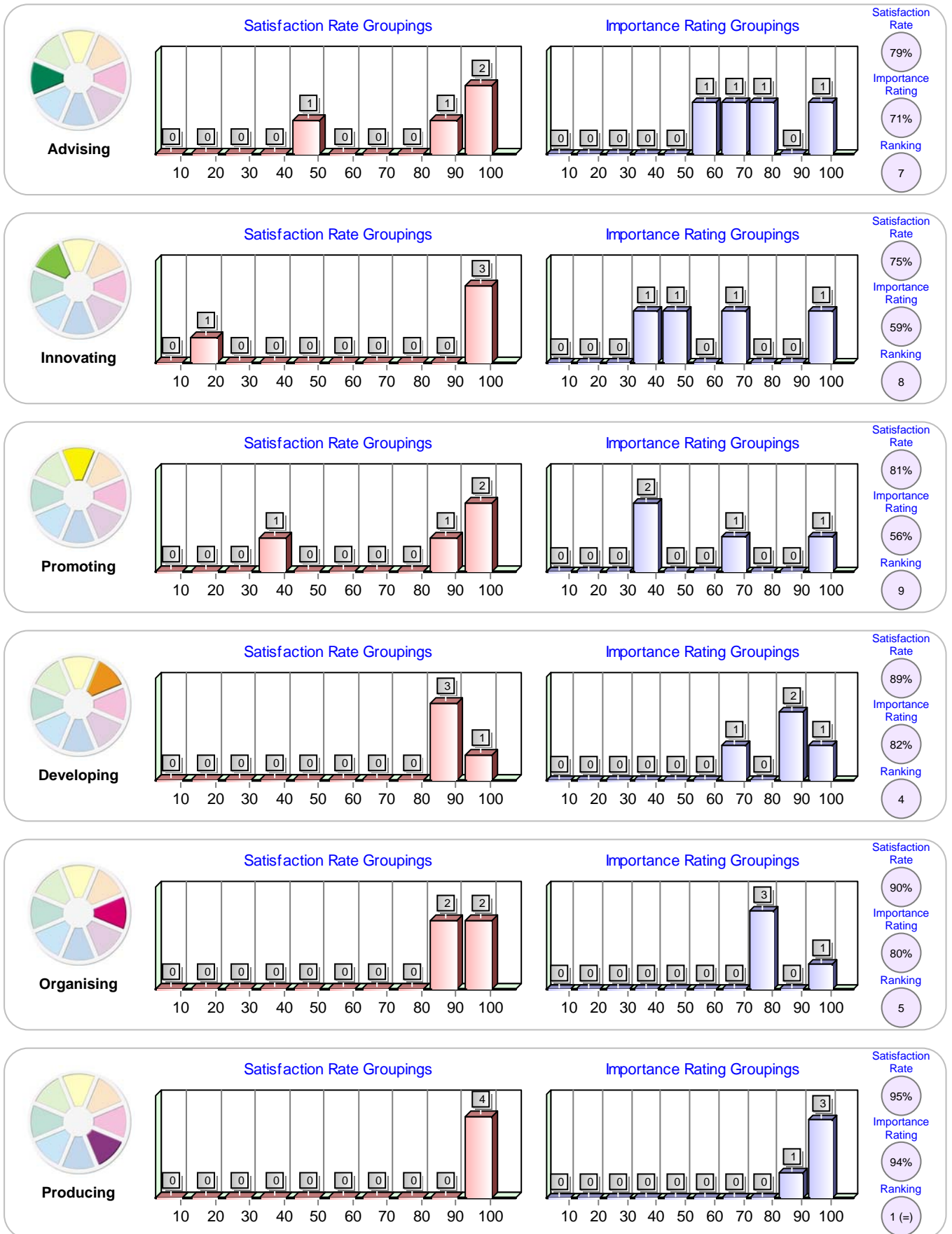


The third set of graphs show frequency distributions for individual team members, for each of the nine team performance factors. The graphs on the left-hand side are the satisfaction rates and those on the right-hand side are the importance ratings.

These graphs indicate the number of team members with scores in percentage bandwidths of 10%. By examining these graphs you can see whether team members are of the same opinions or whether there are significant differences. If, for example there were three team members scoring satisfaction rates in the range 70-80%, two in the range 50-60% and one in the 10-20% range then there is an obvious disagreement in the level of satisfaction experienced for that particular team performance factor. If, however, everyone scores in the same 10% range (for example 70-80%) then there is general agreement.

Where there are significant differences in team members' ratings then a discussion should take place to try to understand the reasons.

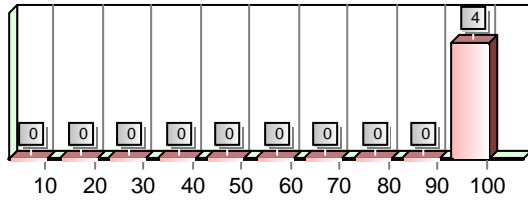
TEAM MEMBERS' RANGE OF OPINION ON SATISFACTION RATES AND IMPORTANCE RATINGS



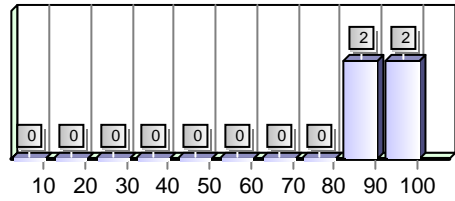


Inspecting

Satisfaction Rate Groupings



Importance Rating Groupings



Satisfaction Rate

95%

Importance Rating

94%

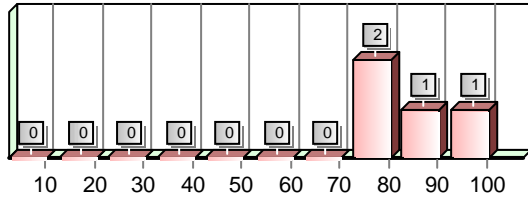
Ranking

1 (=)

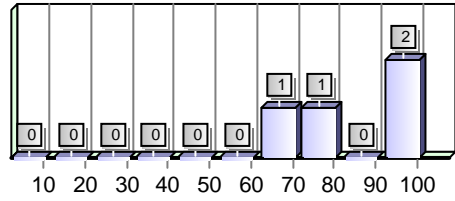


Maintaining

Satisfaction Rate Groupings



Importance Rating Groupings



Satisfaction Rate

85%

Importance Rating

82%

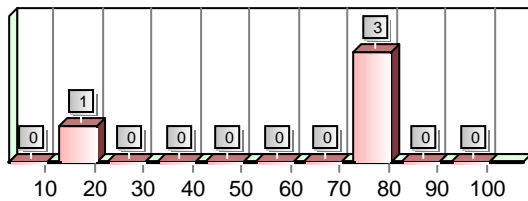
Ranking

3

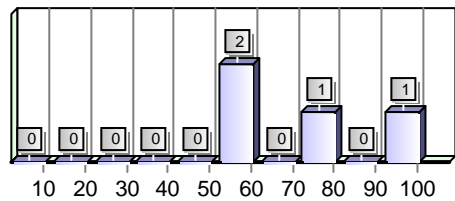


Team Linking

Satisfaction Rate Groupings



Importance Rating Groupings



Satisfaction Rate

59%

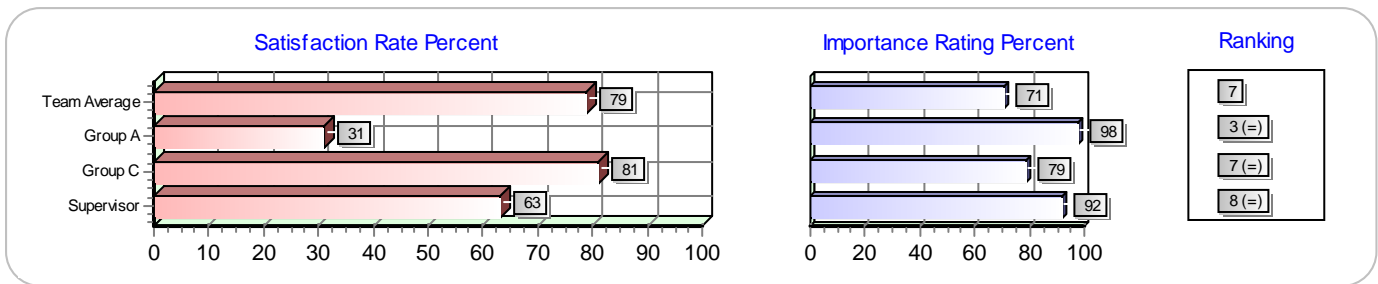
Importance Rating

72%

Ranking

6

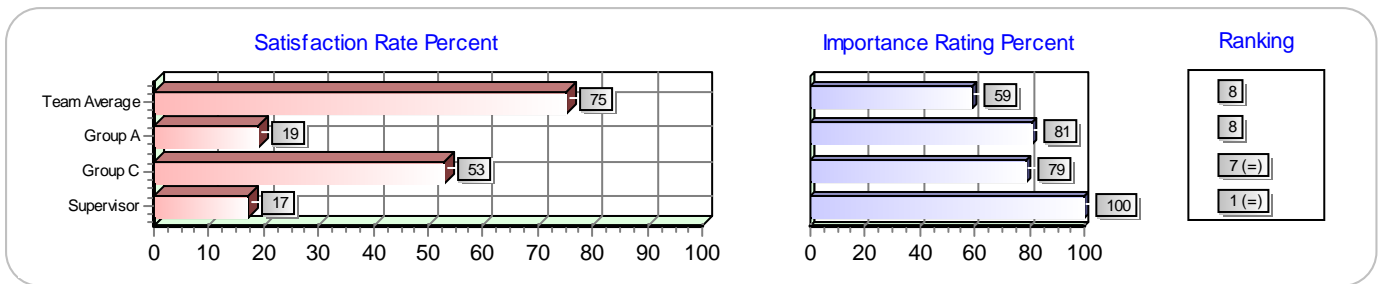
Advising



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- Before decisions are made it's important for the team to make sure that it's gathered all the necessary information. You may need to review the way in which your team identifies its information needs and look at what everybody then does to make sure this information is gathered. Sometimes information is gathered by meeting with others and sometimes it's gathered through reading and researching. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Often the work done by one team impacts on the work of another. This is likely to be the case with your team and therefore it's important to make sure that you know what other teams are doing inside your organisation. It's a good idea to list all the teams that you interact with and ask other team members if they know what each one of these teams is doing and what their current projects are. The data suggest more effort may be required in this area.
- These days all teams have to be client or customer-focused. Unless the team is delivering what the customer wants at an acceptable level of quality then the team isn't performing at its best. Some respondents aren't satisfied that the team knows exactly what it is that your clients or customers want. If this is the case it's important for you to first of all identify who your clients/customers are and then take steps to meet their needs.
- If you're working in an area that's rapidly changing then the information needs of the team will be great. Is your team keeping up with the latest developments? What mechanisms are in place to ensure that you keep abreast of what others are doing in the team's area of expertise? The data suggest that the team might need to put more effort into this area.
- In general, teams perform better when they consult others before acting. A little time invested in consultation with those who might be affected by your actions will ensure that your plans have a better chance of succeeding. The consultation stage allows the team to unearth information that may not have been considered when the original plans were formulated. Some respondents think the team should focus more effort in this area.
- It's important for the team not only to collect all relevant information but also to make sure that the information is co-ordinated. Sometimes a duplication of effort occurs because the information is not pooled or shared. Without sharing there can be no accurate analysis and therefore problems or opportunities may be incorrectly identified. At least one team member has indicated that more should be done in this area but the other respondent groups (co-workers and/or supervisor) seem satisfied with what the team is already doing.

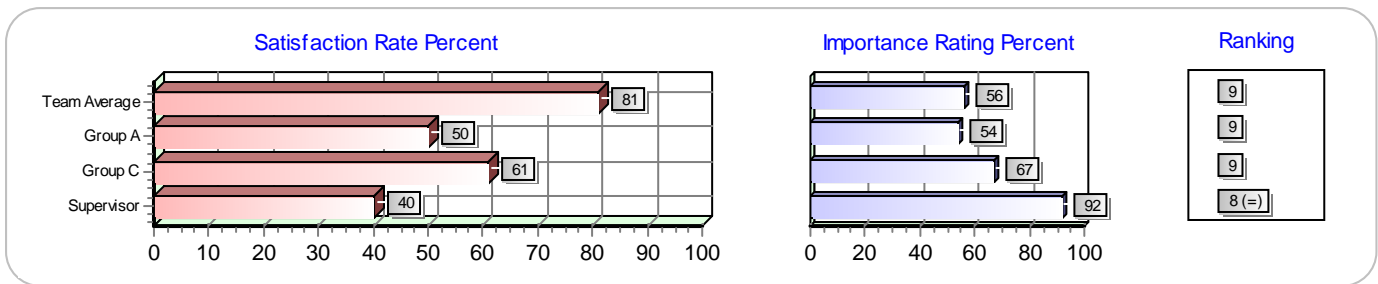
Innovating



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- As a team you need to be constantly generating new ideas and discussing them. Maybe only one idea in a hundred will be worthwhile but in the end that one idea might make the difference between success and failure for the team. Does your team take time to generate new ideas? The data from respondents suggest the team could be doing more in this area.
- The results from the respondents suggest that the team may need to review its skills in thinking creatively. It may be that training and development is needed or perhaps you could look towards liaising with a consultant who could help the team develop skills in this area.
- Does your team have a vision for the future? Some respondents think not. A vision is important to a high-performing team as it gives a focus for team members to put their work in perspective. If everyone knows where the team is going, it helps in decision-making and allows the team to concentrate on those activities that reinforce the vision.
- The Innovating function is associated with the constant questioning of 'what are we doing' and 'are we doing it well enough'. If you are in a fast changing product or service industry then a significant amount of the team's time will have to be spent on innovating. Some respondents have indicated a need to do more of this.
- Some respondents consider the team needs to have a culture that welcomes new thinking. If everyone knows that their ideas, no matter how 'way out' will be discussed and not rejected outright, then there will be a preparedness for people to share their thoughts at an early stage. If the team wants to improve its performance in the Innovating area then everyone needs to accept that 'new thinking' is an important part of 'the way we do things in our team'.
- One of the features of the Innovating function is the ability to diverge in your thinking. Linear thinking often leads to more of the same but divergent or lateral thinking breaks new ground and leads to truly innovative concepts. Some respondents would like more divergent thinking in the team.

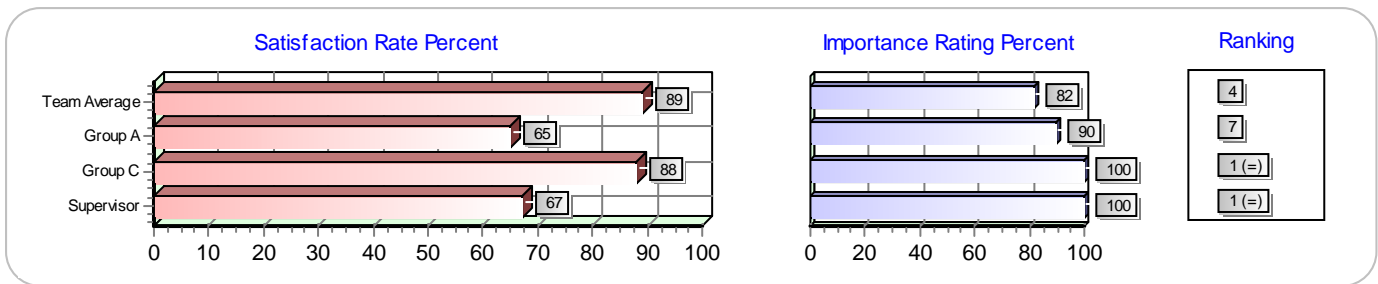
Promoting



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- Often teams are less efficient than they might be simply because not enough attention is paid to the Promoting function. Unless the team takes time to promote itself to other teams and to customers/clients then people may well wonder what it is that your team does. The results from respondents suggest that some people consider that the team should be putting more effort into 'promoting' itself. It's a good idea at your next team meeting to discuss what 'promoting' means for the team and how you could do this better.
- An important part of Promoting is the ability to sell ideas to others. In this way you can get the resources - the people, equipment, and money - to turn your ideas into reality. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- In order to carry out the Promoting function well there needs to be people in the team who have the ability to persuade and influence others. Respondents have indicated that more effort could be put into Promoting. The team should review how this might be done.
- To perform well a team needs to have a high visibility throughout the organisation. This often means that time has to be allocated to attend committee meetings, circulate memos, prepare information sheets and meet informally with other key 'players' in the organisation. To some people this may seem a waste of time but unless a high visibility is maintained the team's views will not be considered when it comes to important decisions like budgetary allocations. Some respondents would like a higher visibility for the team.
- Many teams have a 'vision' of what they want to achieve but few have the ability to communicate this vision to others. Team members need to feel ownership of this vision and therefore it needs to be regularly discussed and reinforced in your team meetings. What is your team's vision? Where will you be in one, five and ten years' time? Does everyone in your organisation know what the team's vision is? Do your customers know? Some respondents think there should be more effort on communicating the team's vision to others.
- Promoting involves making presentations to others both inside and outside the organisation. By presenting your ideas and 'vision' eloquently and professionally you will enhance the team's reputation. Some respondents consider the team may not be doing this as well as it could and you should examine to what extent there's room for improvement in this area. It's a good idea to ask some of your clients what they think about the team's presentation skills.

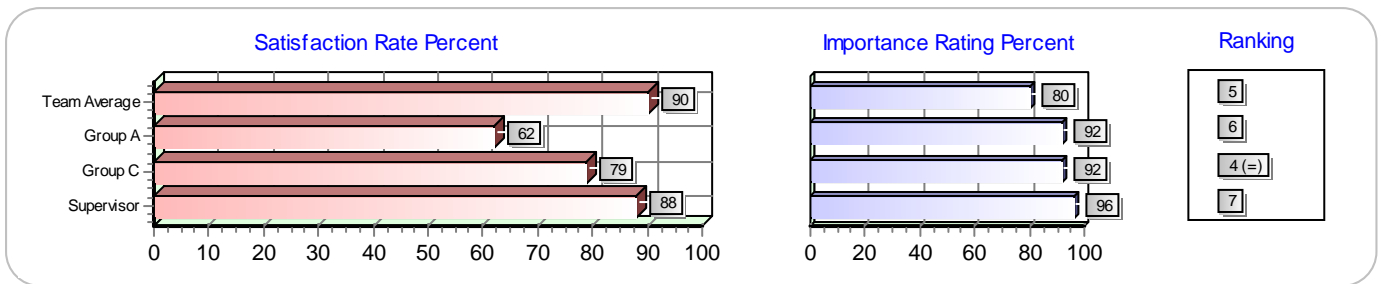
Developing



This team performance factor has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas to focus on are listed below:

- Before ideas and plans are actually implemented it's important that they're fully tested. This may involve 'prototyping' a product or service so that all the 'bugs' are removed before the final version is released. Beware of jumping into action before developing your plans to a final stage. This developing stage will require an objective analysis of market realities. The data from respondents suggest the team could be doing more in this area.
- Some teams are really good at generating ideas but sometimes these ideas are out of touch with reality. You'll need people on your team who are 'down-to-earth' and practical so that the good ideas can be given that 'practical twist' that will make them work, given the current organisational constraints. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- Your team will need good analytical skills to assess the viability of projects. Before making a final decision on implementation make sure that the data have been rigorously analysed and the financial calculations performed. Check the underlying assumptions and list these. Make sure that everyone understands the risks and the problems associated with the project. Respondents have indicated a need for the team to do more in this area.
- The evaluation and development of plans is also a critical aspect of team performance. Plans should cover the short term, medium term and long term and link in with the team's vision. Do you have a strategic plan for your team? Do you plan your projects well before you try to implement them? One or more of the co-worker/supervisor groups has indicated the need to review the collective Developing skills of team members, although your team seems satisfied with what it's already doing.
- Although your team seems satisfied with its focus on developing practical solutions, one or more of the co-worker/supervisor groupings thinks differently. If you're weak in this area you can compensate by asking outsiders whether the team's solution is 'practical'. People who have been working in a similar area for many years are often invaluable in giving advice on likely 'pitfalls'.
- Some of the respondents are dissatisfied with the team's tendency to implement its ideas before they are fully tested. If there are examples of this occurring in the past it may be an idea to review these as a team and learn from your mistakes.

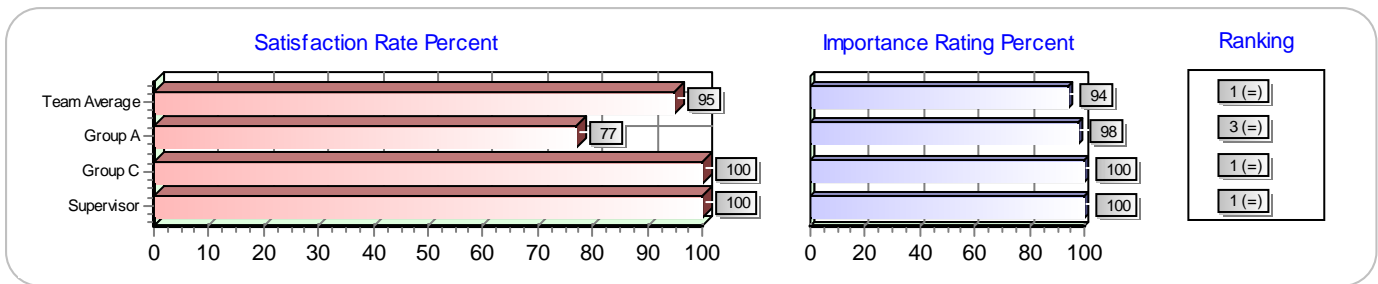
Organising



This team performance factor has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas to focus on are listed below:

- The Organising work function involves making sure that the team organises its work effectively. Outputs have to be delivered on time and to budget and therefore the team must clearly focus on achieving this. Well-organised teams work to a plan with everyone knowing what has to be done, when, and by whom. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks otherwise.
- To be successful, teams need to balance 'gathering information' with making decisions and getting action. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently. You may need to consider how the team could be better organised and what procedures need to be in place so action occurs.
- Respondents have indicated a need for individual team members to have a set of objectives which are clearly defined and which can be used to measure their performance. All respondent groups seem satisfied that this is the case.
- The setting of clear goals and objectives is essential if your team is to perform well. All respondents seem satisfied with what the team is doing in this area.
- Team members like to know not only what their job is, but the areas over which they have some authority and for which they are accountable. Authority and accountability bring responsibility, and responsibility leads to commitment and motivation. Sometimes problems occur in teams because people do not know who has authority to do what, or there are arguments over people having conflicting areas of accountability. Although your team seems satisfied that it's accountable for its actions, one or more of the co-worker/supervisor groupings thinks differently.
- Organising people and resources to achieve the targets is a major characteristic of the Organising function. It's important for the team to make sure that the targets it sets can be achieved by the people and resources that it has available. This is why it's important to have everyone in the team involved in setting achievable targets. Some respondents think more should be done in this area.

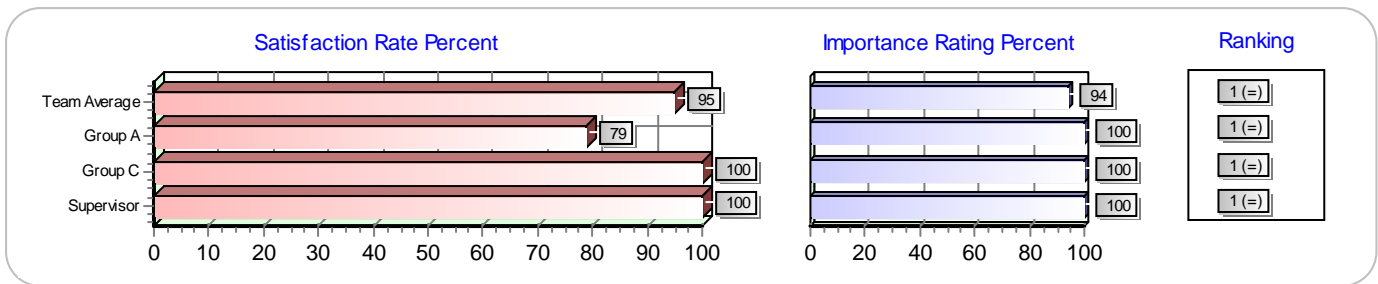
Producing



This team performance factor has been rated by all respondent groups with a reasonably high satisfaction rate (at or above 75%). Most people are satisfied with the team's efforts in this area.

- The Producing function is concerned with the production of regular outputs. All teams exist to deliver outputs - either products or services - to customers. It's the outputs that lead to the bottom-line profitability or performance of the team. Your team seems to be producing regular outputs effectively, according to the results from respondents.
- The best teams are those that have clearly defined systems and procedures. This is probably the most efficient way of delivering the team's outputs on a regular basis. Do you have effective systems and procedures in your team? Does everyone know what they are? When did you last review them? Are they up-to-date? Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- These days all teams have to be customer or client-oriented and this means making sure that tasks or projects are actually delivered on time. One or more of the co-worker/supervisor groupings has indicated that the completion of tasks on time may be a problem for the team although the team is generally satisfied with its performance in this area.
- Many successful teams work to a routine in order to achieve results. This often means the establishment of performance 'benchmarks' against which the team can review its progress. All respondents seem satisfied with what the team is doing in this area.
- Sometimes in the pressure to deliver results, standards are relaxed. However all respondents are satisfied with the way the team finishes tasks to a continuous high standard.
- When the team negotiates its services with clients it's important to make sure that the *agreed* outputs - perhaps a product or a service - are actually capable of being delivered according to the *agreed* plan. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

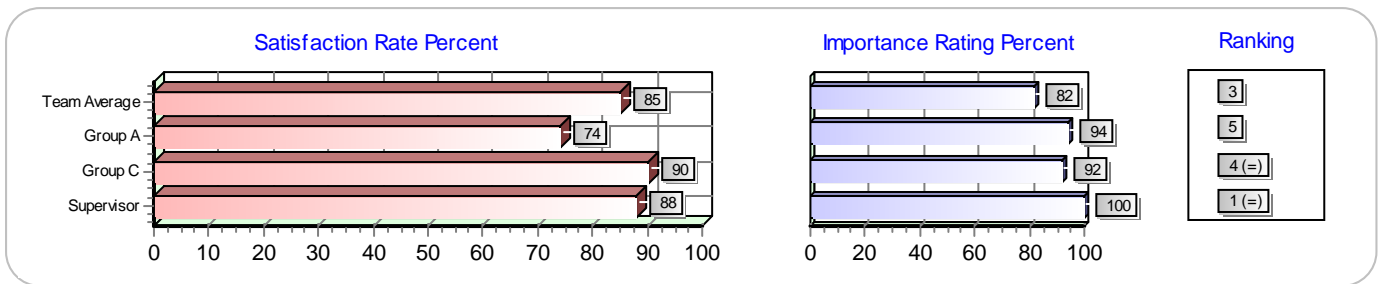
Inspecting



This team performance factor has been rated by all respondent groups with a reasonably high satisfaction rate (at or above 75%). Most people are satisfied with the team's efforts in this area.

- The Inspecting function is one which ensures that the team has a focus on accuracy. Before decisions are made and solutions implemented it's important that all team members check the accuracy of their information and their plans. The team seems to be performing effectively in this area.
- Some of the best performing teams leave nothing to chance. If they're working on a project or delivering a product or service then everything is planned down to the last detail, with various alternative options to pursue should the situation change at any moment. All this requires considerable effort in planning and a preparedness of the team to 'focus on the details'. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.
- It's important for all teams to regularly monitor their systems, contracts and outputs to ensure that everything is being delivered to the right quality. Quality control is something that all clients or customers demand today and it's important that your team has a mechanism in place to ensure the outputs are always produced at the 'right' quality. All respondent groups have indicated satisfaction with the team's performance in this area.
- The Inspecting function is also associated with the establishment of 'controls' to ensure that the rules, regulations, procedures and systems are functioning as they were designed. Teams function far more effectively if they have well-thought-out procedures and guidelines for everyone to work by. One or more of the co-worker/supervisor groups has indicated the need for greater controls within the team, although team members seem satisfied with what they're already doing. At least one team member needs to have the accountability and authority to ensure that the Inspecting function is carried out well.
- These days 'auditing' is an important part of managerial success. The term is now used in its widest sense covering not only the financial aspects but also team 'outputs' and the team 'processes'. All respondents are satisfied with the way the team audits and inspects outputs.
- All respondents are satisfied that the team checks its work effectively to minimise error.

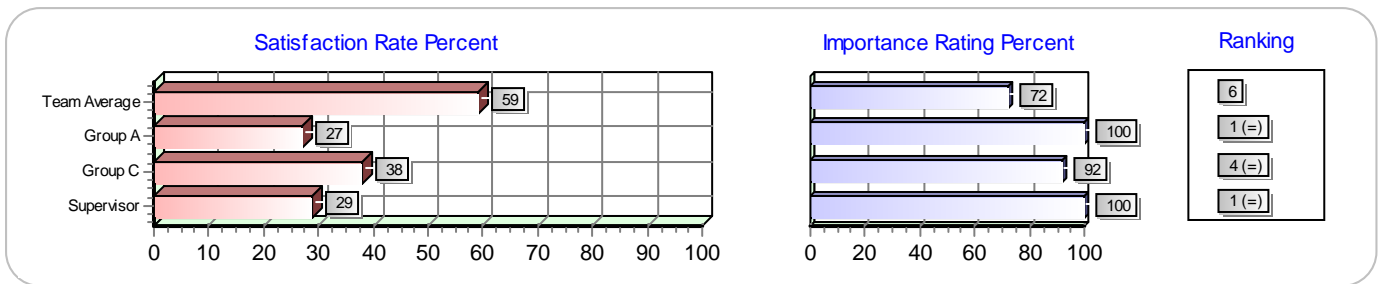
Maintaining



This team performance factor has been rated 'moderately' (51% - 75%) by either the team or another respondent group. Some areas to focus on are listed below:

- The Maintaining function involves making sure that team standards and quality are always at the highest level, given the resources available to the team. All respondent groups seem satisfied with the team's performance in this area.
- For a team to perform well it's important that team members share some common beliefs and values. By upholding these values, conflicts can be minimised and team members are then more likely to feel committed to achieving the goals of the team. If your team has not yet run a session to identify individual and team values then you should perhaps organise one soon. For some of the respondents the issues of individual and team values seem to be important.
- It's also important for the team to make sure that team values are aligned with corporate values and standards. All respondent groups seem satisfied that the team does preserve corporate standards.
- 'Loyalty' is an important value that bonds team members to one another and also to the organisation. All respondents seem satisfied with the current level of loyalty in the team.
- 'Fair treatment' is also an important concept of the Maintaining function. Equity in the workplace is an important issue these days and unless it's practised by the team then serious problems might arise, leading to a less-than-optimum performance. Some respondents have indicated a need to ensure fair treatment for all and the team will need to have clear guidelines and a commitment from everyone to implement them.
- Team procedures and systems are essential if the team is to use its resources optimally. However, particularly in large teams, these procedures may seem cumbersome and actually have a negative impact upon the team unless the procedures are simple and easy to use. The Maintaining function involves someone in the team ensuring that all procedures are facilitated for the benefit of the team. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings thinks differently.

Team Linking



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- One of the important aspects of Team Linking is the coordination of the work of the various team members. This is known as internal linking. Teamwork involves the sharing of responsibilities among team members and therefore it's important that each person knows what the others are doing at any stage. This not only avoids duplication of work but allows people to share problems and develop team solutions. Who in your team takes on the internal linking role? Some respondents have suggested there could be an improvement in this area.
- An important aspect of Team Linking is known as external linking. This means co-operating well with other groups which impact on your team. Teams rarely work in isolation; their results are directly influenced by the work of other teams. Unless 'links' are developed across teams then your team is likely to be working at less than an optimum level. Some of the respondents have indicated the need for an improvement in external linking.
- One way of improving the 'internal linking' in your team is to get together regularly to discuss 'How are we going?' In effect this amounts to the team running its own appraisal session. It's a good idea to focus the discussion on *how* things are being done rather than on *what* is being done. Team members should know that the purpose of the meeting is to improve team processes and comments should be directed towards these ends. Some of the respondents have indicated that meetings like this do not occur frequently enough.
- High-performing teams have strong links with their clients or customers and work hard at developing positive relations. This is a special case of external linking. Without satisfied clients or customers then a team will have a short life. Who are your clients/ customers? Are they satisfied with the way your team is working? The data from respondents suggest that some people consider that improvements are required in this area.
- Conflicts are bound to occur between your team and others. However if they're allowed to continue then the results could be disastrous for the organisation. A good indication of the presence of conflict is to listen to how often teams talk about 'them' or 'us', as if the teams are working for different organisations! If you are having conflict with other teams then it's important to handle the disagreements effectively. Your aim must be to strengthen the link and develop a spirit of cooperation rather than confrontation. Respondents have indicated that there's room for improvement here.
- Teams function much better when there's a high level of respect, understanding and trust among team members. If everyone knows that they can speak openly and that nothing will be held against them then there will be good internal links and the team will perform better. Some of the respondents are a little concerned about this aspect of the way the team is working. If this is the case it should be discussed at a future meeting.

QUANTITATIVE REPORT



In this section of the report you will see an analysis of the Team Performance Profile Questionnaire results, question by question. This information will help you to focus accurately on the specific areas that require further development.

On the following pages is an analysis of the six questions measuring each team performance factor. Here you will see the raw data for each question and for each respondent group. The gap between what *should occur* and what *does occur* is represented by the length of the 'bar' and this allows you to see which particular questions have been rated high or low.

The column headed 'No.' shows the number of respondents in each group. If any line contains a zero in the 'No.' column it means that all respondents in that group have chosen not to answer that particular question.

Where there is more than one person in a group (usually the co-worker groups) you will notice a column headed 'Range of Opinion'. This shows the difference in gap scores recorded by the respondents in that particular group. For example, there may be ten people in your team who have responded under Co-worker Group A, resulting in an average gap of, say, 0.9. The 'Range of Opinion' indicates whether everyone in the group recorded similar results or whether there were differences of opinion. For example, an average gap of 0.9 could arise from two people scoring a gap of 'zero', seven a gap of 'one' and one a gap of 'two'. Alternatively a distribution of five 'zeros', one 'one' and four 'twos' would lead to the same average gap. By examining this information carefully you can see whether the individuals in a respondent group hold the same view or whether there are significant differences of opinion.

The key to the 'Guides for Action' column is as follows:

- **M** Do more of this activity
- **L** Do less of this activity
- **?** Uncertain (some of the group satisfied, others not)
- **OK** No action required

Advising



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
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Question 1: Gathering sufficient information before making decisions.

Team Member	4	3.75	3.50	0.25						D <input type="checkbox"/> S	OK	3	1			
Group A	2	4.00	2.00	2.00			D			<input type="checkbox"/> S	M			2		
Group C	1	3.00	4.00	1.00						S <input type="checkbox"/> D	OK					
Supervisor(s)	1	3.00	3.00	0.00						D <input type="checkbox"/> S	OK					

Question 17: Knowing what other teams are doing inside the organisation.

Team Member	4	2.50	1.75	0.75						D <input type="checkbox"/> S	?	2	1	1		
Group A	2	4.00	0.50	3.50			D			<input type="checkbox"/> S	M				1	1
Group C	1	3.00	2.00	1.00						D <input type="checkbox"/> S	OK					
Supervisor(s)	1	4.00	1.00	3.00						D <input type="checkbox"/> S	M					

Question 21: Knowing what the customer or client wants.

Team Member	4	2.00	1.25	0.75						D <input type="checkbox"/> S	?	3			1	
Group A	2	4.00	1.00	3.00			D			<input type="checkbox"/> S	M				2	
Group C	1	3.00	2.00	1.00						D <input type="checkbox"/> S	OK					
Supervisor(s)	1	4.00	2.00	2.00						D <input type="checkbox"/> S	M					

Question 29: Keeping up-to-date with the latest developments.

Team Member	4	3.50	2.75	0.75						D <input type="checkbox"/> S	?	3			1	
Group A	2	4.00	1.00	3.00			D			<input type="checkbox"/> S	M				2	
Group C	1	3.00	3.00	0.00						D <input type="checkbox"/> S	OK					
Supervisor(s)	1	4.00	1.00	3.00						D <input type="checkbox"/> S	M					

Question 43: Consulting others before acting.

Team Member	4	2.25	2.25	0.00						D <input type="checkbox"/> S	?	1	2	1		
Group A	2	4.00	0.00	4.00			D			<input type="checkbox"/> S	M					2
Group C	1	4.00	3.00	1.00						D <input type="checkbox"/> S	OK					
Supervisor(s)	1	3.00	3.00	0.00						D <input type="checkbox"/> S	OK					

Question 53: Collecting and coordinating information.

Team Member	4	3.00	2.75	0.25						D <input type="checkbox"/> S	?	2	1	1		
Group A	2	3.50	2.50	1.00						D <input type="checkbox"/> S	OK		2			
Group C	1	3.00	3.00	0.00						D <input type="checkbox"/> S	OK					
Supervisor(s)	1	4.00	3.00	1.00						D <input type="checkbox"/> S	OK					

Innovating



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
											0	1	2	3	4

Question 2: Generating new ideas.

Team Member	4	2.75	2.00	0.75			D	█	S	?	3				1
Group A	2	4.00	1.50	2.50			D	████████████████████	S	M			1	1	
Group C	1	4.00	2.00	2.00			D	████████████████████	S	M					
Supervisor(s)	1	4.00	1.00	3.00			D	████████████████████	S	M					

Question 16: Thinking creatively.

Team Member	4	2.00	1.25	0.75			D	█	S	?	3				1
Group A	2	1.50	0.00	1.50			D	████████████████████	S	M			1	1	
Group C	1	3.00	2.00	1.00				D	████████████████████	S	OK				
Supervisor(s)	1	4.00	1.00	3.00			D	████████████████████	S	M					

Question 22: Having a vision for the future.

Team Member	4	2.00	1.00	1.00			D	█	S	?	3				1
Group A	2	4.00	1.00	3.00			D	████████████████████	S	M				2	
Group C	1	3.00	2.00	1.00				D	████████████████████	S	OK				
Supervisor(s)	1	4.00	1.00	3.00			D	████████████████████	S	M					

Question 31: Focusing on innovating.

Team Member	4	2.00	1.00	1.00			D	█	S	?	3				1
Group A	2	3.00	0.50	2.50			D	████████████████████	S	M			1	1	
Group C	1	3.00	2.00	1.00				D	████████████████████	S	OK				
Supervisor(s)	1	4.00	0.00	4.00			D	████████████████████	S	M					

Question 44: Welcoming new thinking.

Team Member	4	2.75	1.75	1.00				D	█	S	?	2	1		1
Group A	2	4.00	1.00	3.00			D	████████████████████	S	M				2	
Group C	1	3.00	1.00	2.00			D	████████████████████	S	M					
Supervisor(s)	1	4.00	0.00	4.00			D	████████████████████	S	M					

Question 54: Encouraging divergent thinking.

Team Member	4	2.75	1.75	1.00				D	█	S	?	2	1		1
Group A	2	3.00	0.50	2.50			D	████████████████████	S	M			1	1	
Group C	1	3.00	1.00	2.00			D	████████████████████	S	M					
Supervisor(s)	1	4.00	1.00	3.00			D	████████████████████	S	M					

Promoting



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
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Question 3: Promoting the work it does to others.

Team Member	4	2.25	1.50	0.75			D	█	S	?	3				1	
Group A	2	2.00	1.00	1.00		D	█	█	S	?	1		1			
Group C	1	2.00	2.00	0.00			D	█	S	OK						
Supervisor(s)	1	4.00	2.00	2.00			D	█	█	M						

Question 15: Selling new ideas to others.

Team Member	4	2.50	2.00	0.50				D	█	S	OK	2	2			
Group A	2	1.00	0.00	1.00		D	█	█	S	?	1		1			
Group C	1	2.00	1.00	1.00			D	█	█	OK						
Supervisor(s)	1	4.00	2.00	2.00				D	█	M						

Question 19: Persuading others.

Team Member	4	2.50	1.75	0.75				D	█	S	?	2	1	1		
Group A	2	3.00	1.50	1.50			D	█	█	S	M		1	1		
Group C	1	3.00	1.00	2.00			D	█	█	S	M					
Supervisor(s)	1	4.00	2.00	2.00				D	█	S	M					

Question 30: Having a high visibility throughout the organisation.

Team Member	4	2.25	1.50	0.75				D	█	S	?	3				1
Group A	2	4.00	4.00	0.00						D	█	S				
Group C	1	4.00	4.00	0.00						D	█	S				
Supervisor(s)	1	4.00	1.00	3.00				D	█	S	M					

Question 45: Communicating its 'vision' to others.

Team Member	4	2.00	1.00	1.00				D	█	S	?	3				1
Group A	2	2.50	0.00	2.50		D	█	█	█	S	M			1	1	
Group C	1	3.00	1.00	2.00				D	█	█	S	M				
Supervisor(s)	1	3.00	1.00	2.00				D	█	█	S	M				

Question 52: Making presentations to others inside or outside the organisation.

Team Member	4	2.00	1.50	0.50					D	█	S	?	3		1	
Group A	2	0.50	0.00	0.50		D	█	█	S	OK	1	1				
Group C	1	2.00	1.00	1.00				D	█	█	S	OK				
Supervisor(s)	1	3.00	1.00	2.00				D	█	█	S	M				

Developing



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
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Question 4: Developing prototypes or plans.

Team Member	4	3.25	2.25	1.00				D	█	S	?	2	1		1		
Group A	2	3.50	2.50	1.00				D	█	S	OK		2				
Group C	1	4.00	4.00	0.00						D	█	S	OK				
Supervisor(s)	1	4.00	2.00	2.00				D	█	S	M						

Question 14: Turning ideas into reality.

Team Member	4	3.50	3.25	0.25						D	█	S	OK	3	1		
Group A	2	3.50	2.00	1.50				D	█	S	M		1	1			
Group C	1	4.00	4.00	0.00						D	█	S	OK				
Supervisor(s)	1	4.00	2.00	2.00				D	█	S	M						

Question 18: Assessing the viability of projects.

Team Member	4	3.00	2.50	0.50						D	█	S	?	3		1	
Group A	2	4.00	2.00	2.00				D	█	S	M				2		
Group C	1	4.00	4.00	0.00						D	█	S	OK				
Supervisor(s)	1	4.00	3.00	1.00						D	█	S	OK				

Question 33: Evaluating and developing plans.

Team Member	4	3.50	3.25	0.25						D	█	S	OK	3	1		
Group A	2	3.50	2.00	1.50				D	█	S	M		1	1			
Group C	1	4.00	4.00	0.00						D	█	S	OK				
Supervisor(s)	1	4.00	3.00	1.00						D	█	S	OK				

Question 46: Developing practical solutions.

Team Member	4	3.00	3.00	0.00						D	█	S	OK	4			
Group A	2	3.50	2.50	1.00				D	█	S	?	1		1			
Group C	1	4.00	4.00	0.00						D	█	S	OK				
Supervisor(s)	1	4.00	4.00	0.00						D	█	S	OK				

Question 51: Testing out ideas before implementation.

Team Member	4	3.50	3.00	0.50						D	█	S	?	3		1	
Group A	2	3.50	2.50	1.00						D	█	S	?	1		1	
Group C	1	4.00	1.00	3.00				D	█	S	M						
Supervisor(s)	1	4.00	2.00	2.00				D	█	S	M						

Organising



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion			
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Question 5: Organising its work.

Team Member	4	3.50	3.00	0.50						D <input type="checkbox"/> S <input type="checkbox"/>	OK	2	2			
Group A	2	4.00	3.00	1.00						D <input type="checkbox"/> S <input type="checkbox"/>	?	1		1		
Group C	1	4.00	4.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					
Supervisor(s)	1	3.00	3.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					

Question 13: Making quick decisions to ensure fast action.

Team Member	4	3.00	3.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK	4				
Group A	2	4.00	1.00	3.00						D <input type="checkbox"/> S <input type="checkbox"/>	M				2	
Group C	1	4.00	2.00	2.00						D <input type="checkbox"/> S <input type="checkbox"/>	M					
Supervisor(s)	1	4.00	4.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					

Question 20: Setting objectives.

Team Member	4	2.75	2.75	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK	4				
Group A	2	3.00	2.50	0.50						D <input type="checkbox"/> S <input type="checkbox"/>	OK	1	1			
Group C	1	3.00	3.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					
Supervisor(s)	1	4.00	4.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					

Question 32: Establishing clear goals.

Team Member	4	3.00	3.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK	4				
Group A	2	3.50	3.00	0.50						D <input type="checkbox"/> S <input type="checkbox"/>	OK	1	1			
Group C	1	3.00	3.00	0.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					
Supervisor(s)	1	4.00	3.00	1.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					

Question 47: Ensuring it is accountable for its actions.

Team Member	4	3.50	3.75	0.25						S <input type="checkbox"/> D <input type="checkbox"/>	OK	3	1			
Group A	2	4.00	1.00	3.00						D <input type="checkbox"/> S <input type="checkbox"/>	M				2	
Group C	1	4.00	3.00	1.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					
Supervisor(s)	1	4.00	3.00	1.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					

Question 50: Achieving targets by organising people and resources.

Team Member	4	3.50	2.00	1.50						D <input type="checkbox"/> S <input type="checkbox"/>	M	1	1	1	1	
Group A	2	3.50	2.50	1.00						D <input type="checkbox"/> S <input type="checkbox"/>	?	1		1		
Group C	1	4.00	2.00	2.00						D <input type="checkbox"/> S <input type="checkbox"/>	M					
Supervisor(s)	1	4.00	3.00	1.00						D <input type="checkbox"/> S <input type="checkbox"/>	OK					

Producing



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
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Question 6: Producing regular outputs.

Team Member	4	3.50	3.50	0.00						D ■ S	OK	4					
Group A	2	4.00	4.00	0.00						D ■ S	OK	2					
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 12: Working to systems.

Team Member	4	3.75	3.50	0.25						D ■ S	OK	1	3				
Group A	2	3.50	3.00	0.50						D ■ S	?		1	1			
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 24: Ensuring that tasks / projects are completed on time.

Team Member	4	3.75	3.50	0.25						D ■ S	OK	3	1				
Group A	2	4.00	2.50	1.50						D ■ S	M		1	1			
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 28: Working routinely to deliver its products or services.

Team Member	4	3.50	3.50	0.00						D ■ S	OK	4					
Group A	2	4.00	4.00	0.00						D ■ S	OK	2					
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 36: Finishing tasks or projects to a continuous high standard.

Team Member	4	4.00	3.75	0.25						D ■ S	OK	3	1				
Group A	2	4.00	3.50	0.50						D ■ S	OK	1	1				
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 38: Delivering its agreed outputs.

Team Member	4	4.00	4.00	0.00						D ■ S	OK	4					
Group A	2	4.00	2.00	2.00						D ■ S	M			2			
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Inspecting



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
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Question 7: Focusing on accuracy.

Team Member	4	4.00	3.75	0.25						D ■ S	OK	3	1				
Group A	2	4.00	4.00	0.00						D ■ S	OK	2					
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 11: Is oriented towards the 'details'

Team Member	4	3.50	3.50	0.00						D ■ S	OK	2	2				
Group A	2	4.00	2.50	1.50						D ■ S	M	1	1				
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 23: Monitoring its systems and outputs.

Team Member	4	3.75	3.50	0.25						D ■ S	OK	3	1				
Group A	2	4.00	3.50	0.50						D ■ S	OK	1	1				
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 34: Controlling its procedures.

Team Member	4	3.50	3.50	0.00						D ■ S	OK	4					
Group A	2	4.00	3.00	1.00						D ■ S	?	1		1			
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 39: Auditing and inspecting outputs.

Team Member	4	3.75	3.75	0.00						D ■ S	OK	4					
Group A	2	4.00	3.00	1.00						D ■ S	OK		2				
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 42: Checking its work to minimise error.

Team Member	4	4.00	4.00	0.00						D ■ S	OK	4					
Group A	2	4.00	3.00	1.00						D ■ S	OK		2				
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Maintaining



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
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Question 8: Maintaining quality.

Team Member	4	3.75	3.50	0.25						D ■ S	OK	3	1				
Group A	2	4.00	4.00	0.00						D ■ S	OK	2					
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 10: Upholding values.

Team Member	4	3.75	2.50	1.25						D ■■■ S	M	1	1	2			
Group A	2	4.00	2.50	1.50						D ■■■ S	M		1	1			
Group C	1	3.00	3.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	3.00	1.00						D ■■■ S	OK						

Question 25: Preserving corporate standards.

Team Member	4	2.25	2.25	0.00						D ■ S	OK	4					
Group A	2	3.50	2.50	1.00						D ■■■ S	OK		2				
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	3.00	1.00						D ■■■ S	OK						

Question 35: Valuing loyalty.

Team Member	4	3.25	2.75	0.50						D ■■■ S	OK	2	2				
Group A	2	3.00	3.00	0.00						D ■ S	OK	2					
Group C	1	4.00	3.00	1.00						D ■■■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Question 41: Ensuring fair treatment for all.

Team Member	4	2.75	1.25	1.50						D ■■■■ S	M	2				2	
Group A	2	4.00	1.50	2.50						D ■■■■■ S	M			1	1		
Group C	1	3.00	2.00	1.00						D ■■■ S	OK						
Supervisor(s)	1	4.00	3.00	1.00						D ■■■ S	OK						

Question 48: Facilitating existing procedures.

Team Member	4	4.00	4.00	0.00						D ■ S	OK	4					
Group A	2	4.00	3.00	1.00						D ■■■ S	?	1		1			
Group C	1	4.00	4.00	0.00						D ■ S	OK						
Supervisor(s)	1	4.00	4.00	0.00						D ■ S	OK						

Team Linking



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion			
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Question 9: Coordinating the work of the various team members.

Team Member	4	3.75	2.25	1.50			D	—————	S	M	1	3		
Group A	2	4.00	2.00	2.00			D	—————	S	M		2		
Group C	1	4.00	1.00	3.00			D	—————	S	M				
Supervisor(s)	1	4.00	3.00	1.00					D	—————	S	OK		

Question 26: Co-operating well with other groups which impact on the team.

Team Member	4	2.75	1.75	1.00			D	—————	S	?	2	1		1
Group A	2	4.00	1.00	3.00			D	—————	S	M				2
Group C	1	4.00	1.00	3.00			D	—————	S	M				
Supervisor(s)	1	4.00	1.00	3.00			D	—————	S	M				

Question 27: Ensuring that everyone gets together regularly to discuss how the team is doing.

Team Member	4	2.25	1.00	1.25			D	—————	S	M	2	1		
Group A	2	4.00	1.00	3.00			D	—————	S	M				2
Group C	1	3.00	1.00	2.00			D	—————	S	M				
Supervisor(s)	1	4.00	0.00	4.00			D	—————	S	M				

Question 37: Having an emphasis on positive client / customer relations.

Team Member	4	2.25	1.50	0.75			D	—————	S	?	3			1
Group A	2	4.00	1.00	3.00			D	—————	S	M				2
Group C	1	3.00	2.00	1.00					D	—————	S	OK		
Supervisor(s)	1	4.00	1.00	3.00			D	—————	S	M				

Question 40: Effectively handling disagreements with other groups or teams.

Team Member	4	2.75	1.00	1.75			D	—————	S	M	1	1	1	
Group A	2	4.00	0.50	3.50			D	—————	S	M				1
Group C	1	4.00	1.00	3.00			D	—————	S	M				
Supervisor(s)	1	4.00	1.00	3.00			D	—————	S	M				

Question 49: Having a high level of respect, understanding and trust among team members.

Team Member	4	3.50	1.00	2.50			D	—————	S	M		1	1	1
Group A	2	4.00	1.00	3.00			D	—————	S	M				2
Group C	1	4.00	2.00	2.00					D	—————	S	M		
Supervisor(s)	1	4.00	1.00	3.00			D	—————	S	M				

Activity Action Guide



M Do More of this Activity
 L Do Less of this Activity

Team Member
 Group A
 Group C
 Supervisor

Advising	Gathering sufficient information before making decisions.				M		
	Knowing what other teams are doing inside the organisation.	?	M				M
	Knowing what the customer or client wants.	?	M				M
	Keeping up-to-date with the latest developments.	?	M				M
	Consulting others before acting.	?	M				
	Collecting and coordinating information.	?					
Innovating	Generating new ideas.	?	M	M			M
	Thinking creatively.	?	M				M
	Having a vision for the future.	?	M				M
	Focusing on innovating.	?	M				M
	Welcoming new thinking.	?	M	M			M
	Encouraging divergent thinking.	?	M	M			M
Promoting	Promoting the work it does to others.	?	?				M
	Selling new ideas to others.		?				M
	Persuading others.	?	M	M			M
	Having a high visibility throughout the organisation.	?					M
	Communicating its 'vision' to others.	?	M	M			M
	Making presentations to others inside or outside the organisation.	?					M
Developing	Developing prototypes or plans.	?					M
	Turning ideas into reality.		M				M
	Assessing the viability of projects.	?	M				
	Evaluating and developing plans.		M				
	Developing practical solutions.		?				
	Testing out ideas before implementation.	?	?	M			M
Organising	Organising its work.				?		
	Making quick decisions to ensure fast action.		M	M			
	Setting objectives.						
	Establishing clear goals.						
	Ensuring it is accountable for its actions.				M		
	Achieving targets by organising people and resources.	M	?				M

Activity Action Guide



M Do More of this Activity **L** Do Less of this Activity

Team Member
Group A
Group C
Supervisor

Producing	Producing regular outputs.				
	Working to systems.				?
	Ensuring that tasks / projects are completed on time.				M
	Working routinely to deliver its products or services.				
	Finishing tasks or projects to a continuous high standard.				
	Delivering its agreed outputs.				
Inspecting	Focusing on accuracy.				
	Is oriented towards the 'details'				M
	Monitoring its systems and outputs.				
	Controlling its procedures.				?
	Auditing and inspecting outputs.				
	Checking its work to minimise error.				
Maintaining	Maintaining quality.				
	Upholding values.				M M
	Preserving corporate standards.				
	Valuing loyalty.				
	Ensuring fair treatment for all.				M M
	Facilitating existing procedures.				
Team Linking	Coordinating the work of the various team members.				M M M
	Co-operating well with other groups which impact on the team.				? M M M
	Ensuring that everyone gets together regularly to discuss how the team is doing.				M M M M
	Having an emphasis on positive client / customer relations.				? M M
	Effectively handling disagreements with other groups or teams.				M M M M
	Having a high level of respect, understanding and trust among team members.				M M M M

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