

# High Performing Team Profile

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# Guide to Your High Performance Team Profile

## Common Definitions

Items - Individual survey questions

Norms - Ground rules for appropriate behavior within groups

## Four Stages of Team Development

The team development survey is based on a four-stage model of team development derived from research on group dynamics. Newly formed teams which are comprised of individuals who have never worked together before will typically begin at the first stage of development, though in rare circumstances some teams may begin in the second stage. In order to advance to the final stage, the team must pass through each phase in order. Although there may be some negative aspects to some stages, each presents great opportunity for the team to learn and grow. Conflict will occur throughout development and it should not be avoided. Conflict can help establish norms and introduce creative new solutions to problems. Throughout a team's development it is the role of the team leader to offer varying levels of direction and support to the team. Once a team has developed into the final stage, called Production, the members will require much less direction or support from the leader. Once the team has reached the Production stage, the team will effectively be able to manage itself.

## Item-by-Item Results

These two graphs display the results for each survey item averaged across all team members and for the team leader individually. Take note of items where the team members' ratings differ greatly from the team leader's. It is important for team members and the team leader to have a clear understanding of where the team stands in its development so that they can advance through each stage more quickly. If a team leader thinks the team is in one stage while the members feel they are in another stage, the leader may offer a level of support or direction which is inappropriate. Displayed in parentheses next to each item is a letter representing the stage of development derived from the average of all team members including the leader.

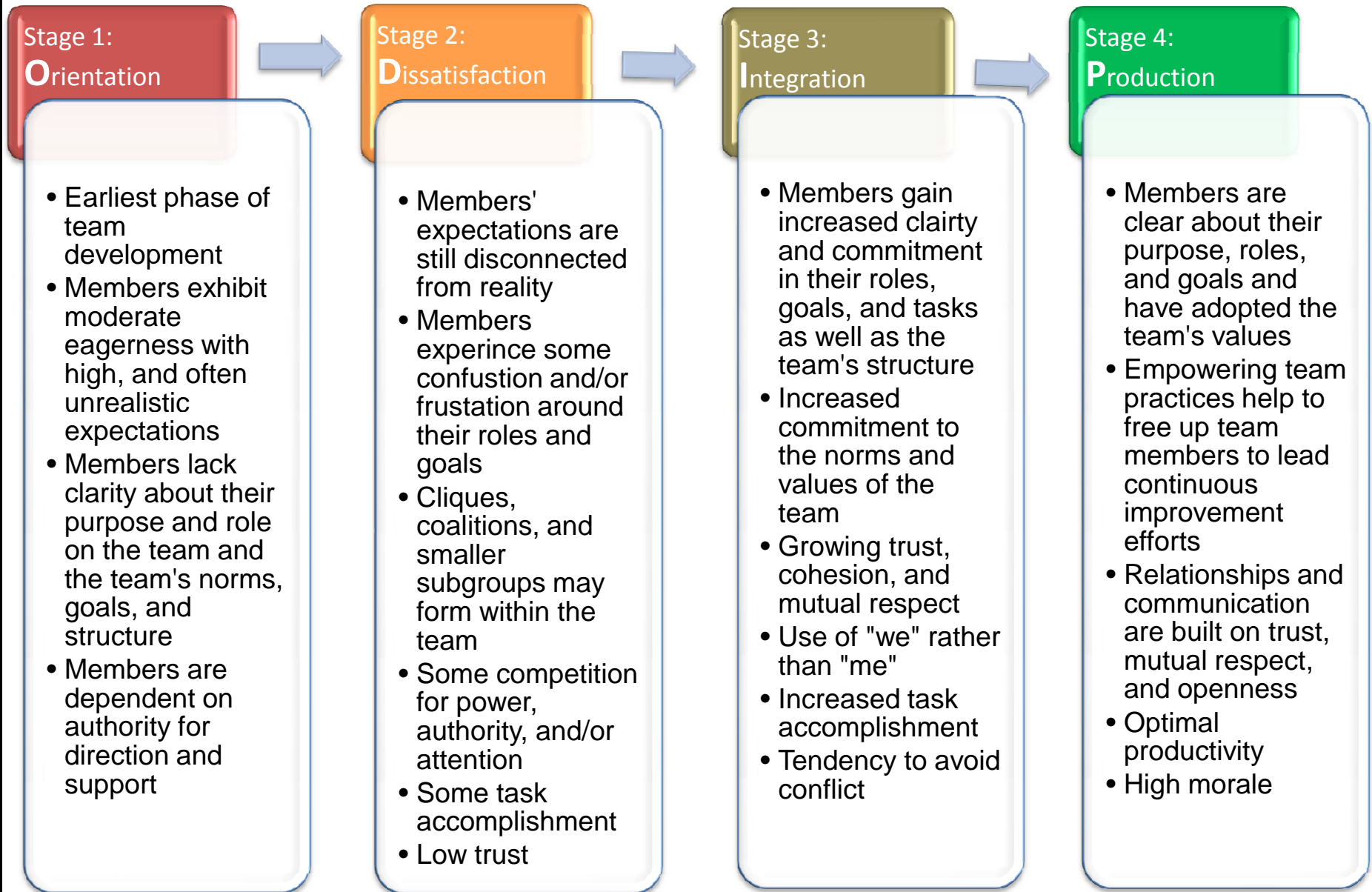
## Written Comments

Depending on team members' particular response patterns, they were asked to provide some written comments related to some sets of items. These comments are useful as a source of direct feedback from team members as to why they provided such ratings.

## Current Team Progress

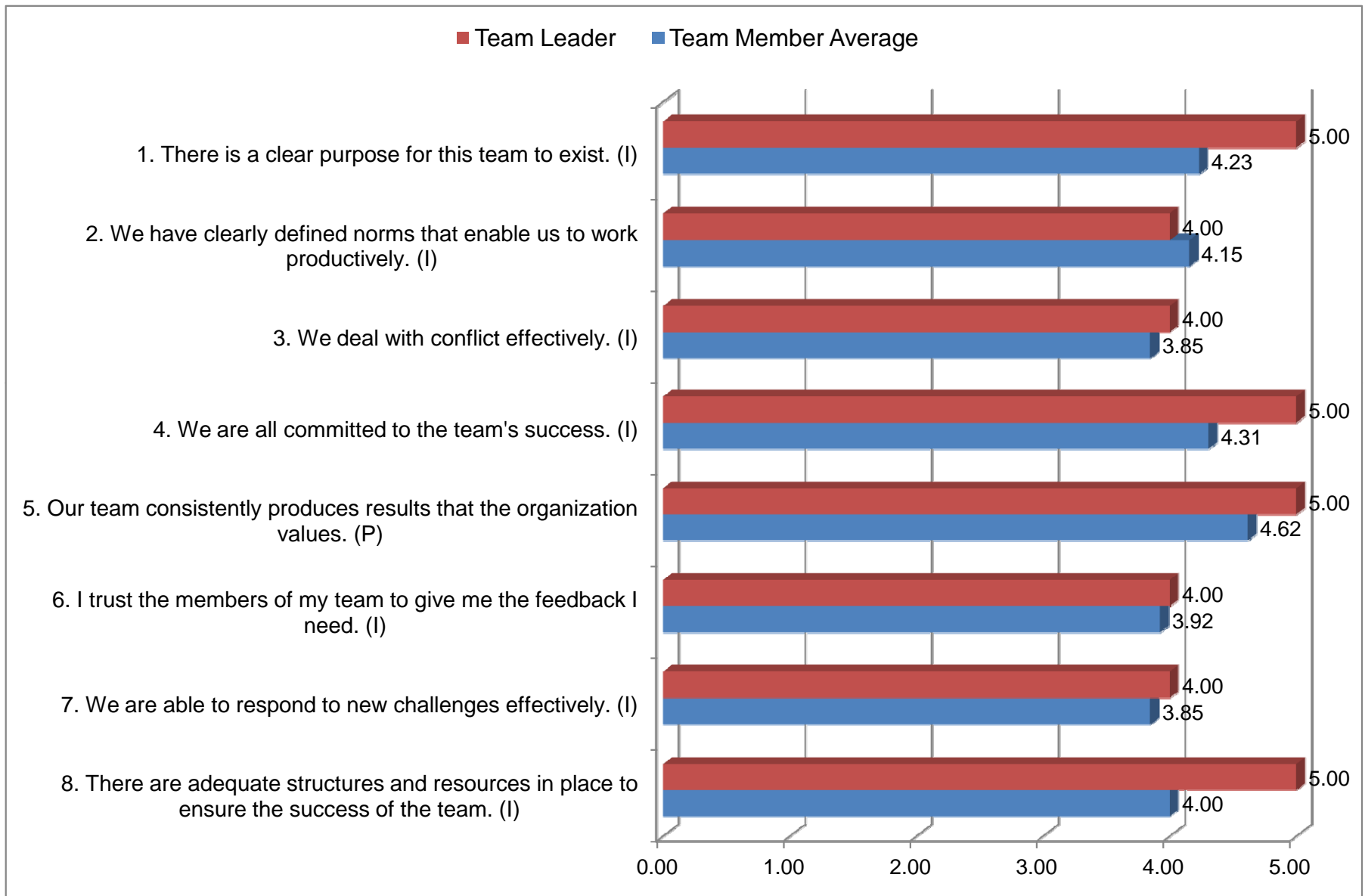
This section displays models detailing where the team stands in terms of its development. The first model is derived from the average responses across the whole team, while the next two models were created from only team members' responses and only the team leader's responses. The team's current stage is identified as well as the stage the team members and leader perceive to be current. Item content is displayed within a given stage depending on how favorably the team responded. Pay attention to boldfaced items as these represent priority items for the team. Focusing on priority items will help expedite the team's development towards Production.

# Four Stages of Team Development



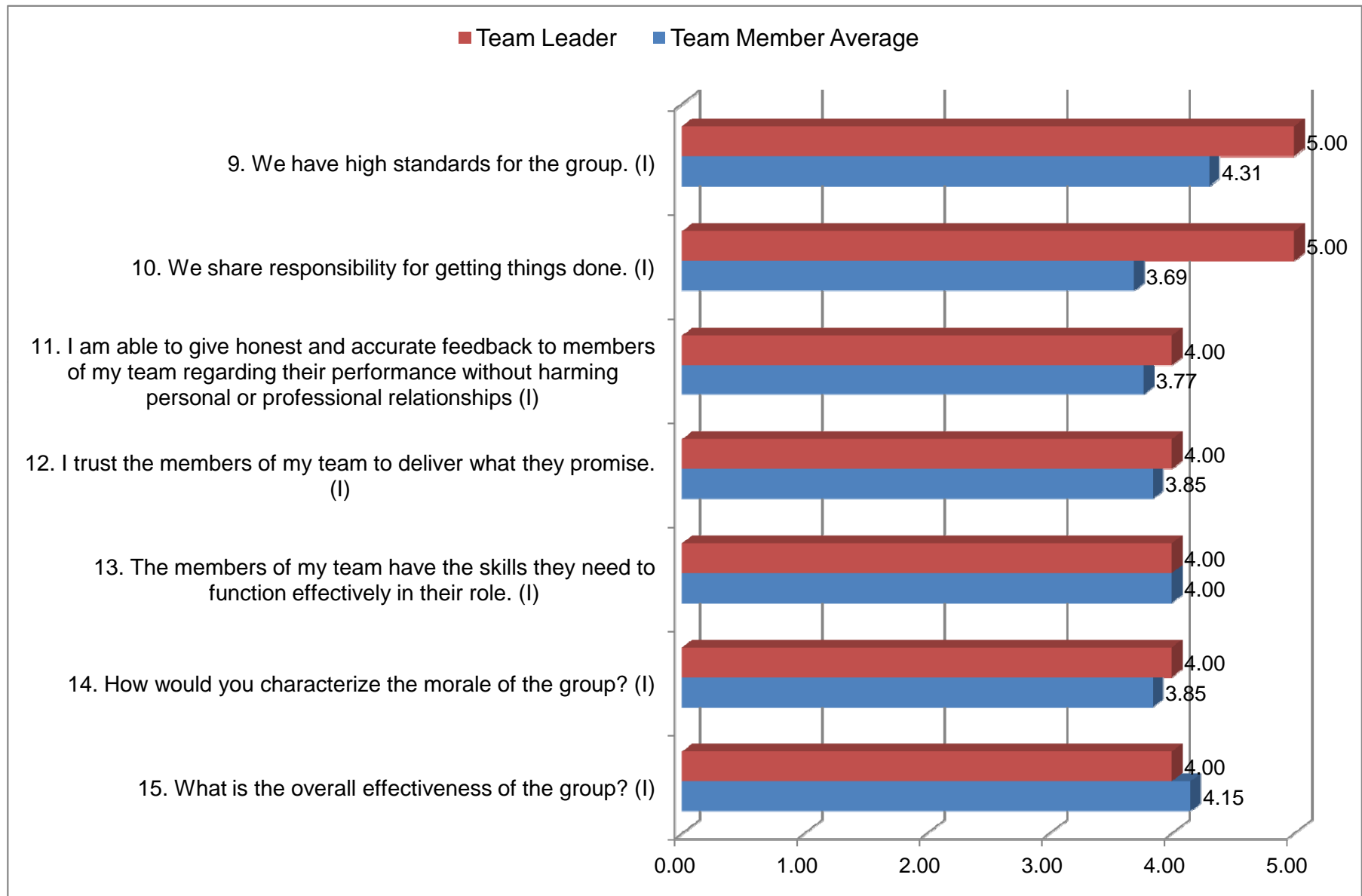
# Team Survey - Item-by-Item Results

Development stage in parentheses is calculated from the average responses for the whole team  
(O) = Orientation, (D) = Dissatisfaction, (I) = Integration, (P) = Production



# Team Survey - Item-by-Item Results

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## Written Comments

All team members were asked to provide comments in the first question. Depending on the pattern of responses for some survey items, team members were asked to provide additional feedback through responses to additional open-ended questions. This feedback is provided below. This information will be useful towards advancing the team through each development stage.

### **Why does the team exist? Please describe its purpose.**

*No comments provided*

### **What type of conflict is most difficult for this team to resolve?**

- We don't deal poorly with conflict, but we could discuss small items more openly.
- inter department priorities get in the way sometimes... / inter personal conflicts not spoken but a lot of non-verbal language

## Written Comments

Depending on the pattern of responses for some survey items, team members were asked to provide additional feedback through responses to additional open-ended questions. This feedback is provided below. This information will be useful towards advancing the team through each development stage.

### **What is the feedback that you are not receiving that would be helpful to your success?**

- preference to complain to others rather than to give constructive feedback
- I think that some of us are worried we may hurt another's feelings if we share constructive feedback. Also, many of us have so much work on our plate that we sometimes fail the team or miss something, it doesn't seem right to critique another when you aren't always perfect either.

### **What resources or structure does the team need to be successful?**

*No comments provided*



## Written Comments

Depending on the pattern of responses for some survey items, team members were asked to provide additional feedback through responses to additional open-ended questions. This feedback is provided below. This information will be useful towards advancing the team through each development stage.

### **What kind of feedback do you feel unable to share? Why?**

- many team members are sensitive. do not talk to you for a while. do not know why. just stopped giving feedback to eliminate conflicts. employees told to recommend not complain; however does not work for mgmt - in some cases neither is acceptable
- Concerns about job performance.

### **What are the skills that the team needs, but still lacks, to be successful?**

- communication the entire loop
- We make list after list of items that fall on maintenance and/or production. So, we are putting added tasks on the supervisors who insure the plant continues to produce gallons to achieve our budget. There is no mechanism to give these folks any help.

# Current Team Progress - Full Team

Survey items are referenced within stages based on how they were scored by the entire team.  
Priority items within each stage are boldfaced and underlined.

## 1. Orientation

## 2. Dissatisfaction

## 3. Integration - Actual Stage / Members' and Leader's Perceived Stage

- Commitment to Team's Success, High Standards, Team Purpose, Clear Norms, Group Effectiveness, Structures and Resources, Right Skills, Trust I Get Feedback, Conflict Management, **New Challenges, Trust to Deliver Results, Morale\***, **Share Responsibilities, Able to Give Feedback**

\* Morale is an outcome variable - it is best addressed by attending to the process variables.

## 4. Production

- Results

# Current Team Progress - Team Members Only

Survey items are referenced within stages based on how they were scored by the entire team.

Priority items within each stage are boldfaced and underlined.

## 1. Orientation

## 2. Dissatisfaction

## 3. Integration - Actual Stage / Members' Perceived Stage

- Commitment to Team's Success, High Standards, Team Purpose, Clear Norms, Group Effectiveness, Structures and Resources, Right Skills, Trust I Get Feedback, Conflict Management, **New Challenges, Trust to Deliver Results, Morale\***, **Able to Give Feedback, Share Responsibilities**

\* Morale is an outcome variable - it is best addressed by attending to the process variables.

## 4. Production

- Results

# Current Team Progress - Team Leader Only

Survey items are referenced within stages based on how they were scored by the entire team.

Priority items within each stage are boldfaced.

## 1. Orientation



## 2. Dissatisfaction



## 3. Integration - Actual Stage / Leader's Perceived Stage

- Clear Norms, Group Effectiveness, Right Skills, Trust I Get Feedback, **Conflict Management, New Challenges, Trust to Deliver Results, Morale\***, **Able to Give Feedback**

\* Morale is an outcome variable - it is best addressed by attending to the process variables.

## 4. Production



- Results, Commitment to Team's Success, High Standards, Team Purpose, Structures and Resources, Share Responsibilities

# Additional Resources for Team Development

A list of outside resources is provided here as reference material to provide additional detailed recommendations for team development.

Blanchard, K., Carew, D., & Parisi-Carew, E. (2000). The One Minute Manager Builds High Performing Teams. William Morrow and Company: New York.

Lencioni, P. (2002). The Five Dysfunctions of a Team. Jossey-Bass: San Francisco.

Hanlan, M. (2004). High Performance Teams: How to Make Them Work. Praeger: Westport.

Huczczko, G. E. (1996). Tools for Team Excellence: Getting Your Team Into High Gear and Keeping it There. Davies-Black: Palo Alto.