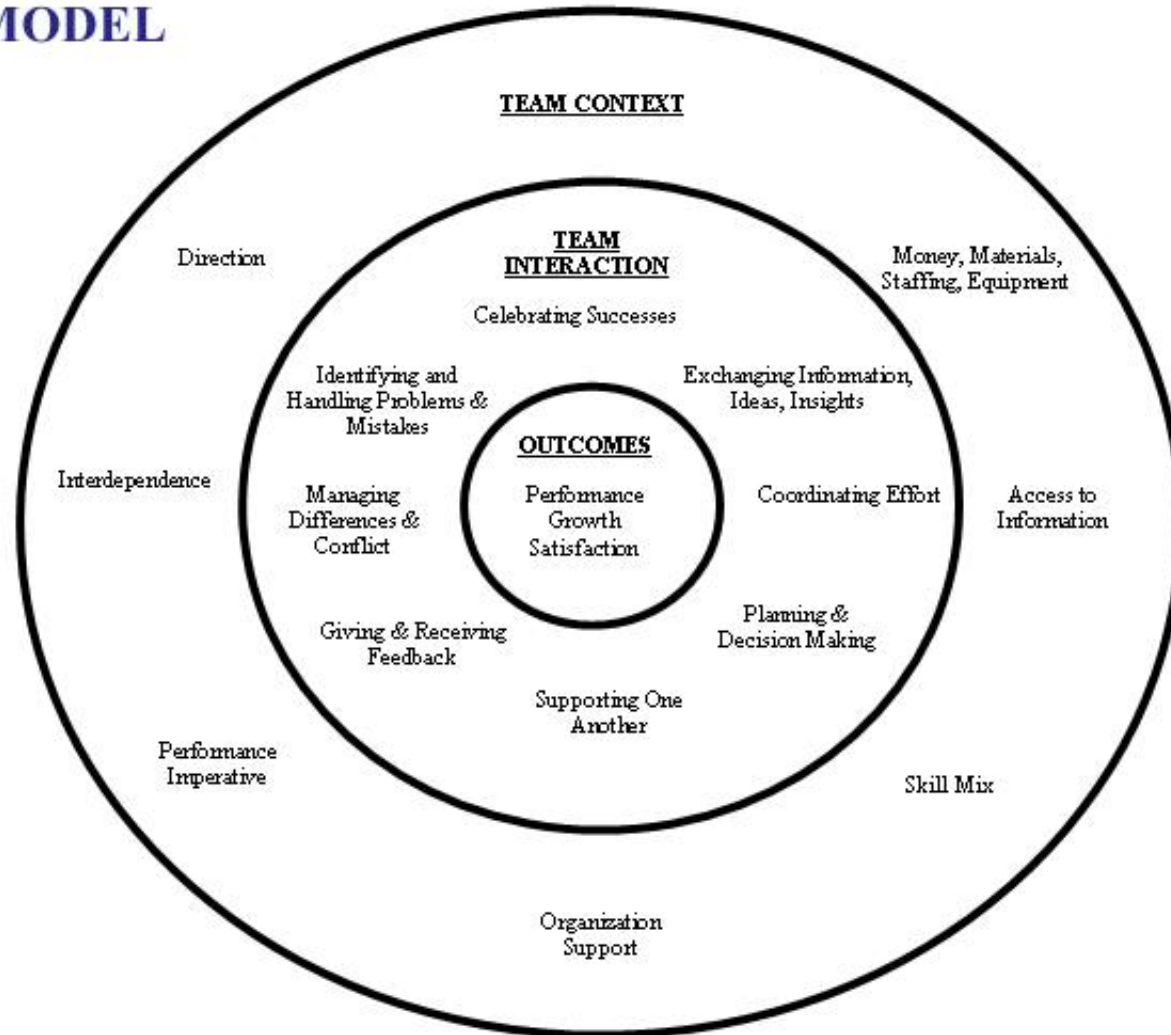


# Team Check

Report for: Chris Sample

## THE MODEL



This report offers feedback from:  
4 team members.

## TEAM CHECK REPORT

### Overview

Team Check is an assessment instrument for people interested in developing and maintaining truly high-performing teams. The teaming characteristics it measures represent very high standards. Do not expect your team to rate yourselves consistently high in all the areas identified. The report can be used in several ways:

The ratings and comments which you and your teammates provided in the survey offer insight to the range of perspectives about your strengths and potential development areas as a team. We recommend that you celebrate shared perspectives of strengths, identify priority areas for development, and explore differences of opinion in areas where team members experience the team differently. The survey results are best used as a springboard for discussion among the team.

In addition to the snapshot of your team's current effectiveness provided by the ratings, this report also offers a basic tool for team development. Because the specific measures of merit outlined in the Team Check survey and report are based on practices of exceptionally effective teams, they can be used as a guide for developing high-performance teams: an outline of teaming characteristics to which you may choose to aspire.

The report that follows covers the three areas of team effectiveness identified in the model on the previous page and assessed in the Team Check survey:

### TEAM INTERACTION:

**Key elements of team interaction (specific behaviors, mind-sets and assumptions) which contribute to highly effective teamwork in the following areas:**

- **Setting and Monitoring Standards for Performance**
- **Exchanging Information, Ideas and Insights**
- **Coordinating Effort**
- **Planning and Decision Making**
- **Supporting One Another**
- **Giving and Receiving Feedback**
- **Managing Differences and Conflict**
- **Identifying and Handling Problems and Mistakes**
- **Celebrating Successes**

You and your teammates were asked to rate the team's effectiveness by indicating the extent to which your team is effective in demonstrating the specific behaviors listed under each of the categories above.

To help you prioritize development areas, you were also asked to provide your recommendation regarding the level of emphasis the team should place on each of the categories in order to be most effective as a team.

(The bulk of the survey and this report were devoted to this section of the model, as the daily internal interactions of the team are the foundation on which high performance is built.)

## **TEAM CONTEXT**

**Factors that describe the unique context in which your team works, such as the degree to which you have a shared sense of direction, the support needed from the larger organization, and a clear imperative to work as a team.**

In order to provide a picture of the context in which your team operates, you and your teammates were asked to identify the extent to which you agree or disagree with statements describing specific elements of team context which typically contribute to high-performance teams.

## **OUTCOMES**

**Key outcomes of your teamwork, including the performance level of the team and the satisfaction and potential for growth experienced by team members.**

In order to get a sense of bottom line outcomes of your teamwork, you and your teammates were asked to indicate the extent to which you agree or disagree with statements describing outcomes typically experienced by high-performance teams.

# How to read this report:

Team characteristic measured by the items below

Number of team members indicating they have not observed the item being rated

Distribution of ratings by team members for an item. Number indicates total number of persons responding in each category.

Your personal rating of the item

## Setting and Monitoring Standards for Performance

The extent to which the team takes time to establish clear "success criteria" for tasks they do and "standards" for their teamwork; hold themselves and each other accountable for these standards; and use them to assess the team's effectiveness.

	Items	Not Observed	Not effective	Slightly effective	Moderately effective	Very Effective	Extremely Effective	Team	Self
1	Our team establishes clear "success criteria" for tasks we take on, so we have a common definition of quality for each task, product or service we produce.	0	0	0	1	0	2	4.25	3.00
2	Our team has established clear "standards for interaction" describing how we want to work together as a team.	0	1	In the team column: • If less than three other team members responded to the survey, no responses will be printed • Missing numbers indicate greater than 50% of team members didn't answer • "*" indicates a wide range of viewpoints among team members about this item (individual responses among team members differ by 3 or more points)				3.25*	3.00
3	As team members, we hold ourselves and each other accountable to our team's standards of performance -- both in the task at hand and in functioning as team members.	1	0					2.00	
4	Task and project reviews (interim check-ins and include assessment of our team interaction ("hold together") as well as task success.	0	0					3.00	2.00
5	Team members hold themselves accountable for success of whole team goals as well as their individual or subgroup goals	0	0					4.33	5.00
<b>Overall Effectiveness</b>		1	1					5	3

**Scale:** 1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective

"\*" Indicates greater than three point difference between raters

Missing number indicates more that half of the raters did not answer

	Needed level of emphasis on: "Setting And Monitoring Standards For Performance"	A lot less	Slightly Less	About the same	Slightly More	A lot More	Team	Self
	<b>Recommendation:</b>	0	0	0	2	2	4.50	4.00

**Scale:** 1= A lot less emphasis on this 2= Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this

"\*" Indicates greater than three point difference between raters

Missing number indicates more that half of the raters did not answer

Scales that apply to items above are repeated for clarification

- **Red** indicates a potential area for development
- **Black** indicates an average or moderate rating
- **Green** indicates a strength

## Setting and Monitoring Standards for Performance

Report for: Chris Sample

The extent to which: Clear success criteria for tasks and standards for team work are developed by the team and they are actively used to evaluate team and team member effectiveness.

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 Our team establishes clear "success criteria" for tasks we take on, so we have a common definition of quality for each task, product or service we produce.	0	0	0	1	3	0	3.75	4.00
2 Our team has established clear "standards for interaction" describing how we want to work together as a team.	0	0	1	1	1	1	3.50*	3.00
3 As team members, we hold ourselves and each other accountable to our team's standards for performance -- both in accomplishing the task at hand and in functioning as team members.	0	0	1	3	0	0	2.75	3.00
4 Task and project reviews (interim check-ins and final review) include assessment of our team interaction ("how we're working together") as well as task success.	0	0	2	1	1	0	2.75	3.00
5 Team members hold themselves accountable for success of whole team goals as well as their individual or subgroup goals.	0	0	0	0	2	2	4.50	5.00
<b>Overall:</b>	0	0	4	6	7	3	3.45	3.60

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Setting and Monitoring Standards for Performance	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
6 <b>Recommendation:</b>	0	0	0	3	1	4.25	4.00

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Setting and Monitoring Standards for Performance**

Team Average: **4.15**

*Self*

1. some standards are directed from superiors, Within the tean standards have been created after some experience working together

*Team*

2. We seem to all know what a good job looks like, but we never talk about it. I'm not sure we all agree what good team work looks like.
3. We've established standards for interaction as a team which some of us take very seriously. Others are less committed.

Most of us are very committed to whole team goals. Hard to get those who aren't on board sometimes. We're most alligned for several months after our yearly team building sessions.

## Exchanging Information, Ideas, Insights

Report for: Chris Sample

The extent to which: Information flows freely within the team. Ideas and insights are solicited, offered and carefully considered by all team members

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 Information flows freely: our team members pool experience and expertise.	0	0	0	0	2	2	4.50	5.00
2 Team members take responsibility for speaking up if they have information the group needs, and asking for information they need from the group.	0	0	1	1	1	1	3.50*	4.00
3 Ideas and insights are solicited and welcomed from all members of the team, regardless of place in the hierarchical structure, functional specialty, etc.	0	0	0	0	1	3	4.75	5.00
4 Our team members really listen to each other; we seek to understand as well as to be understood.	0	0	0	3	0	1	3.50	3.00
5 We actively build on each other's perspectives and ideas to increase our collective effectiveness and creativity.	0	0	0	0	2	2	4.50	5.00
<b>Overall:</b>	0	0	1	4	6	9	4.15	4.40

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Exchanging Information, Ideas, Insights	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
6 <b>Recommendation:</b>	0	0	2	2	0	3.50	4.00

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Exchanging Information, Ideas, Insights**

Team Average: 3.25

*Self*

1. we need to better solicit more information from the hands-on users of the proces we have established

*Team*

2. Inter-team communication is excellent.
3. We value other's ideas when they are offered, but don't necessarily ask for the or offer them if others don't ask.
4. When we listen we're great at building on one anothers ideas. When we get "dug in" to our own views we aren't.

Biweekly telecons are generally productive. We need more consistent participation.

There is some cultural resistance to sharing bad news in one of the organizations represented on the team.

## Coordinating Effort

Report for: Chris Sample

*The extent to which: Interdependence is managed purposefully. Team members understand and value the contributions of all members and each person takes responsibility for coordinating their actions with other team members.*

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 Team members understand how their individual and subgroup efforts contribute to whole-team goals.	0	0	1	1	2	0	3.25	3.00
2 All team members have a basic understanding of the responsibilities and challenges of the other team members.	0	1	1	0	0	2	3.25*	<u>1.00</u>
3 Our team members value the contributions of all members.	0	0	0	2	1	1	3.75	3.00
4 Team members take initiative for coordinating effort and considering how our individual actions will affect the work of others on the team.	0	0	1	2	1	0	3.00	<u>2.00</u>
5 Task planning includes identifying the interdependence of team members: who will need what kinds of information and support from whom.	0	0	1	0	3	0	3.50	<b>4.00</b>
6 Team members can count on each other to follow through on commitments. If a team member finds he/she cannot follow through as planned, he/she takes responsibility to alert team members promptly and establish a revised commitment.	0	0	2	1	1	0	<u>2.75</u>	<b>4.00</b>
<b>Overall:</b>	0	1	6	6	8	3	3.25	<u>2.83</u>

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Coordinating Effort	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
7 <b>Recommendation:</b>	1	0	2	1	0	<b>2.75*</b>	4.00

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Coordinating Effort**

Team Average: 3.06

*Self*

1. We have not done taken the effort to inform the worker bees what is at stake and how their performane is critical and appreciated for the succes of the project.

*Team*

2. It seems we are all just doing our own thing and hope someone is coordinating it for a particular program.

3. We need to do about the same amount of coorination of effort as we do now, but we need to bring on board the few folks who sometimes go off on their own without considering impact on others or assuming we'd agree.

The different subgroups have different pictures of what timely follow-through means and it causes us problems

## Planning and Decision Making

Report for: Chris Sample

*The extent to which: When planning or problem-solving, the team takes time to ensure the right persons are involved, that they all have the same picture of what they are doing, and that the decision process is appropriate and clearly understood by everyone.*

Items	Number of Persons Responding						Average Response	
	<i>Not Observed</i>	<i>Not effective</i>	<i>Slightly effective</i>	<i>Moderately effective</i>	<i>Very effective</i>	<i>Extremely effective</i>	<i>Team</i>	<i>Self</i>
1 When launching a task together, we take time to be sure we have a shared understanding of the goals, purpose and importance of the task.	0	0	1	2	0	1	3.25*	<u>2.00</u>
2 When planning or problem-solving, our team members take time to identify who would be affected by the decision and involve them in the process.	0	1	1	0	2	0	<u>2.75*</u>	<u>1.00</u>
3 Our team employs a range of decision-making processes -- from unilateral to consensus -- and makes conscious choices about which to use in which situations.	1	0	1	0	2	0	<b>4.00*</b>	<b>4.00</b>
4 Our team members are clear about what the decision-making process will be for issues we are discussing, e.g., whether we are providing input or engaging in a consensus decision.	0	0	3	1	0	0	<u>2.25</u>	<u>2.00</u>
<b>Overall:</b>	1	1	6	3	4	1	3.06	<u>2.25</u>

*1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.*

Recommendation from team members regarding the appropriate level of emphasis on: Planning and Decision Making	Number of Persons Responding					Average Response	
	<i>A lot less</i>	<i>Slightly less</i>	<i>About the same</i>	<i>Slightly more</i>	<i>A lot more</i>	<i>Team</i>	<i>Self</i>
5 <b>Recommendation:</b>	0	0	1	2	1	4.00	<u>5.00</u>

*1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.*

**Comments about Planning and Decision Making**

Team Average: 3.87

*Self*

1. many decisions are made by superiors or at highest level of the team.

*Team*

2. We need to ask who might be affected by our decisions. Our decision process is puzzeling.
  3. We're good at planning and decision-making when we "circle up" around a task -- physically or by telecon. Sometimes when we are acting individually or in subgroups we forget to consider the impact on others.
- I don't really know whether other team members make conscious choices about what decision-making approach to use or whether they just go with their natural preferences.

## Supporting One Another

Report for: Chris Sample

The extent to which: Team members are committed to each others success. Help is freely offered and team members are expected to ask for help when it is needed.

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 Our team members are committed to each other's success and show that commitment through mutual support.	0	0	0	0	3	0	4.00	4.00
2 Asking for help when needed is considered a responsibility to our team, not a sign of weakness or incompetence.	0	0	0	0	2	1	4.33	4.00
3 Help is offered freely and given in a respectful manner (including asking what help is wanted instead of assuming what support would be useful).	0	0	0	2	0	1	3.67	3.00
4 As team members, when we are asked for help we don't think we can provide, we say "no" and explain why up front.	0	0	1	1	1	0	3.00	3.00
5 If asked by another team member for support we cannot provide, we try to help identify alternative resources or courses of action to support them.	0	0	0	0	2	1	4.33	5.00
<b>Overall:</b>	0	0	1	3	8	3	3.87	3.80

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Supporting One Another	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
6 <b>Recommendation:</b>	0	0	1	2	0	3.67	4.00

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Supporting One Another**

Team Average: 2.95

*Self*

1. who are the key palyers and the postions is not well explained to the staff.

*Team*

2. WE hold support high as a teaming standard and have done some remarkable things. That said, some give more than others and it probably gets old for them.

We aren't good at saying "no" so we sometimes disappoint each other when we don't come through.

## Giving and Receiving Feedback

Report for: Chris Sample

The extent to which: Team members offer and solicit feedback openly as a way of knowing how individual actions affect others, to clear up any misunderstandings, and to help the team and individual team members grow.

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 Team members openly exchange feedback on how our actions affect each other -- both positively and negatively.	0	0	2	1	1	0	2.75	3.00
2 We remember to tell each other what we appreciate about working with each other.	0	1	0	1	2	0	3.00*	1.00
3 Team members deal directly with each other on problems we experience while working together (we talk <i>to</i> each other not <i>about</i> each other).	0	0	2	1	1	0	2.75	3.00
4 Feedback regarding problems is exchanged between team members with the intent of clearing up misunderstandings and finding mutual solutions to problems -- not "dumping" or establishing blame.	0	0	0	2	2	0	3.50	3.00
5 Our team members really listen to feedback from each other and engage in productive dialog -- instead of leaping into a defense, denial, or debate mode.	0	0	2	1	1	0	2.75	2.00
<b>Overall:</b>	0	1	6	6	7	0	2.95	2.40

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Giving and Receiving Feedback	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
6 <b>Recommendation:</b>	0	0	1	0	3	4.50	5.00

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Giving and Receiving Feedback**

Team Average: 2.94

*Team*

1. We are comfortable giving positive feedback, but not negative -- so we don't.
2. When we do it we generally do it well, but we avoid it too much. Avoidance occasionally leads to blow-ups that aren't productive. The temptation to talk about one another instead of stepping up to direct feedback can trip us up.

## Managing Differences and Conflict

Report for: Chris Sample

The extent to which: Different viewpoints are valued and used to produce stronger relationships as well as better results.

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 Differences in perspective, experience, knowledge base, work style, motivators, etc. are valued as strengths: we work at seeing the view from where each other stands.	0	0	1	1	2	0	3.25	3.00
2 When making decisions, our team uses differences of opinion to build a broader picture of the issue: we really listen to each other's perspectives, then work toward an outcome we all can support.	0	0	2	2	0	0	<u>2.50</u>	<u>2.00</u>
3 When dealing with conflicts, team members take responsibility for maintaining healthy working relationships as well as resolving the issue at hand.	0	0	0	0	4	0	<b>4.00</b>	<b>4.00</b>
4 Our team members invest in maintaining trust; if we feel undermined by actions of another, we step up to surfacing the issue and resolving it in a positive manner.	0	1	2	1	0	0	<u>2.00</u>	<u>2.00</u>
<b>Overall:</b>	0	1	5	4	6	0	<u>2.94</u>	<u>2.75</u>

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Managing Differences and Conflict	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
5 <b>Recommendation:</b>	0	0	0	2	2	<u>4.50</u>	<u>5.00</u>

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Managing Differences and Conflict**

Team Average: 3.35

*Self*

1. At the higher levels of management there is an easy respectful with each other. It is very positive and effective. At lower levels in the team, they are primarily told what to do, but many are quite secure to ask questions or force contrary opinions.

*Team*

2. We really value differences. We have talked a lot about resolving conflict earlier, but we are reluctant to bring it up when it appears --afraid to hurt each other. SO it never gets resolved and emerges sometime later.

3. We've learned to value the different perspectives and can get really creative.

We care about most relationships, so work at maintaining them when we're in open conflict, but when we get hurt we carry grudges. Our main downfall is stepping up to opening a dialogue when we feel undermined.

## Identifying and Handling Problems and Mistakes

Report for: Chris Sample

The extent to which: Team members are expected to bring up problems. The team stays focused on finding solutions and learning from mistakes

Items	Number of Persons Responding						Average Response	
	Not Observed	Not effective	Slightly effective	Moderately effective	Very effective	Extremely effective	Team	Self
1 When problems are identified, the team stays focused on finding solutions, not allocating blame.	0	0	1	1	0	2	3.75*	5.00
2 Mistakes are used as data for our future success; team members support each other in efforts to grow and stretch.	0	0	0	1	2	1	4.00	5.00
3 Team members are expected to bring up problems they are experiencing and can expect support for doing so instead of blame.	0	0	1	1	1	1	3.50*	3.00
4 Any team member who sees a problem with a course of action the team is pursuing can stop the action long enough to offer his/her concerns and invite the team to rethink the plan as needed.	0	0	0	2	2	0	3.50	3.00
5 When the team gets "stuck" working on an issue, we take a break from focusing on the task to examine the process of how we are interacting in order to determine how to proceed more effectively.	0	2	1	0	1	0	2.00*	4.00
<b>Overall:</b>	0	2	3	5	6	4	3.35	4.00

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Identifying and Handling Problems and Mistakes	Number of Persons Responding					Average Response	
	A lot less	Slightly less	About the same	Slightly more	A lot more	Team	Self
6 <b>Recommendation:</b>	0	1	2	1	0	3.00	4.00

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Identifying and Handling Problems and Mistakes**

Team Average: 3.69

*Self*

1. Sometimes we do not pay enough attention to those who are less than forceful when raising a potential yet critical issue.

*Team*

2. We do fairly well with this, but under stress we sometimes go for blame, especially when someone seems to have drifted away from the group and doesn't seem as invested.

We could still use work in stepping back and looking at how we are interacting when we get stuck on an issue.

3. We talk about problems, but never seem to get them resolved.

## Celebrating Successes

Report for: Chris Sample

The extent to which: Team members are invested in each others success; team members take pride in, and celebrate, the accomplishments of the team and of other team members.

Items	Number of Persons Responding						Average Response	
	<i>Not Observed</i>	<i>Not effective</i>	<i>Slightly effective</i>	<i>Moderately effective</i>	<i>Very effective</i>	<i>Extremely effective</i>	<i>Team</i>	<i>Self</i>
1 Our team takes time to acknowledge our successes, including interim or "small" successes along the road to reaching a tough goal.	0	0	0	2	1	1	3.75	3.00
2 Each team member's role is valued, so all members feel part of our team's success.	0	0	2	0	1	1	3.25*	<u>2.00</u>
3 We are invested in one another's success, so we are proud of, and feel good about, the successes of other team members as well as our own accomplishments.	0	0	0	1	1	2	4.25	5.00
4 As team members, we acknowledge the support we receive from each other and openly share our successes.	0	0	1	1	1	1	3.50*	<u>2.00</u>
<b>Overall:</b>	0	0	3	4	4	5	3.69	3.00

1=Not effective 2=Slightly effective 3=Moderately effective 4=Very effective 5=Extremely effective  
 "\*\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

Recommendation from team members regarding the appropriate level of emphasis on: Celebrating Successes	Number of Persons Responding					Average Response	
	<i>A lot less</i>	<i>Slightly less</i>	<i>About the same</i>	<i>Slightly more</i>	<i>A lot more</i>	<i>Team</i>	<i>Self</i>
5 <b>Recommendation:</b>	0	1	2	0	1	3.25*	<u>5.00</u>

1=A lot less emphasis on this 2=Slightly less 3=About the same 4=Slightly more 5=A lot more emphasis on this  
 "\*\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Celebrating Successes**

Team Average: 3.76

*Self*

1. although there is a general feeling accomplishment we are lax in focusing on success.

*Team*

2. Celebrating keeps our energy up so we could use to do it more. Most are very forthcoming about support they receive when they are acknowledged for success but we have one team member who seems always to be supporting behind the scenes and isn't acknowledged enough.
3. We are pretty good at this.

## Team Context

Report for: Chris Sample

*The extent to which: The team has a clear sense of purpose and direction, support from the larger organization, the information and resources needed to be successful, and the right mix of skills. Working as a team makes sense as a way to accomplish what is required of the team.*

	Items	Number of Persons Responding					Average Response		
		<i>Don't Know</i>	<i>Strongly disagree</i>	<i>Slightly disagree</i>	<i>Neither agree or disagree</i>	<i>Slightly agree</i>	<i>Strongly Agree</i>	<i>Team</i>	<i>Self</i>
1	Our team has a clear sense of purpose and clear goals that focus our efforts.	0	0	0	0	2	2	4.50	4.00
2	As a team we face important challenges with important consequences.	0	0	0	0	1	3	4.75	5.00
3	The challenges our team faces require us to stretch and perform at an optimum level.	0	0	0	0	2	2	4.50	5.00
4	The success of each individual on our team depends on work done by other team members.	0	0	0	0	2	2	4.50	5.00
5	Team members can benefit from pooling our experience with common challenges we face.	0	0	0	1	1	2	4.25	3.00
6	The results of our collective effort could be enhanced by more teamwork.	0	0	1	1	1	1	3.50*	4.00
7	Our team usually has adequate money, staffing, materials and equipment to do our work.	0	0	1	0	0	2	4.00*	5.00
8	Our team has access to the information we need to do our work.	0	0	0	1	2	1	4.00	4.00
9	Our team has the right mix of skilled and competent members.	0	0	1	0	1	1	3.67*	
10	Others in our organization have a good sense of what our team does and why.	0	0	2	2	0	0	2.50	3.00
11	Our organization fully supports our work as team.	0	0	1	2	1	0	3.00	3.00
12	Our organization knows about our team successes and challenges.	0	0	2	0	1	1	3.25*	5.00
13	Our organization values and rewards good teamwork.	0	0	2	2	0	0	2.50	2.00
	<b>Overall:</b>	0	0	10	9	14	17	4.39	4.00

*1=Strongly Disagree 2=Slightly Disagree 3=Neither Agree Nor Disagree 4=Slightly Agree 5=Strongly Agree  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.*

**Comments about Team Context**

Team Average: **4.39**

*Self*

1. although our organization knows what they expect as an end result, they basically have little idea of how things are actually done. They prefer it this way so that if we fail or do something that might be found that pushes the boundaries of appropriate behavior they can say they were unaware.

*Team*

2. Ours is a team made of folks from different organizations so support varies. We're very clear -- most of us -- that what we do matters. Selling it to our organizations is harder for some than others.

3. What we do is important and we do it well. Unfortunately, people outside our team don't know what we do or how to support us.

## Outcomes

Report for: Chris Sample

*The extent to which: Team performance is high. Team member commitment is strong. Members experience opportunities for personal growth and they are satisfied with, and proud of, the team.*

	Items	Number of Persons Responding						Average Response	
		<i>Don't Know</i>	<i>Strongly disagree</i>	<i>Slightly disagree</i>	<i>Neither agree or disagree</i>	<i>Slightly agree</i>	<i>Strongly Agree</i>	<i>Team</i>	<i>Self</i>
1	Typically, our team is very effective getting team tasks done.	0	0	0	0	2	2	4.50	5.00
2	People who evaluate our team performance are happy with our results.	1	0	0	0	1	2	5.00	5.00
3	Each member of our team feels personally responsible for the team's overall success.	0	0	0	1	2	1	4.00	3.00
4	We accomplish much more as a team than we could as individuals working separately.	1	0	0	0	1	2	5.00	5.00
5	Membership on this team provides many opportunities to learn and grow as an individual.	0	0	1	0	1	2	4.00*	2.00
6	Overall, I am very satisfied with the way our team works together.	0	0	0	1	3	0	3.75	3.00
7	In general, I am proud to be a member of this team.	0	0	0	1	0	3	4.50	5.00
	<b>Overall:</b>	2	0	1	3	10	12	3.60	3.65

*1=Strongly Disagree 2=Slightly Disagree 3=Neither Agree Nor Disagree 4=Slightly Agree 5=Strongly Agree*  
 "\*" Indicates a difference of 3 or more between highest and lowest rating. -- Missing numbers indicate more than half the team members did not rate the item.

**Comments about Outcomes**

Team Average: 3.60

*Self*

1. since most superiors were skeptical that we could do what we said we could do, they had next to no understand of how we achieved exceptional success under very difficult circumstances.

*Team*

2. Sense of responsibility for overall team success varies dramatically -- from superior commitment to relatively indifferent. We do have critical mass though.

3. We are pretty effective, but I don't know whether we could do more if we were a better team.