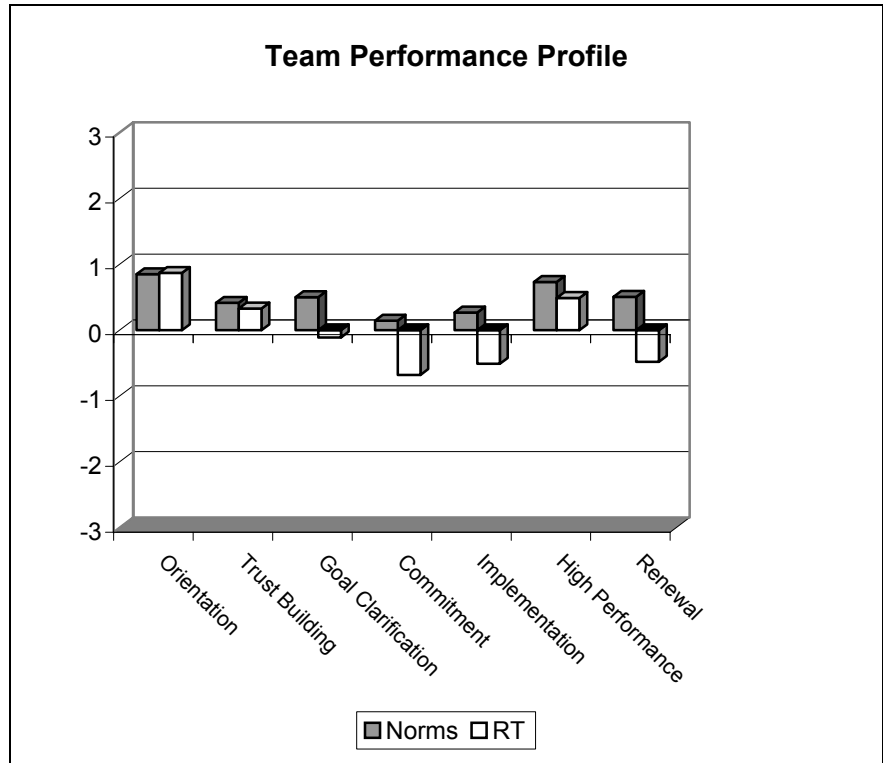


Team Performance Inventory report

Exemplary Company

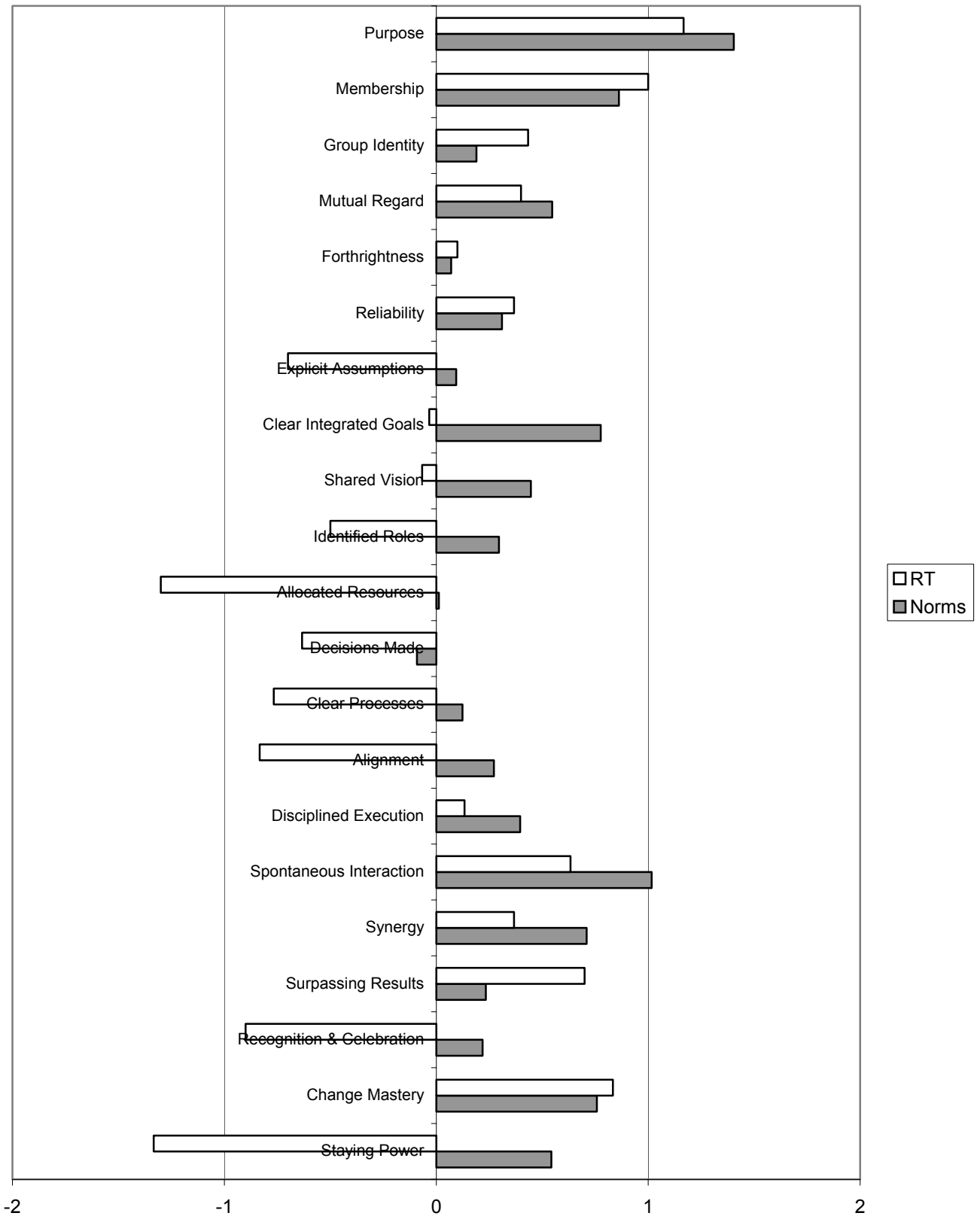
Representative Team

March 2006



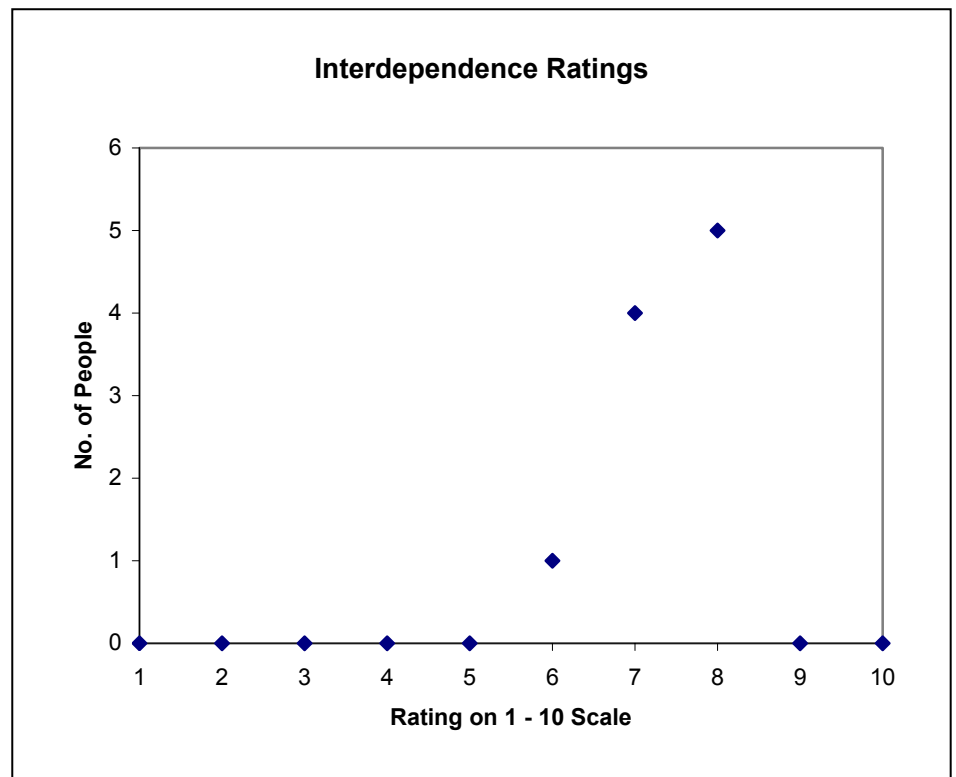
- ❑ Team members' average rating of the team's overall performance on a 1-10 scale is 5.2.
- ❑ The RT Team Performance Profile falls below the TPI norms on six out of seven stages.
- ❑ The team seems to need more clarity about its work, including purpose, goals, methods and processes.
- ❑ Team members seem tentative or ambivalent in their trust of one another. Resolving trust issues more fully may enable the team better to come to grips with the work issues.

Key Profile



INTERDEPENDENCE

The kind of work a team does dictates how interdependent team members need to be. For example, a team of sales people might well work together only once in a while, but a team of rodeo clowns has to constantly be coordinating among themselves. The point isn't to be as interdependent as possible, or as independent. The key things are (1) to operate the way that your work requires for the team to do its best; and (2) for team members to share the same understanding of how interdependent they are and where in their work they are connected and depend on one another.



Comment: Everyone on the Representative team rates the interdependence required by their work on the high side of the scale and within a relatively narrow range. It might be helpful to identify some of the major interdependencies.

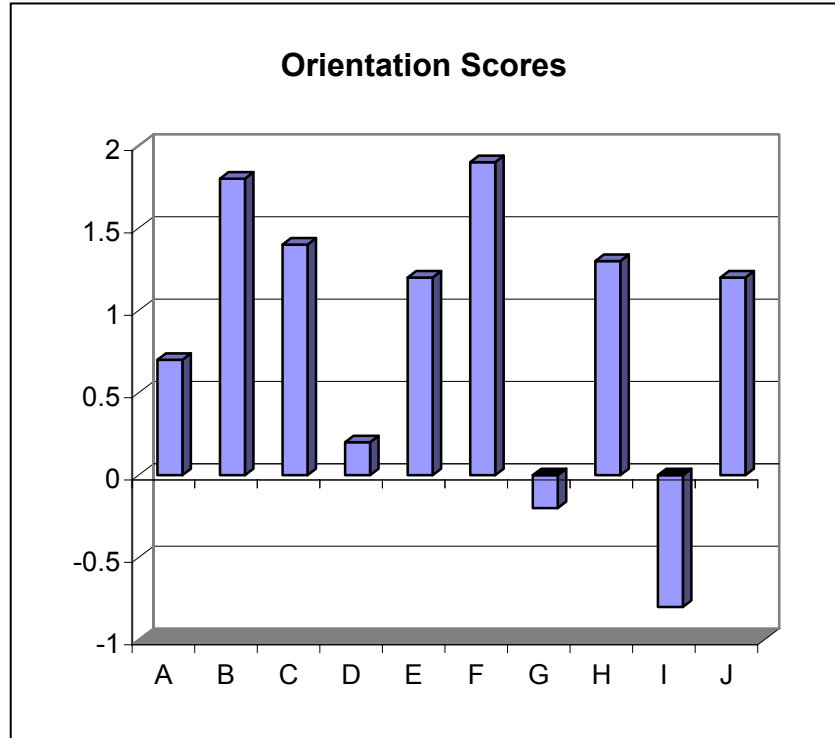
Reflection:

- ❑ What are the key task interdependencies you were aware of in giving the interdependence rating you did?

- ❑ How does the interdependence level differ among team members or over time?

ORIENTATION

In the Orientation stage, team members need to get their bearings, finding out what they're about as team, what gives them to manage and what kind of a team they are in the process of creating. First, this means getting clear about their purpose as a team, what they have to contribute to the organization. At another level, team members individually need to understand what they have to contribute to the team's work, what is expected of them, and what meaning their work holds for them. Finally, the team as a whole may develop a sense of identity, an understanding of who they are and what it stands for collectively as a team.



Overview

The members of the Representative team don't seem to have developed a very secure orientation to the team's work. Although the people on the team seem to have some passion for their work and some sense of being in the right place, they seem unsettled in a number of ways. Most members aren't sure of the team's purpose or the value placed on their work. Some seem to have found a niche for themselves on the team where they feel properly included; others seem to still need to get better connected. Perhaps as a result of this unsettledness, the team doesn't seem to have a strong identity in which members take pride. The first order of business for the Representative team members in strengthening their orientation would seem to be to make the team's purpose explicit, and then explore how individuals can best contribute as integral members of the team.

Purpose

Purpose is established when team members understand what the group is formed to do; when they see it as an acceptable challenge; and when they have the sense that their purpose is important to the organization.

	SD	D	U	A	SA
1. The purpose of our team is clear to me.	.	2	3	1	4
36. I have little enthusiasm for our team's work.	4	6	.	.	.
43. The work our team does is highly valued by the organization.	.	2	6	1	1

Comment: The members of the Representative team seem to have some gusto for the team's work, but not the clarity of purpose they might need to translate their enthusiasm into effective action.

Membership

Membership is resolved when people feel included by other members; when they have a sense of ownership with the group's work; and when they feel a pride of involvement in the team's enterprise.

	SD	D	U	A	SA
22. I feel like an outsider within our group.	2	5	.	3	.
8. Our team has a reputation as a great team to work on.	1	3	4	2	.
57. This team is a good fit for me.	.	.	4	3	3

Comment: While the majority of the Representative team seem to have found a suitable place for themselves on the team, several seem to be struggling to get situated and feel accepted.

Team Identification

Team members identify with the team, and they know who they are as a team. The team has norms, values, things that it stands for, what it's about, that gives it continuity and identity over time. Team members don't feel so much "me and them" about each other; more that they are part of a whole that is important to them.

	SD	D	U	A	SA
15. Our team has a strong sense of identity.	.	4	2	2	2
29. This team has a special character all its own.	.	1	5	2	2
50. Our team's image is an appealing one for me.	.	4	4	1	1

Comment: It isn't at all clear that the Representative team has a strong sense of identity that team members value.

Reflections on Orientation

Think of your team's responses to the Orientation items. What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

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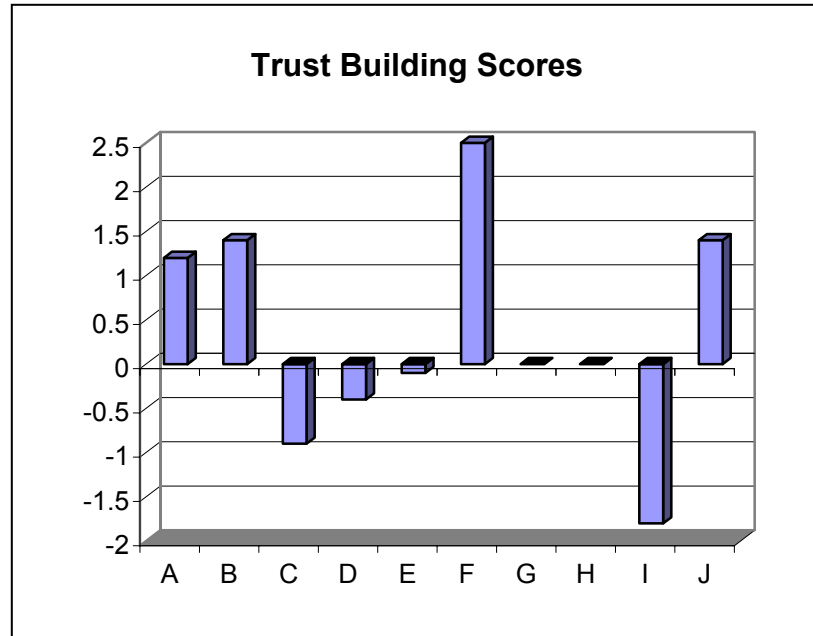
What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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TRUST BUILDING

The central activity of Stage 2 is to establish bonds of trust between team members. When a team has trust, its members respect and rely on one another, and feel secure in one another's confidence. As a result, members can level with one another, report what they think and feel about what is going on in the group, and resolve their differences.

Trust means not only telling one another the truth, but also being able to count on others to do their part, to have the competence to work effectively, and to be reliable enough that others can count on it that you will do what you say you're going to do. Trust produces the kind of information sharing that is essential to all of the remaining stages.



Overview

Trust among the members of the Representative team seems iffy at best. On most issues in question, there is some tilt to the positive side, but the only statement on which the majority agrees is that people do what they say they will. Beyond that, on questions ranging from how authentic and well intentioned members are, how much they level with one another, and how reliable their performances are, some see things as OK, others do not, and others are unsure. It would seem to be important for the members of the Representative team to get at what's behind the mixed messages in these responses, and look for a path to a surer and deeper trust.

Mutual regard implies that team members are at ease with one another and expect respect and good will from the others. They aren't threatened by the others or feel a need to be guarded in dealing with them.

Mutual Regard

	SD	D	U	A	SA
2. Some members of our team have hidden agendas.	3	1	2	3	1
9. You can take the people on this team at face value.	.	3	3	2	2
52. Some people on our team let their own interests get in the way of the team's.	1	4	3	1	1

Comment: There seems to be at least as much wariness and suspicion among members of the Representative team as there is positive regard.

Forthrightness implies that team members trust themselves enough to disclose what they think and feel and see of what the team and individual members are doing. Rather than measure what is acceptable to say or maintain a polite facade, team members level with one another.

Forthrightness

	SD	D	U	A	SA
44. Our way of dealing with tough issues on this team is to avoid them.	2	3	2	3	.
61. We tend to be reluctant to come to grips with uncomfortable issues.	2	1	2	4	1
16. We talk about problems among us in a roundabout way.	.	4	2	4	.

Comment: The members of the Representative team have mixed views of how forthcoming they are with one another.

Trust is built when team members view one another as reliable, that they can be counted on. This implies that they have the ability to produce what the team needs from them and are committed to doing so. The belief in the reliability of others comes over time when they consistently follow through and do what they say they will.

Reliability

	SD	D	U	A	SA
69. On this team, people do what they say they're going to do.	.	2	2	5	1
23. The people on this team usually do their part on time.	.	4	3	3	.
30. Our effectiveness as a team is hurt by the performance of some members.	.	5	2	3	.

Comment: The majority view among Representative team members is that they do follow through on what they say, but not necessarily timely or at the needed level of performance.

Reflections on Trust Building

Think of your team's responses to the Trust Building items. What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

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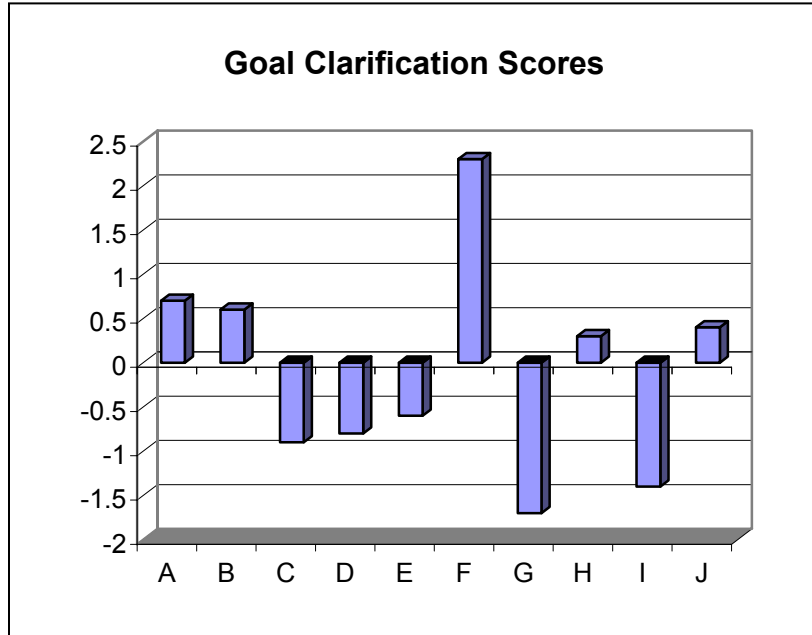
What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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GOAL CLARIFICATION

In Stage 3 of a team's development, its work begins to take shape.

What the team embraced as fundamental purpose in Stage 1 has to be translated into more specific goals and objectives. The team gives specific answers to the question "What are we doing?" It draws a vision for itself, the end point it is aiming for, that provides the general direction for its work. It also sets clear goals that are milestones along the way, measures of its progress, that form the basis of its contract with the organization and the basis for its accountability, both internally and externally.



Overview

The Representative team seems pretty much in the starting gate in terms of clarifying what it is to do. In the view of most team members, the team has neither a long-term vision of what it wants for itself, nor a clear set of goals that might be milestones in getting to its destination. The assumptions team members are making about what they have to do also seem untested and unverified. To be successful, it would seem to be worthwhile for the Representative team to get clearer about what success looks like, both in terms of immediate goals and future direction. The team might begin gaining that kind of clarity by surfacing the assumptions team members hold about what they are to do.

In addressing this issue, a team must make its basic assumptions, premises, values, and philosophy explicit; and, in doing so, it recognizes differences and seeks a resolution to them.

Explicit Assumptions

	SD	D	U	A	SA
64. <i>We've made our working assumptions explicit.</i>	.	6	2	2	.
24. <i>We are working from a well-founded set of assumptions.</i>	.	3	5	1	1
45. <i>Everyone on our team is making the same assumptions about what we have to do.</i>	2	4	3	1	.

Comment: The members of the Representative team don't seem to have a solid grounding in a shared set of assumptions about what they are to do.

Clear, Integrated Goals

Before a group can effectively join in action, it has to share an understanding and consensus about what the team is trying to do.

	SD	D	U	A	SA
3. <i>We have a clear set of goals.</i>	.	7	.	2	1
51. <i>Realistically, our team's stated goals are unachievable.</i>	2	3	2	2	1
10. <i>We lack the measures we need to tell whether we've met our goals.</i>	2	3	.	4	1

Comment: The Representative team's goals don't seem to be clear enough for members to agree on how doable or measurable they are.

Shared Vision

Teams who excel tend to share an uplifting vision for themselves and for their contribution to the organization. Everyone is aligned about the direction to be taken and have a clear enough image of what they want to achieve to serve both as a drawing point and as a standard to test whether they have accomplished it.

	SD	D	U	A	SA
31. <i>We have a clearly drawn vision of where we want to go as a team.</i>	.	7	2	.	1
38. <i>The vision we have for our team is uninspiring.</i>	1	4	2	3	.
58. <i>Whatever team vision we hold has little impact on what we do day-to-day.</i>	2	2	3	3	.

Comment: The Representative team doesn't seem to have a vision clear enough to engage team members and inform their daily actions.

Reflections on Goal Clarification

Think of your team's responses to the Goal Clarification items. What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

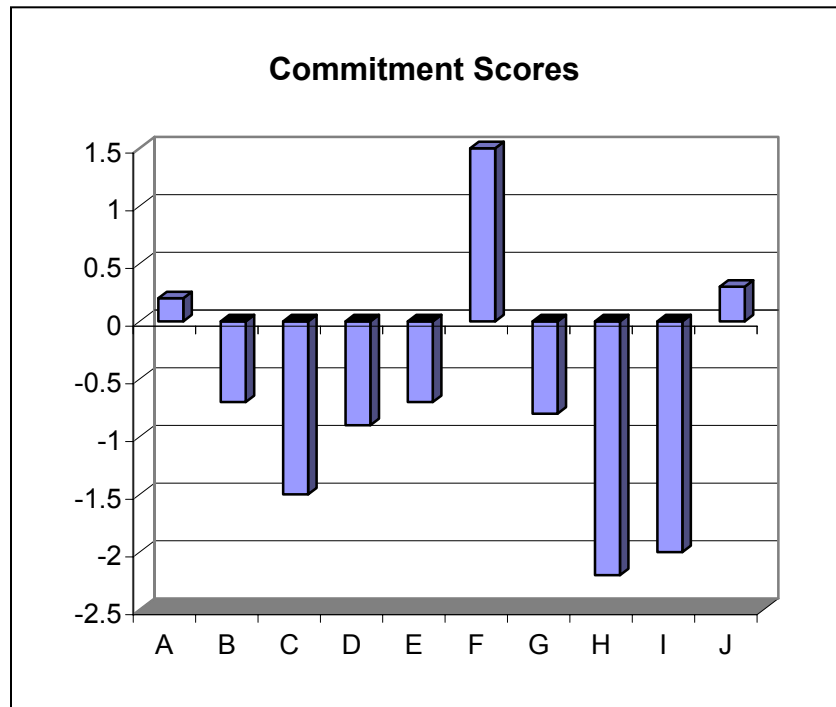
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What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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COMMITMENT

Stage 4 is pivotal in a group's development. At this stage, a team sets itself to do its work, makes the necessary choices, lets go of differences among team members, and finds the resolve it needs to carry it to success. The remaining fundamental questions are answered: decisions are made, resources are allocated, priorities are set, roles are formed, responsibilities are shared, and the team agrees on how it will do business. The crux of Stage 4 is a genuine commitment by the members to what the group is set to do.



Overview

The Representative team doesn't seem to have arrived at a focused team commitment to a way of working together. Some team members consider the way roles are set up to be an impediment. Others see roles as unclear. Decision-making seems slow for some and ineffective for others. The result in the view of many is that the team isn't getting the most out of what it has, while it is trying to do too much. It may be helpful for the Representative team to solidify team member roles and to fill in any gaps; and to strengthen its decision process, which might enable the team to set priorities and use its resources more effectively.

When this issue is resolved, the team has identified all the things it has to do, who is responsible for each of those things, and how they might fit together.

Identified Roles

	SD	D	U	A	SA
<i>4. People on this team are hampered by the way their roles are set up.</i>	.	3	2	4	1
<i>11. The roles of our team members are defined clearly enough.</i>	.	5	2	2	1
<i>65. There are some gaps or gray areas in the way our individual roles are defined.</i>	1	2	1	4	2

Comment: Representative team members seem to have a number of concerns about how well and how clearly their roles are designed.

Allocated Resources

If this element of commitment is settled, the team has enough materials, money, people, and space to do the job; specific resources are dedicated to particular results; team members sense a fit between resources and the work to be done; and priorities are clear.

	SD	D	U	A	SA
<i>46. We could be making better use of the resources we have.</i>	.	.	2	4	4
<i>18. We're trying to do too much with what we have.</i>	.	.	.	3	7
<i>25. We share the resources our team has fairly.</i>	.	2	2	6	.

Comment: In the view of most Representative team members, they are over-extended and not using the resources they have to best effect.

Decisions Made

To move forward freely, teams need an effective way to make decisions, clarity about how control and authority are shared among members and the team leader, and some level of agreement about how team members will work together.

	SD	D	U	A	SA
<i>53. Our team has an effective process for making decisions.</i>	.	6	2	2	.
<i>32. We take longer than we should to make decisions on our team.</i>	.	3	2	4	1
<i>70. I'm as involved as I want to be in the decision-making on our team.</i>	1	5	1	2	1

Comment: Decision-making doesn't seem to be what most Representative team members need in terms of effectiveness, timeliness, or involvement.

Reflections on Commitment

Think of your team's responses to the Commitment items. What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

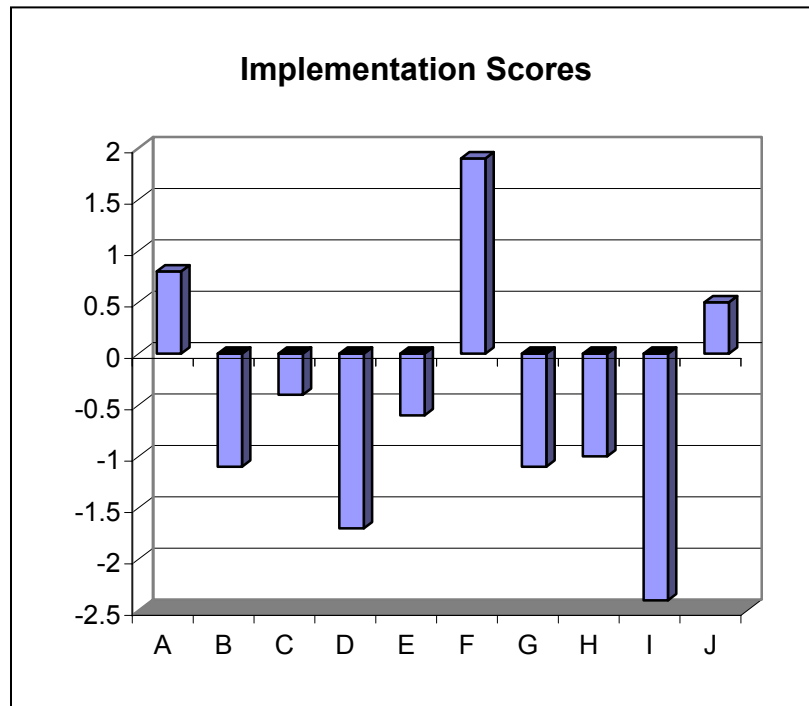
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What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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IMPLEMENTATION

Stage 5 involves the orderly carrying out of the purposes, goals, and decisions that have been set in the previous stages. Implementation requires clear work processes: defining all the tasks that need to be done, their sequence, and who is responsible for what. Not only do individual work processes or chains of activities have to be clear; all of the activities have to fit together into a coherent whole. Then a team can effectively move into action. When a team masters Stage 5, its operations have a smoothness and freedom of action that enable it to move to high performance.



Overview

The Representative team doesn't seem to have put in place the mechanics of implementation needed to work smoothly together and produce consistent results. Most members agree that their work is not well coordinated. Members differ on how much this disjointedness is attributable to the quality of their work processes. They also differ in how they see the consistency and timeliness of results. It might be useful for the members of the Representative team to identify any specific instances when they fell out of alignment with one another, missed a deadline, or misplaced an assignment. Tracing such instances back to their causes might enable the team to determine what mechanisms it needs to keep its work smooth and on track.

High performing teams tend to have well defined work processes, and some sort of schedule showing who is to do what when.

Clear Processes

	SD	D	U	A	SA
12. We have clearly defined operating procedures.	1	3	1	4	1
5. Our work processes seem to result in inefficiencies.	.	.	.	7	3
47. We too often ignore the procedures we are supposed to follow.	1	3	1	4	1

Comment: While Representative team members don't agree on how clear their work processes are or how faithfully they follow them, they do agree that their result is inefficiency.

Alignment

On a team with good alignment, roles fit together, people support the same objectives, and work is integrated.

	SD	D	U	A	SA
19. We have a hard time staying in synch with one another.	1	2	.	6	1
40. The different activities of our team members mesh smoothly together.	.	8	.	2	.
55. At times we seem to be working against one another.	1	2	1	6	.

Comment: The members of the Representative team seem to be having trouble staying in step with one another.

Disciplined Execution

A quality team executes well: it works smoothly, with good timing and results.

	SD	D	U	A	SA
33. Missing deadlines is a problem for our team.	.	3	2	4	1
54. We are persistent in working through problems until tasks are completed.	.	3	2	5	.
59. Our team has the discipline to stay on track.	.	4	.	5	1

Comment: About half the people on the Representative team seem to think they are disciplined in timely completing tasks, but the others aren't so sure they agree.

Reflections on Implementation

Think of your team's responses to the Implementation items. What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

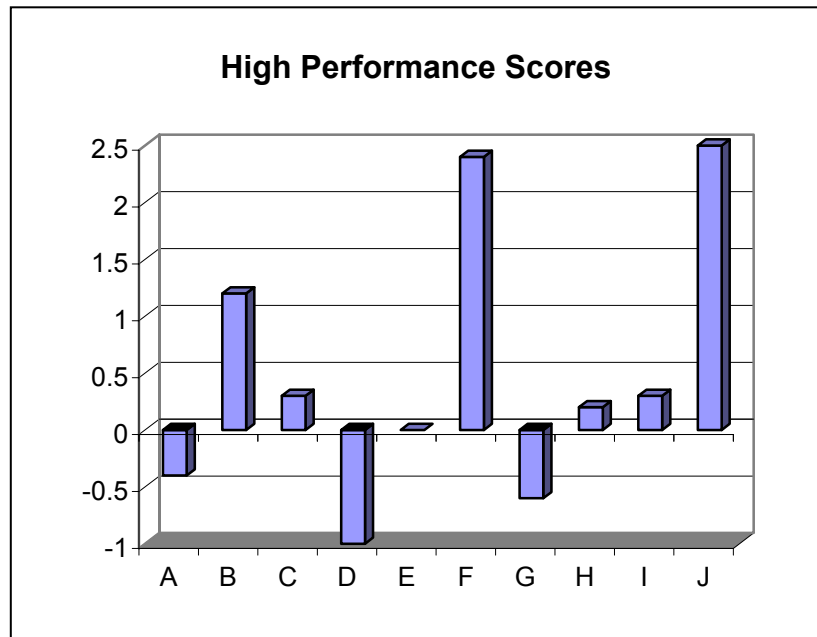
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What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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HIGH PERFORMANCE

When a group "clicks," team members outdo themselves, accomplishing more than the sum of their individual talents would permit. The way members of high performing teams work together is distinctive. They interact easily, with little defensiveness, and an intuitive sense of how to be supportive of one another. They are accomplished in their work and at ease with it. They respond to one another, bring out the best in one another, and make one another better performers. High performing teams accomplish exceptional results, not necessarily everything they hoped for, but what seems like the "best that can be done" under the circumstances.



Overview

The members of the Representative team don't see it clearly as a high performing team at this time, no surprise given the number of unresolved issues on the previous stages. There is some semblance of a few of the features of high performance, including some ease of interaction, a limited degree of synergy, and what many members see as remarkable results. However, there doesn't seem to be the vitality in team members' interactions nor the breadth of synergy typical of high performance. To advance more squarely into the realm of high performance, the Representative team needs to resolve the unsettled issues of the previous stages.

Spontaneity in interactions tends to arise when team members don't have to conform to a lot of conventions in their behavior nor submit to numerous rules and reviews. They are able to be themselves and exercise a good deal of freedom in the way they work. There is a lot of easy give and take, and creativity emerges from their willingness to follow the flow of their ideas in an unguarded way.

Spontaneous Interaction

	SD	D	U	A	SA
13. <i>The people on this team are at ease in dealing with one another.</i>	.	3	1	4	2
63. <i>The give and take among our team members is good-natured.</i>	.	1	.	7	2
60. <i>The interactions among the people on our team are invigorating.</i>	.	7	.	2	1

Comment: There seems to be some easiness and good feeling in the interactions among Representative team members, but the people on the team evidently don't find them very stimulating.

Synergy

When a team has synergy, it tends to break boundaries in some sense: it goes beyond the capabilities of individual members, expectations of them, or situational constraints. Interactions among team members are easy and supportive. The team outdoes itself.

	SD	D	U	A	SA
41. <i>What we achieve as a team is much more than the sum total of our individual contributions.</i>	.	2	1	6	1
48. <i>We have a synergy that involves everyone on the team.</i>	.	8	.	1	1
6. <i>Synergy among us has a direct payoff in results we produce.</i>	.	3	.	4	3

Comment: There seems to be an effective synergy among some members of the Representative team, but it apparently doesn't include everyone.

Surpassing Results

High performing teams produce exceptional results. They don't do the impossible, but they do the best that can be done under the circumstances, and most would agree that they achieve what many teams do not.

	SD	D	U	A	SA
27. <i>What we've accomplished as a team is remarkable.</i>	.	2	2	3	3
66. <i>Our work products clearly reflect who we are as a team.</i>	.	3	4	2	1
56. <i>Our team production represents a high return on the investment of resources.</i>	.	2	3	2	3

Comment: Most Representative team members see it as highly accomplished though perhaps lacking a distinguishing character.

Reflections on High Performance

Think of your team's responses to the High Performance items.
What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

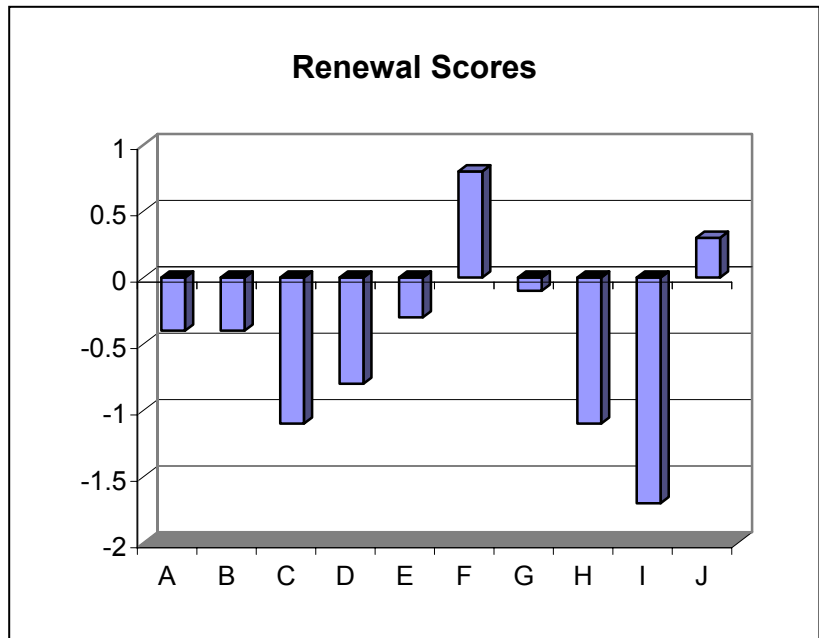
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What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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RENEWAL

Whatever level of performance a team reaches, things change for it over time. Members come and go. Those who stay change and grow; their needs and hopes and goals evolve. The task itself may change, or the circumstances in which the team works. To sustain its level of performance, a team has to nourish and renew itself. That means keeping its original purposes in sight, but frequently taking a fresh look at what they should be doing. It means taking care of individual members, celebrating their work together, and recognizing their contributions. It means learning and changing.



Overview

The Representative team seems to be a team in need of renewal. Team members seem exhausted, and up and down with their energy level. Fatigue may be part of the reason morale may be declining, and team members aren't very active in managing change, though they are inclined to do so. The lack of recognition or celebration may also be contributing to the team's diminishing energies. It might be useful for the members of the Representative team talk about what kind of recognition and celebration would be uplifting for them, and how to get more of what they need. Team members might also consider what they need to sustain their energies, and how to take better care of themselves in the future.

A renewing team takes the time to rejoice in its accomplishments, celebrate work well done, and refresh itself. Members enjoy a sense of fun among themselves and with their work.

Recognition & Celebration

	SD	D	U	A	SA
21. I appreciate the way our team's work is recognized.	.	6	3	1	.
34. The recognition we get on this team is evenhandedly given.	.	4	3	2	1
14. Our work on this team gets less recognition than it deserves.	.	.	3	5	2

Comment: The needs of Representative team members around recognition and celebration apparently aren't being met.

Change Mastery

Over the course of time, a team experiences a variety of changes: in membership, in the phases of its work, in external circumstances, and in its vision and needs. Teams that continue to be successful learn and handle change well.

	SD	D	U	A	SA
35. As a team, we tend to be resistant to change.	.	7	2	1	.
49. We make it a point to actively manage change.	1	3	2	3	1
68. We take on changes as opportunities rather than as threats.	.	1	2	6	1

Comment: The Representative team seems somewhat disposed to deal with change, but it may not be as active in managing change as it needs to be.

Staying Power

A renewing team keeps its overarching goals fresh; it maintains a high energy level; and it takes the time to recommit.

	SD	D	U	A	SA
42. Our team seems drained by the work it has to do.	.	.	1	4	5
28. Our energy as a team seems to keep going up and down.	.	2	2	4	2
67. We are in a period of declining morale.	.	2	3	4	1

Comment: The Representative team seems to be showing some signs of wear and tear.

Reflections on Renewal

Think of your team's responses to the Renewal items. What issues are important enough to warrant discussion by the team?

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For the issues you selected, what happens to make you think it's an important, unsettled issue? What do people on the team do or say (or not) that makes an issue of it?

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What do you see in these issues? What do you think, feel or observe about them? What information do you have about them or would you like to get from other team members that would help resolve them?

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LEADERSHIP

	SD	D	U	A	SA
<i>62. Our team leader seems to have mixed feelings about being part of our team's work.</i>	.	4	3	1	.
<i>37. Our team leader is open and honest in dealing with us.</i>	.	2	2	2	2
<i>17. Our leader seems unsure about what our team has to do.</i>	2	3	2	1	.
<i>39. Our team leader delegates authority effectively.</i>	.	3	2	3	.
<i>26. Our leader has a knack for making things happen smoothly.</i>	1	3	3	1	.
<i>20. Our leader brings out the best in each of us.</i>	.	3	3	2	.
<i>7. We get plenty of positive feedback from our team leader.</i>	.	5	1	2	.

Comment: The responses of Representative team members to the leadership items on the TPI are mixed, but on balance they are slightly more positive than negative. Team members give the team leader the most credit for sureness about what to do (although given their responses on goal clarification, that certainty about what to do may not have been fully communicated or accepted). On the other items, the responses are here and there, with the amount of feedback apparently the least met need. Given the mix of responses, the team might do well to offer more specific feedback to the team leader on these and other critical leadership issues.