

Performance Skills - Teams
PS Teams Feedback Report
Team

HRD Press

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INTRODUCTION

Report Overview

Recently, you completed a team effectiveness instrument, PS Teams. You may recall that you were asked to provide ratings for 57 team behaviors. All team members have also completed the instrument. This report presents your team's assessment results.

Your team feedback report contains the following sections:

1. COMPETENCY DEFINITIONS:

This section provides definitions of each of the team effectiveness competencies. Each of the 57 team effectiveness behaviors is linked to one of the 11 competencies. Use these definitions as a reference when you review the reports and interpret the results.

2. COMPETENCY RATINGS GRAPH:

This graph displays assessment results for all competencies. The team behaviors linked to each competency are averaged and the results are displayed as a bar.

3. COMPETENCY RANKING:

This report rank orders the 11 competencies by those in which you have the highest development needs to those in which you have the lowest development needs. The report presents rankings according to an average of all team members perspectives.

3. SUPPORT DATA - TEAM SCORES:

The data presented in this report are the heart of your assessment results. It presents the results from all team members for each behavior. Behaviors are organized under the competency to which they are linked. A thorough review of this report may reveal new or additional development priorities. It may also point out potential areas to discuss with your team.

COMPETENCY DEFINITIONS

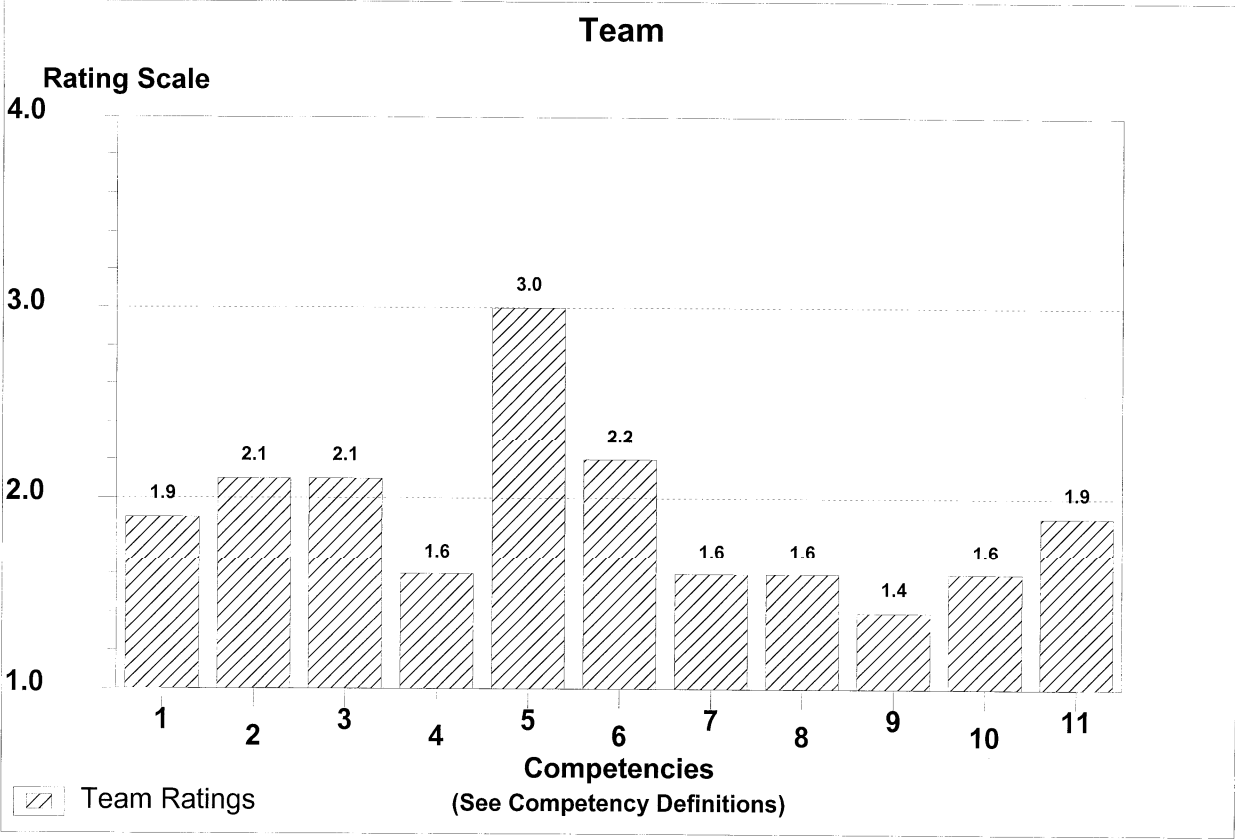
- 1. Committing to a Team Approach.**
At the hub of the model, and central to effective teamwork lies the commitment of each individual member to the understanding and acceptance that working together as a team is a more effective approach to accomplishing the purpose of the team than working alone. This competency measures the extent to which individual team members accept the value of the teamwork approach to accomplishing their purpose.
- 2. Communicating Effectively Within Teams.**
Effective communication is the foundation of all other interpersonal skills. Without it, team members cannot be effective. This competency measures the extent to which team members share meaningful information and feedback with each other. It measures whether all team members are open and freely express opinions, reactions and feedback, and whether the team climate is "safe" and does not threaten retribution or penalty for open expression.
- 3. Utilizing Team Member Abilities.**
One of the most apparent advantages of effective teamwork is the ability to draw on the knowledge, skills, and interests of team members. Effective teams use the skills and abilities of their team members so people don't feel that their time or effort is wasted. These teams believe that the results of team effort are greater than the sum of all individual efforts. This competency measures the extent to which the team uses its members as resources from which to draw expertise and develop each other.
- 4. Resolving Team Conflicts.**
Team members are individuals, and differences are inevitable. When differences result in conflict, crisis is not inevitable. This competency measures the extent to which the team manages conflict in such a way that solutions are fully supported.
- 5. Creating a Shared Team Purpose.**
Mission is the practical and pragmatic statement of the purpose for which the team exists. The mission clearly defines why the team exists and what the team should accomplish, and is used to direct the efforts and initiatives of all team members. This competency measures the extent to which the strategic business purpose for the team is understood and supported by each team member.
- 6. Planning for Results.**
This competency measures the extent to which the team engages in planning strategies for achieving its goals and objectives.
- 7. Making Meetings Work.**
Is there anything more frustrating to team effectiveness than a meeting that wastes the time of the people who attend and doesn't accomplish its objectives? This competency measures the extent to which a team prepares for and conducts meetings that make the most of the time and effort of team members.
- 8. Evaluating Team Process and Performance.**
To achieve continuous growth and development, the team must be committed to improvement through ongoing assessment. This competency measures the extent to which the team evaluates the way that the team currently functions.
- 9. Making Team Decisions by Consensus.**
The effective team approaches decision making as a natural extension of its existence and uses these situations as opportunities for improvement. This competency measures the extent to which the team has established and follows an effective process for making decisions.
- 10. Solving Team Problems.**
The effective team approaches problem solving as a natural extension of its existence and uses these situations as opportunities for improvement. This competency measures the extent to which the team has established and follows an effective process for solving problems.

COMPETENCY DEFINITIONS

11. **Climate.**

Although Climate is not a formal part of the Team Effectiveness model, it is a critical part of understanding the conditions that contribute to team effectiveness. Climate measures the extent to which team members feel that the environment in which they work supports and encourages the teamwork approach.

Competency Ratings



1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree D = Does Not Apply

COMPETENCY RANKING

Job Strengths

Team

1. Creating a Shared Team Purpose
2. Planning for Results
3. Utilizing Team Member Abilities
4. Communicating Effectively Within Teams
5. Climate
6. Committing to a Team Approach
7. Evaluating Team Process and Performance
8. Solving Team Problems
9. Resolving Team Conflicts
10. Making Meetings Work
11. Making Team Decisions by Consensus

Development Needs

TEAM SCORES

<u>Competency/Behaviors</u>	<u>Mean</u>	<u>Ratings</u> (Percent / Number of Responses)					
		1	2	3	4	D	Total
Competency: 1. Committing to a Team Approach	1.9						
1. The team accomplishes the tasks for which we are responsible.	2.8	0.0% (0)	20.0% (1)	80.0% (4)	0.0% (0)	0.0% (0)	100.0% (5)
2. The team works to maintain harmonious team relationships.	1.8	20.0% (1)	80.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
3. I understand the role(s) that I play on this team.	2.2	20.0% (1)	40.0% (2)	40.0% (2)	0.0% (0)	0.0% (0)	100.0% (5)
4. Team members participate equally in team efforts.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
5. Team members cooperate with each other in team assignments.	2.0	0.0% (0)	100.0% (5)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
6. Team members follow an effective set of ground rules to guide how we operate as a team.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
7. Team members share responsibility and accountability for accomplishing our goals.	1.8	20.0% (1)	80.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
8. The team pulls together as a unit.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 2. Communicating Effectively Within Teams	2.1						
9. Team members really listen to each other.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)

(continued...)

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TEAM SCORES

<u>Competency/Behaviors</u>	<u>Mean</u>	<u>Ratings</u> (Percent / Number of Responses)					
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>D</u>	<u>Total</u>
Competency: 2. Communicating Effectively Within Teams	2.1						
10. I am given positive feedback and recognition by other team members.	2.0	20.0% (1)	60.0% (3)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
11. I give constructive or corrective feedback to other team members.	2.8	0.0% (0)	40.0% (2)	40.0% (2)	20.0% (1)	0.0% (0)	100.0% (5)
12. I am given constructive or corrective feedback by other team members.	2.8	0.0% (0)	40.0% (2)	40.0% (2)	20.0% (1)	0.0% (0)	100.0% (5)
13. I am able to openly share ideas, opinions, problems and feelings with other team members.	1.8	40.0% (2)	40.0% (2)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
14. Team members willingly accept and respond to feedback constructively.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
15. Team members share information with each other on a continual basis even when not meeting as a group.	2.0	20.0% (1)	60.0% (3)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 3. Utilizing Team Member Abilities	2.1						
16. My skills and knowledge are fully used on this team.	2.6	0.0% (0)	60.0% (3)	20.0% (1)	20.0% (1)	0.0% (0)	100.0% (5)
17. The team recognizes differences in personal style among team members and uses those differences to the team's advantage.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
18. I understand what the professional abilities and interests of other team members are.	2.4	0.0% (0)	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	100.0% (5)

(continued...)

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		1	2	3	4	D	Total
Competency: 3. Utilizing Team Member Abilities							
19. Team members help each other to develop new skills and abilities.	1.8	20.0% (1)	80.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
20. Team members are open to different ways of doing things.	2.2	0.0% (0)	80.0% (4)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 4. Resolving Team Conflicts							
21. Conflicts are dealt with until they are resolved.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
22. Conflicts are resolved with solutions that are supported by everyone involved.	1.8	20.0% (1)	80.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
23. When team members disagree, they listen openly to each other.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
24. The team follows an effective process for dealing with conflict.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
25. When trying to resolve conflicts, differences in style and opinion are encouraged.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 5. Creating a Shared Team Purpose							
26. I can describe why the team exists and what the team should accomplish.	2.4	20.0% (1)	20.0% (1)	60.0% (3)	0.0% (0)	0.0% (0)	100.0% (5)

(continued...)

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<u>Competency/Behaviors</u>	<u>Mean</u>	<u>Ratings</u> (Percent / Number of Responses)					
		1	2	3	4	D	Total
Competency: 5. Creating a Shared Team Purpose	3.0						
27. I understand how the team's performance affects the accomplishments of the organization.	3.3	0.0% (0)	0.0% (0)	75.0% (3)	25.0% (1)	0.0% (0)	100.0% (4)
28. Team members fully support the reason for the team's existence and what the team should accomplish.	2.4	0.0% (0)	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	100.0% (5)
29. I am highly motivated to achieve the team's mission (i.e., why the team exists and what the team should accomplish).	3.4	0.0% (0)	0.0% (0)	60.0% (3)	40.0% (2)	0.0% (0)	100.0% (5)
30. I understand the values that motivate me to achieve the team's mission (i.e., why the team exists and what the team should accomplish).	3.4	0.0% (0)	0.0% (0)	60.0% (3)	40.0% (2)	0.0% (0)	100.0% (5)
31. Our team's mission (i.e., why the team exists and what the team should accomplish) is based on the team's critical services and our customers' requirements.	3.0	0.0% (0)	40.0% (2)	20.0% (1)	40.0% (2)	0.0% (0)	100.0% (5)
Competency: 6. Planning for Results	2.2						
32. Our team has goals that are closely linked to the mission of the team (i.e., why the team exists and what the team should accomplish).	2.2	0.0% (0)	80.0% (4)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 7. Making Meetings Work	1.6						
33. Agendas are distributed before each team meeting.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
34. Team meetings are efficient and don't waste time.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)

(continued...)

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<u>Competency/Behaviors</u>	<u>Mean</u>	<u>Ratings</u> (Percent / Number of Responses)					
		1	2	3	4	D	Total
Competency: 7. Making Meetings Work	1.6						
35. Team meetings are effective and accomplish their objectives.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
36. The team evaluates the effectiveness of team meetings.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
37. Team members are assigned roles during meetings (such as leader, recorder, and timekeeper).	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
38. Meeting minutes (or a written summary) are distributed after each team meeting (whether a face-to-face meeting or a team conference call).	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 8. Evaluating Team Process and Performance	1.6						
39. The team follows an effective process for evaluating how well we are functioning.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
40. The team establishes action plans for implementing improvements.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
41. Follow-up dates are set when actions are agreed upon.	1.8	40.0% (2)	40.0% (2)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
42. The team regularly seeks out ways to improve team performance.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)

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<u>Competency/Behaviors</u>	<u>Mean</u>	<u>Ratings</u> (Percent / Number of Responses)					
		1	2	3	4	D	Total
Competency: 9. Making Team Decisions by Consensus		1.4					
43. The team makes decisions in a timely manner.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
44. Team members have a say in the decisions that affect them.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
45. The team follows an effective process for making decisions.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
46. The team works on decisions that impact the team as a whole until all team members support the outcome.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
Competency: 10. Solving Team Problems		1.6					
47. The team identifies and defines a problem before moving toward a solution.	1.6	60.0% (3)	20.0% (1)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
48. The team analyzes the problem to determine root causes.	1.8	20.0% (1)	80.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
49. The team generally selects the best solution for a problem and creates a plan to implement that solution.	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
50. The team evaluates the effectiveness and the impact of the solutions they implement.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
51. The team uses tools and techniques to aid in the problem-solving process (e.g., brain-storming, multivoting).	1.6	40.0% (2)	60.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)

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TEAM SCORES

<u>Competency/Behaviors</u>	<u>Mean</u>	<u>Ratings</u> (Percent / Number of Responses)					
		1	2	3	4	D	Total
Competency: 11. Climate	1.9						
52. I am satisfied with my job and responsibilities on this team.	2.6	0.0% (0)	60.0% (3)	20.0% (1)	20.0% (1)	0.0% (0)	100.0% (5)
53. I get a sense of personal or professional satisfaction in being a member of this team.	2.4	0.0% (0)	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	100.0% (5)
54. Morale is high on this team.	1.2	80.0% (4)	20.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
55. The organization gives us the resources we need to work effectively as a team.	1.4	60.0% (3)	40.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (5)
56. I feel that the time I spend working as a member of the team is time well spent.	2.0	20.0% (1)	60.0% (3)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)
57. The organization gives us the freedom and authority to work effectively as a team.	2.0	20.0% (1)	60.0% (3)	20.0% (1)	0.0% (0)	0.0% (0)	100.0% (5)

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