

High Performance Team Index

Sample Inc

Sample Team

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INTRODUCTION

The Importance of Teams

There are few managers or executives who would claim to have all the answers these days, and success becomes inextricably tied to the ability to create and operate effectively within high performance teams.

We are all members of several teams: at work, most people are members of at least three teams (natural working group, a project team/task force, a committee etc); at home, the family is a team; in our leisure interests, we are involved in several teams connected with schools, neighbours, sporting, religious, or ethnic affiliations.

So, teams are inextricably bound up with our quality of life – and yet few people have bothered to acquire highly developed team skills, and thus force themselves to operate with one hand tied behind their back.

The Purpose of this Questionnaire

This simple but powerful instrument is designed to help team leaders or team facilitators analyse the effectiveness of the team in which they are involved.

Just as individuals have some strengths and some developmental needs, exactly the same is true of teams. Each team has its own personality, warts and all, and no team can afford to be complacent.

The questionnaire aims to lift the level of self-awareness in the team, so that it can take action to improve its effectiveness.

Components of Team Effectiveness

Research on high performing teams indicates that they all share certain characteristics:

- **Team Goals** are clear, and have the commitment of all members
- **Team Relationships** are authentic and open
- **Team Protocols** are taken seriously, to ensure effective operation
- **Team Leadership** is consistent and appropriate to the task
- **Team Roles** are matched with individual talents and needs
- **Team Productivity** is constantly evaluated

Therefore, these are the six key components in this questionnaire. No team is equally strong in each area, but steps can be taken to raise the standard and ensure an equilibrium is achieved. Good teams have strong mini-cultures of their own, and people fight to join them, because membership is a powerful learning experience.

How the Questionnaire was Developed

The questionnaire was developed with senior executive teams within the Australasian and Asia Pacific Regions over a period of 3 years. The majority of team members were Caucasian (from Australia, USA and UK), but there was also a significant minority of Asian executives, which unquestionably provided a greater depth and resilience to the model. Although it was trialled with executives, it is just as relevant in many different environments. Wherever there is a team, it can provide added value by demonstrating how team effectiveness can be lifted.

How to use the Results

The High Performance Team Index is taken on an anonymous basis, and the identity of the sources of comment is strictly guarded and guaranteed. This ensures more valid and non-political comment. The team leader/facilitator is provided with a report which is divided into three parts:

Part 1: Overall Team Effectiveness

The team scores for each of the six components is presented as a Rater Average score and as a Team Effectiveness score.

The Team Effectiveness score is the actual score as a percentage of the possible score for each component. The Overall Team Effectiveness score is the total of all components as a percentage of the total possible score.

The report is ordered from highest Rater Average to Lowest Rater Average.

Part 2: Team Effectiveness by Component

This section of the report presents the Rater Average and Rater Distribution for each Behaviour (Question) of every component. The report is ordered by component and then by Highest to Lowest Behaviour based on the Rater Average.

Part Two of the report also presents participant comments relating to each of the six components. For each of the questions asked in the High Performance Team Index, participants can add extra comments to clarify or add value to their rating. This provides valuable "qualitative" data to add weight and explanation to the "quantitative" data elicited by the questions.

Part 3: Open Question

The Open Question report presents raters' responses to the question: "Do you have any comments or suggestions to make about how the team could become more effective/productive?". Responses are reported as entered without any editing.

Open Questions provide valuable "qualitative" data to add weight and explanation to the "quantitative" data elicited by the questions.

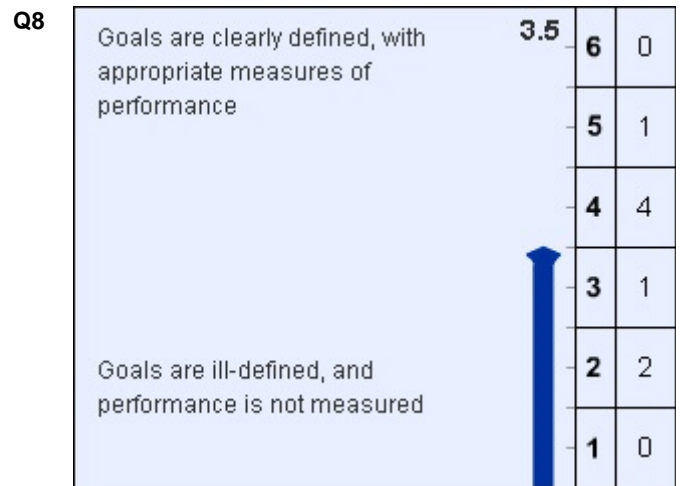
This provides a great deal of powerful data around which a two day Team Development Workshop can be designed, covering each of the six areas in varying degrees of depth, in line with demonstrated need. The presentation of questionnaire results at the start of the Workshop ensures that it gets off to a lively and well-focused start.

PART 1: OVERALL TEAM EFFECTIVENESS

Component	Team Member Average	Team Effectiveness
Relationships	3.96	65.97%
Leadership	3.71	61.81%
Goals	3.44	57.29%
Roles	3.21	53.47%
Productivity	2.96	49.31%
Protocols	2.63	43.75%
Overall Team Effectiveness		55.27%

PART 2: TEAM EFFECTIVENESS BY COMPONENT

Goals



COMMENTS

Question 1

The team purpose seems to fluctuate from meeting to meeting.

Question 1

I think our purpose has become lost along the way.

Question 8

We know what we need to achieve and by when, so it's only right that we get measured by whether or not we meet those goals.

Question 8

We are much better at defining goals than at agreeing measures of performance.

Question 8

I think the goals are well defined, but I'm not sure that we're measured against our achievement of the goals.

Question 17

it's hard to be committed to goals if you don't know what they are.

Question 17

Everyone's committed to completing projects on time, but we don't have a good sense of what our overall 'goals' are.

Question 17

We all pull our weight and always achieve goals on time.

Question 17

The level of commitment varies widely by individual.

Question 21

We are always told what our priorities are, but we're flexible enough to be able to work with shifting priorities.

Question 21

We often have unresolved conflicts of priorities.

Question 30

Not since the team first formed.

Question 30

We did discuss our purpose when the team was first formed but I don't think we've talked about it since.

Question 30

I know what our goals are.

Question 30

We tend to be complacent, and too inwardly focused.

Question 30

I don't ever remember discussing our purpose with anyone. When I joined this team, they explained to me WHAT we do, not WHY we do it.

Question 31

We review progress towards selected goals, not all.

Question 31

We update each other on our project progress regularly.

Question 31

We update each other on our progress often.

PART 3: OPEN QUESTIONS

Do you have any comments or suggestions to make about how the team could become more effective/productive?

Team Member

- We carry a few passengers who could contribute a lot more, if encouraged.
- New ideas are not discussed and debated as much as they could be. There is too much political correctness.
- Although I love working with this team, if we're honest with ourselves I think we have to admit that we need to do more than foster good relationships. Our openness to each other's ideas and differences is what makes us strong as a team, but we've got to move beyond good ideas and start getting some structure to the way we carry out projects. I'm pretty sure I'm not the only person who's feeling frustrated about our lack of defined roles. This one change alone would make a massive improvement to our productivity.
- I had never really thought about it before, but now that I've answered these questions I've realised that it would be helpful to know exactly what my role is. I think I have particularly good skills in the big picture stuff, but not really the fine details. And I know that there are others in the team who are the opposite. If my role was defined in the area of the conceptual elements of the project then I wouldn't waste time trying to sort through the details - that would be someone else's role. If our roles were a bit more compartmentalised like this I think we'd become more effective.
- We desperately need some operating protocols and codes of conduct. We are too dominated by a few people who stifle debate at present.
- I think we mix up strategic and operational issues, and this confuses our discussion.
- Our team works extremely hard and is very productive. We always deliver on time, but often with quite a lot of stress. I think the changes that would make us even more effective (e.g. defined roles) need to come with external help from managers in this organisation.