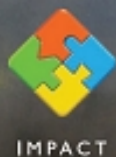


Client logo

# Team Performance Inventory

Sample Team - TPI Report

Report Date  
Custom Subtitle



# Team Performance Inventory

## About the Impact Team Performance Model

Teams are critical engines for driving organisational performance. With problems increasing in complexity and the pace of change rising, organisations cannot afford to ignore the power of highly functioning teams. An interdependent team that builds on each other's ideas will create robust solutions and initiate waves of change within organisations – in addition to meeting people's innate needs for connection, learning and belonging.

The fact that each team is a unique combination of people with specific goals operating within a singular context has obscured the development of a universal team development model and an obvious route forwards.

Impact are experts in the field of team development and sensitive to the tension between best practices in team and group performance and the uniqueness of each team and its context and challenges. Drawing on this expertise Impact has developed a Team Performance Model, and associated Team Performance Inventory (TPI) that identifies six key domains critical to sustaining performance and helping a team reach its purpose and goals.

The TPI provides a detailed analysis of team members' collective assessment of the team in each of the six interlocking performance domains. Open response questions in each domain also provide a deeper level of perspective and understanding.



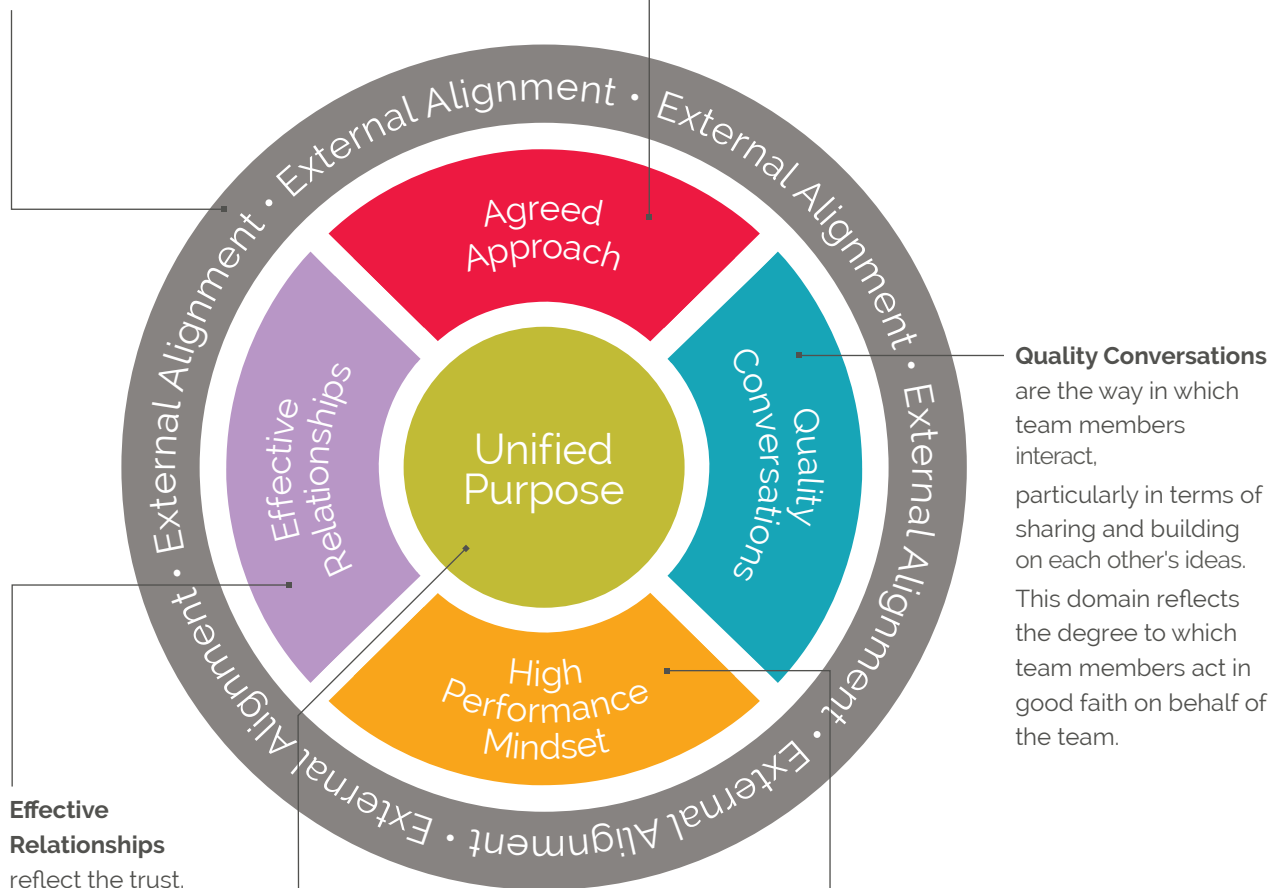


# Team Performance Inventory

## Impact Team Performance Model - Domain definitions

**External Alignment** represents the context in which the team operates. It focuses on establishing a common view of the internal and external challenges that face the team and the business as a whole. This domain reflects the team's collective understanding of the expectations associated with its engagement with and service to internal and external stakeholders.

**Agreed Approach** represents the teams' conscious recognition and collective assent to established group processes like communication, problem solving, decision making and generative thinking. This domain reflects team alignment regarding the way in which their work is to be done.



**Effective Relationships** reflect the trust, openness and honesty within the team - the attitudes and mindsets that underpin the ways in which team members relate to each other.

**Unified Purpose** represents why the team exists. This domain reflects the degree to which team members understand and then consciously and collectively act towards the same agreed goals and outcomes.

**Quality Conversations** are the way in which team members interact, particularly in terms of sharing and building on each other's ideas. This domain reflects the degree to which team members act in good faith on behalf of the team.

**High Performance Mindset** represents continuously curious teams focused on learning. This domain focuses on ensuring the evolution and improvement of the team and reflects team members' mutual accountability to one another's development and success.

# Team Performance Inventory

## How to read the TPI report

This report provides a graphical illustration of the responses for each of the six TPI domains:

- External Alignment (EA)
- Unified Purpose (UP)
- Agreed Approach (AA)
- Effective Relationships (ER)
- Quality Conversations (QC)
- High Performance Mindset (HP)

This report consists of survey data from 7 of the following 7 team members:

Tim	Bob	Jacob
Sandy	Carole	
Jennifer	Chris	

On the following pages, respondents' answers are illustrated by agreement index bars and distribution bars.

The illustrated scores 1 to 6 are derived from the questionnaire scale:

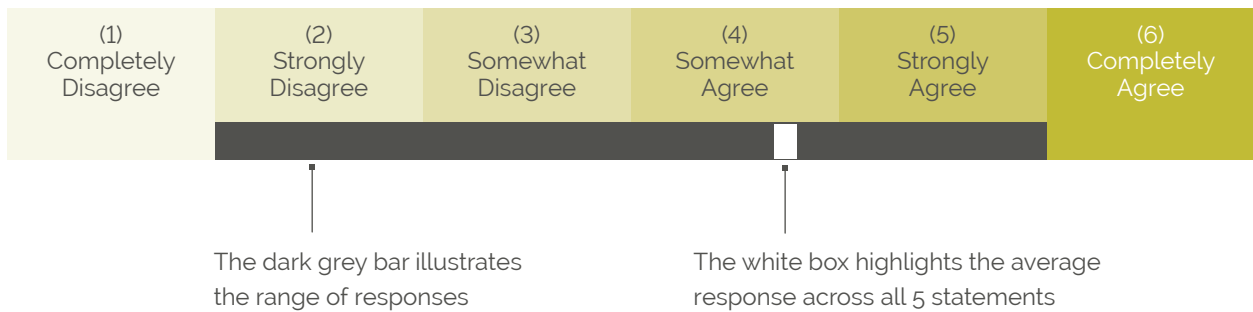
- (1) Completely Disagree
- (2) Strongly Disagree
- (3) Somewhat Disagree
- (4) Somewhat Agree
- (5) Strongly Agree
- (6) Completely Agree.



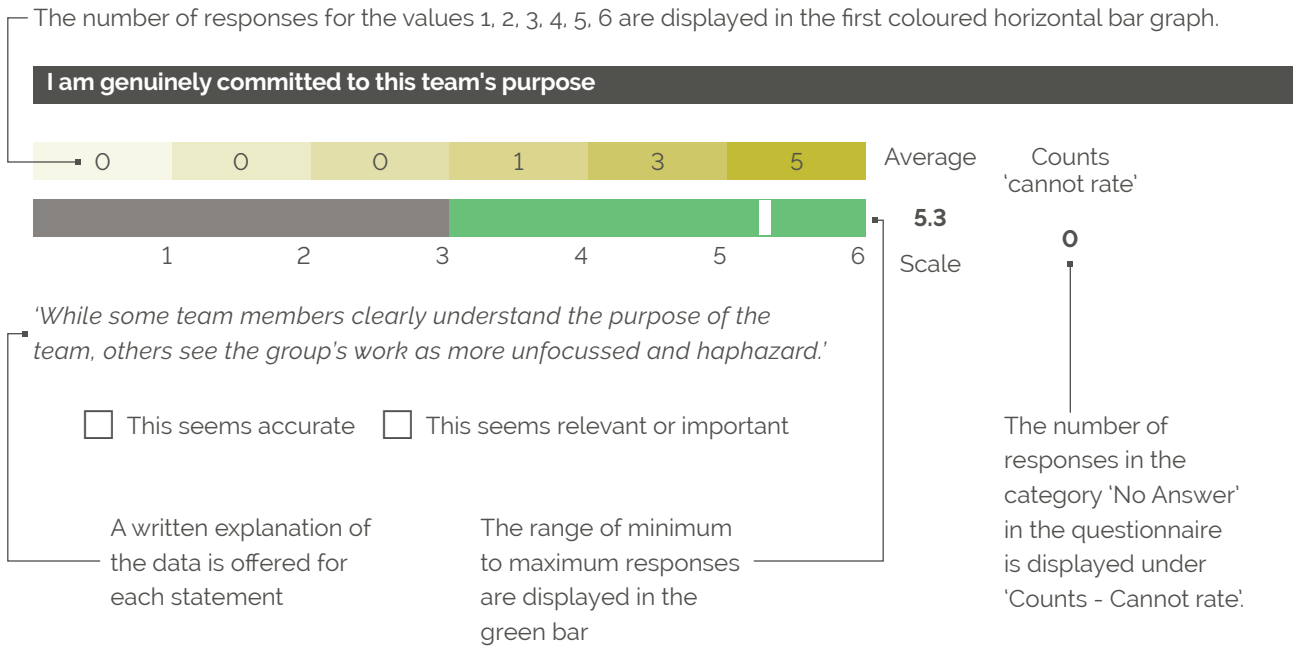
# Team Performance Inventory

## Interpreting your TPI data

The 5 statements that make up each domain are combined and illustrated as an agreement index, as shown below:



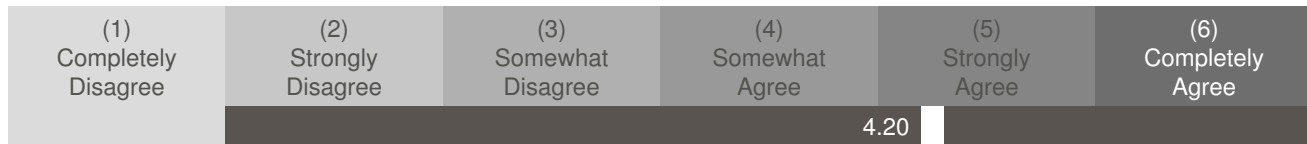
The distribution of the responses for each of the 5 statements is then illustrated in the format below.



At the end of each domain the written comments for that domain are listed in a random order and reported verbatim

## TPI Executive Summary

### External Alignment

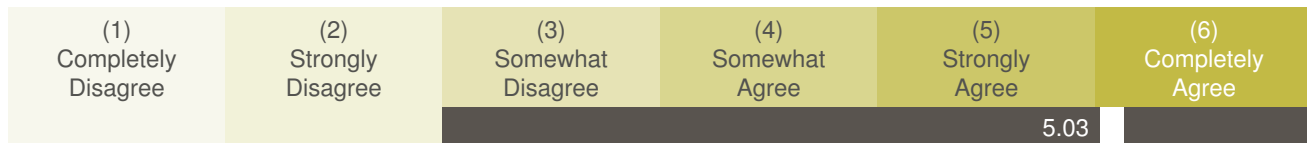


External Alignment represents the context in which the team operates and reflects the team's collective understanding of the expectations associated with its engagement with internal and external stakeholders.

Teams with External Alignment achieve team goals while consciously serving the broader organization's vision and direction. They make decisions based on an understanding of the needs of stakeholders and act collectively with an enterprise mindset. Externally aligned teams often have a positive reputation within their organizations.

Teams lacking External Alignment often work in isolation and run the risk of acting in conflict with wider strategic goals. Teams needing to develop External Alignment may receive feedback that they have become siloed.

### Unified Purpose

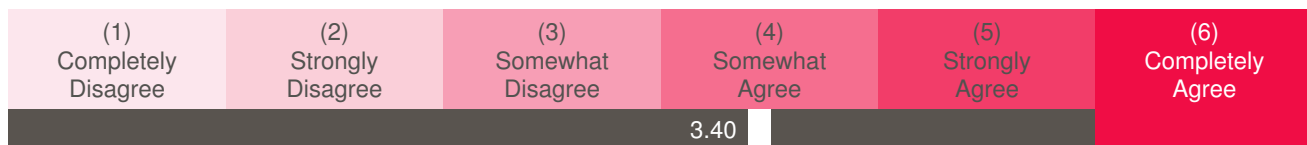


Unified Purpose represents why the team exists. This domain reflects the degree to which team members understand and then consciously and collectively act towards the same agreed goals.

Teams with a Unified Purpose more easily meet goals and performance metrics and serve more consistently team stakeholders and the larger organization.

Teams needing a Unified Purpose tend to have team members working in opposite directions, serving different masters, acting against the actions of others, and working toward different goals.

### Agreed Approach



Agreed Approach represents the team's conscious recognition and collective assent to established group processes like communication, problem solving, decision making, and generative thinking.

Teams with an Agreed Approach have a good understanding of the roles and resources of the team, as well as the explicit (or implicit) rules of engagement.

Teams without an Agreed Approach may lack direction, momentum and efficiency with no clear way forward, or shared procedures for how they will proceed toward goal completion.

## TPI Executive Summary

### Effective Relationships

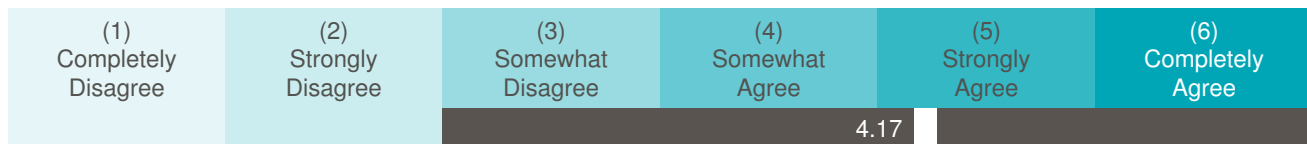


Effective Relationships represent the trust, openness and honesty within the team and the attitudes and mindsets that underpin the ways in which team members relate to each other.

Effective Relationships promote and require openness and honesty, and team members feel safe and able to express what matters most to them. This trust enables conflict that arises to be handled openly and constructively.

Teams needing to develop Effective Relationships may experience conflict from multiple and competing personal agendas. Team members tend not to trust one another and may feel that it is not safe to disclose their feelings or perspectives.

### Quality Conversations

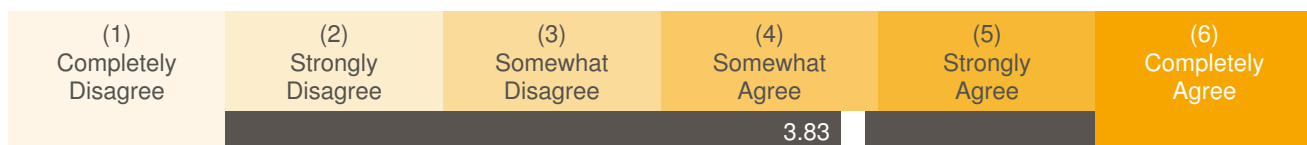


Quality Conversations reflects the ways in which team members communicate. This domain reflects the degree to which team members act in good faith on behalf of team diversity, relationships, and a mutual respect for individual team members.

Teams who actively and effectively engage with Quality Conversations are characterized by their ability to seek out, understand and build on diverse and even conflicting views. Teams who engage in Quality Conversations listen to each other well and are prepared to have difficult exchanges.

Teams who need to develop this domain tend to use more advocacy than inquiry. In these teams, members may feel the need to 'win' an argument and 'quick fixes' may be sought in lieu of an exploration of root causes.

### High Performance Mindset



High Performance Mindset represents continuously curious teams focused on learning. This domain is about ensuring the evolution and improvement of the team and reflects team members mutual accountability for one another's development.

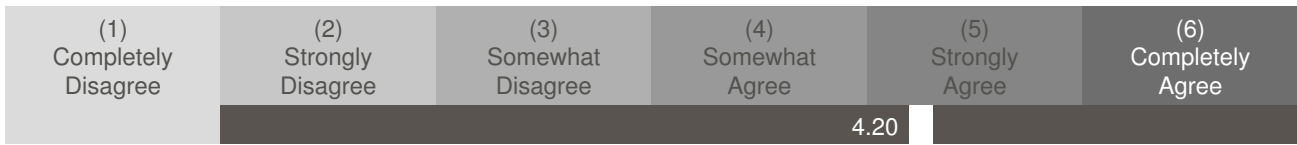
Teams with a High Performance Mindset are open with information, ideas, beliefs, values and feelings. People readily give feedback to their fellow team members and are committed to each other's personal growth.

Teams lacking a High Performance Mindset find it difficult to learn from and fully leverage failure and conflict. These teams do not consistently review learning opportunities and operate more as a collection of individual team members rather than a collective.

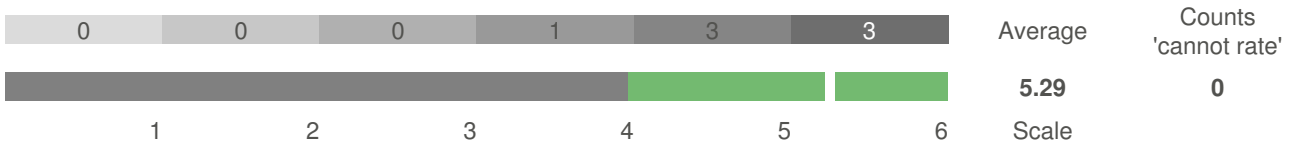


## Domain Breakdown

### External Alignment



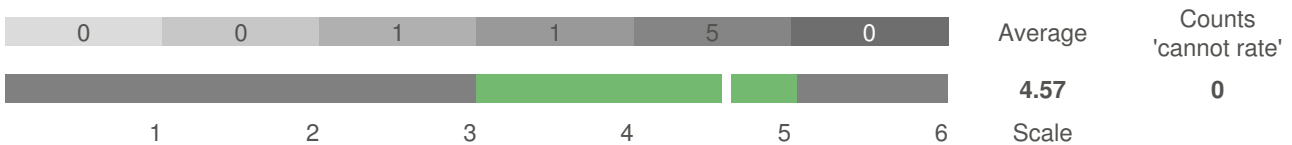
#### This team's goals are appropriately linked to the company's overall strategy.



'Most team members believe that team goals are appropriately linked to the company's overall strategy, likely resulting in increased personal commitment, team performance, and clarity around the impact of the team's work.'

This seems accurate  This seems relevant or important right now

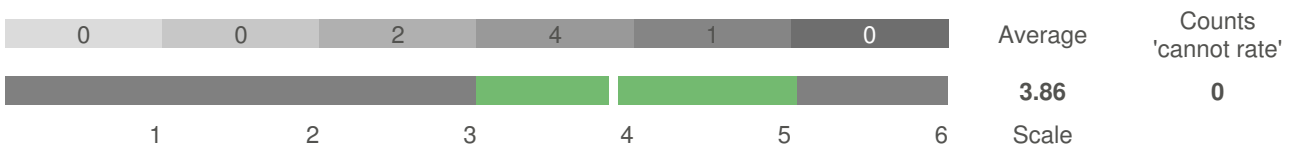
#### People on this team work effectively with external stakeholders/customers in order to achieve organizational goals.



'While most team members believe that they and other team members are somewhat effective in their working relationships with stakeholders and partners outside of the team to work towards achieving organizational goals, opportunities to improve these working relationships exist.'

This seems accurate  This seems relevant or important right now

#### People on this team have a clear idea of what external stakeholders/customers inside and/or outside the organization expect from us



'While most team members have a clear idea of what others in the organization expect from the team and believe that other team members are clear as well, opportunities to improve clarity exist.'

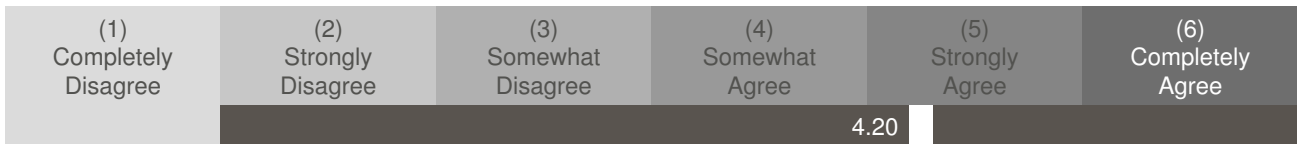
This seems accurate  This seems relevant or important right now



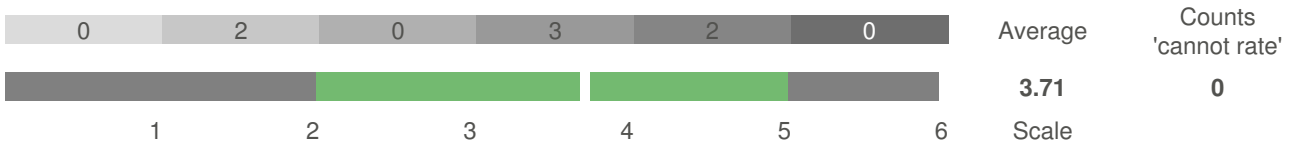


## Domain Breakdown

### External Alignment



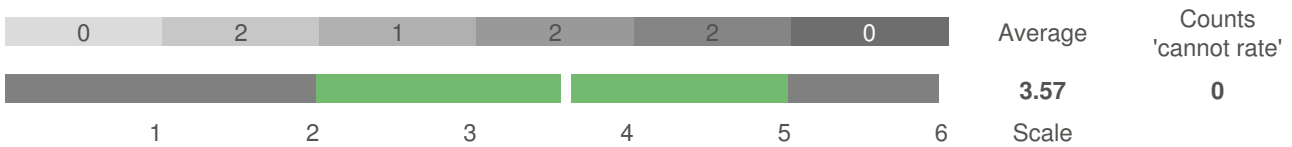
#### We actively consider and address the external challenges facing this team.



'Some team members have a clear idea of what others in the organization expect from the team, whereas other team members are unclear'

- This seems accurate     This seems relevant or important right now

#### People on this team effectively balance their priorities with the needs of stakeholders



'Some team members see the team balancing individual and team priorities with the needs of team stakeholders, while others do not see an effective balance of priorities.'

- This seems accurate     This seems relevant or important right now



## Narrative Comments

### External Alignment

#### **How would you describe the reputation of this team in the broader business and/or with external stakeholders/customers?**

##### **What team members said:**

- \* I think it is getting more positive however there is way to go..
- \* Not sure many know the full team, and not sure what the reputation is
  
- \* Mixed! Needs improving....
  
- \* Mixed - some have told me we are doing a great job, very aligned, action oriented etc. Others say there's lack of clarity around roles and accountabilities, some (newer) people don't even know who's on the team!
  
- \* I think that the team has a good reputation however I think that they are unsure of what we do as a team
  
- \* I have had positive feedback that people think we are making things happen - but sometimes not with as much pace as people would like. I think there is a lack of clarity around what we do.
  
- \* Not sure

#### **What challenges do you face in improving your relationship with stakeholders?**

##### **What team members said:**

- \* Prioritising it in time and effort
  
- \* History? Time pressures - being a member of the ELT for all of us is one responsibility amongst a plethora of others, we have little time to put aside for specific team duties
  
- \* Time and capacity
  
- \* Time!!!
- \* I think some relationships are based on how long some stakeholders have been in the business and have such come with a level of internal politics. Some of this will be hard to change as not everyone wants change.
  
- \* Lack of understanding of what we do impairs judgement and needs addressing in order to maintain trust and faith in our ability to get the job done.
  
- \* Functional areas tend to be slightly territorial



## Narrative Comments

### External Alignment

#### What actions can this team take to improve alignment with the broader organization and/or external stakeholders?

##### What team members said:

\* We need to achieve a greater understanding of peoples individual roles and how our functions interact, how our individual actions effect others

\* Communication - feedback I often hear is that people are unclear on what we discuss weekly or what we are trying to achieve. Regular communication would help to minimize this uncertainty.

\* Provide an informal forum for regular feedback to the team. Attendance at the ELT meetings by representatives of each function when a team member is out of the office always works and gives an insight into what we do every week and should happen consistently. More regular sharing of (detailed?) information with the business.

\* Question everything we do and if it isn't aligned then don't do it. Be bold..

\* More connection with other functional teams

\* Communication.

\* I think we need to be more visible as a team within the IT Org, we need to communicate more clearly and more often the progress we are making against our goals

-Outside of the Org, we need to keep collaborating with the right people, at the right time, on the right projects and linking up with what is happening in other parts of Enterprise

#### Comments?

##### What team members said:

\* I have a feeling that depending on which department you speak to, you will get a different response as to how they perceive the team. As functional managers we have a responsibility to let our direct stakeholders know what is happening but this message needs to be aligned to all departments..

Consider the above Narrative Comments along with the preceding Domain Breakdown Data and related summary suggestions -  
And select one of the following:

- The Narrative Comments confirm the Domain Breakdown Data
- The Narrative Comments contradict the Domain Breakdown Data
- The Narrative Comments both confirm and contradict the Domain Breakdown Data

Is alignment and investment in the External Alignment Domain a critical and/or urgent need for this team at this time?

- Yes  No

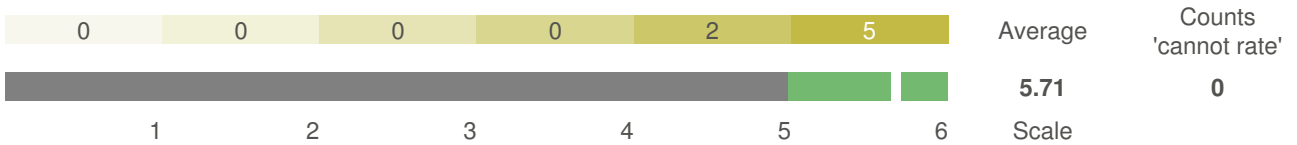


## Domain Breakdown

### Unified Purpose

(1) Completely Disagree	(2) Strongly Disagree	(3) Somewhat Disagree	(4) Somewhat Agree	(5) Strongly Agree	(6) Completely Agree	
					5.03	

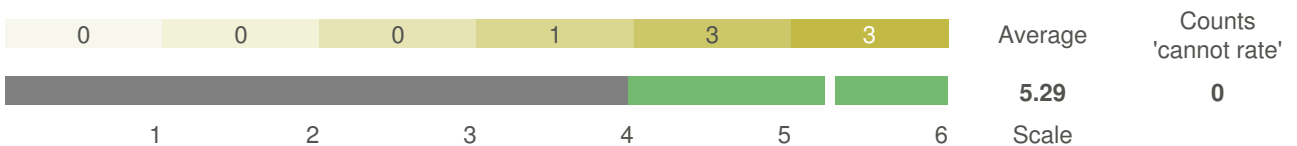
#### I am genuinely committed to this team's purpose



'Most members are highly committed to the group/team's purpose, allowing for more successful and focused goal setting, role and task assignments.'

- This seems accurate     This seems relevant or important right now

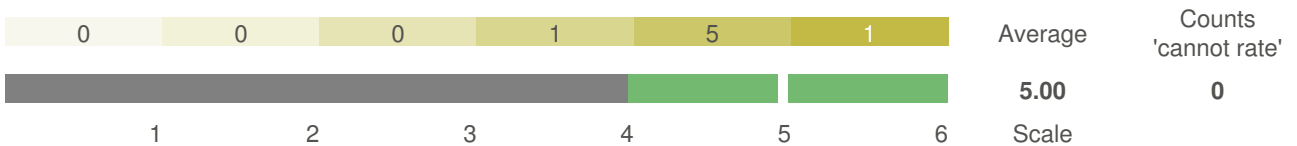
#### My own goals are aligned with this team's purpose



'Most members have personal goals that are aligned with the team's purpose, resulting in individual contributions and performances that drive higher levels of team success.'

- This seems accurate     This seems relevant or important right now

#### I clearly understand the purpose of this team



'Most members of the team have clarity about why the team exists and what the team exists to do, which likely results in good team alignment, appropriate work flows, and effective interactions.'

- This seems accurate     This seems relevant or important right now



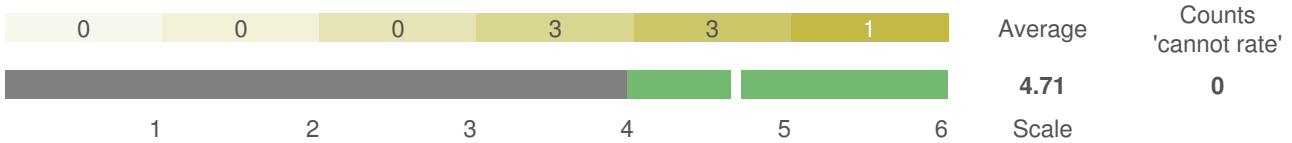


## Domain Breakdown

### Unified Purpose

(1) Completely Disagree	(2) Strongly Disagree	(3) Somewhat Disagree	(4) Somewhat Agree	(5) Strongly Agree	(6) Completely Agree
				5.03	

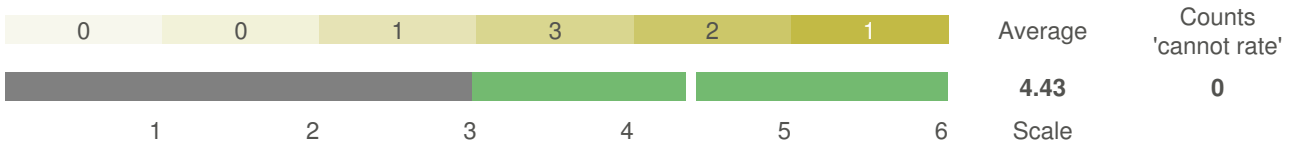
#### Our team goals are translated into meaningful individual goals



'The team agrees that team goals have been inconsistently and/or incompletely translated and distributed into specific and appropriate personal goals that they each take on. Improving this can result in more impactful contributions and goal achievement.'

- This seems accurate     This seems relevant or important right now

#### The people in my team share a clear common purpose



'Team members agree that while there is some common purpose holding the group together, there is not enough to bring the group consistent unity and clarity. Improvement on this understanding can result in more collective and aligned team action towards performance metrics.'

- This seems accurate     This seems relevant or important right now



## Narrative Comments

### Unified Purpose

#### What is the shared purpose of this team?

##### What team members said:

- \* Ensure the business is successful and profitable in line with our strategy
- \* To implement our strategic plan
- \* To realize the strategy goals whilst reinforcing a great working environment so that every employee feels valued, engaged, happy and excited to be working at our organization.
- \* Achievement of the strategic plan through representation of and leadership of the departments across IT, communicating to the business key objectives and performance / progress.
- \* To develop and deliver the IT Strategy which influences and is based on the Enterprise Strategy.
- \* To collectively deliver the business priorities in line with the IT strategy
- \* To strategically lead IT in alignment with the goals and vision set out in our enterprise strategy. We need to create an environment where talented people give of their best to support this.

#### How is the clarity of purpose demonstrated within the team?

##### What team members said:

- \* Quarterly Strategic reviews with individual KPI's
- \* Quarterly strategic reviews.
- The way we value people, how the decisions that are made always consider the human impact
- \* Regular meetings to review the strategy, prioritise activities, challenge and support each other against these goals.
- \* We have a prioritised plan for IT by function and cross-functions that everyone has contributed to and owns a part of, which we review against on a quarterly basis as a team
- \* Regular reviews of the strategic plan
- \* Regular reviews against strategy and specific functional goals
- \* At Strategic Quarterly Reviews and strategy updates to the teams.
- Otherwise, I feel we are very tactical and operational..



## Narrative Comments

### Unified Purpose

#### What could help reinforce or improve the unified purpose of this team?

##### What team members said:

- \* Full responsibility and accountability. a focus on behaviours and relationships.
- \* Quarterly / half yearly offsite reviews. Allocating time within weekly meetings (once a month?) to concentrate on "higher" strategic issues.
- \* Not sure
- \* More time spent together as a team, greater understanding of individuals on the team
- \* More communication. More regular reviews against the strategy and being held to account for our KPI's
- \* A more overt purpose statement and stated shared commitment to it
- \* Revisit it on a regular basis

#### Comments?

##### What team members said:

Consider the above Narrative Comments along with the preceding Domain Breakdown Data and related summary suggestions -  
And select one of the following:

- The Narrative Comments confirm the Domain Breakdown Data
- The Narrative Comments contradict the Domain Breakdown Data
- The Narrative Comments both confirm and contradict the Domain Breakdown Data

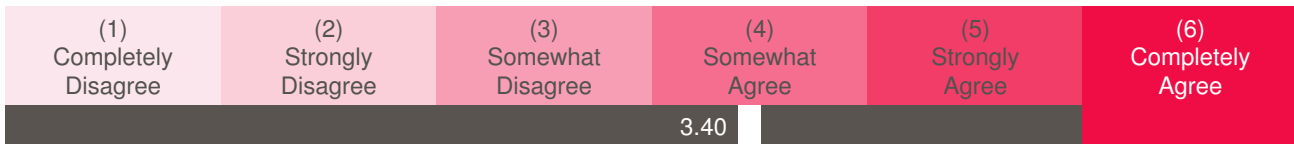
Is alignment and investment in the Unified Purpose Domain a critical and/or urgent need for this team at this time?

- Yes  No

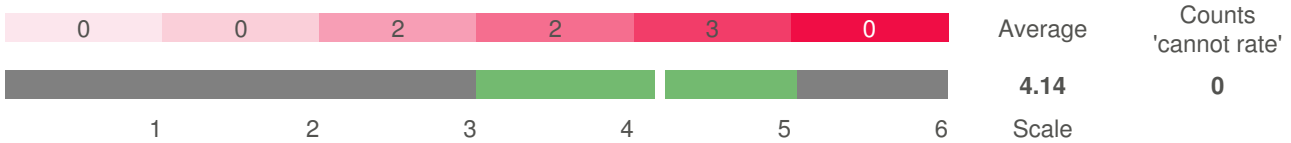


## Domain Breakdown

### Agreed Approach



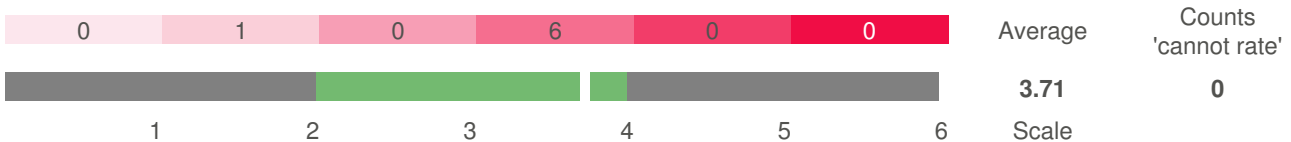
#### The individual responsibilities of the people on this team are clear to me.



'While team members have some clarity on the individual responsibilities that exist on the team, there is an opportunity and need for further clarity so that productivity and alignment as a group can increase'

- This seems accurate     This seems relevant or important right now

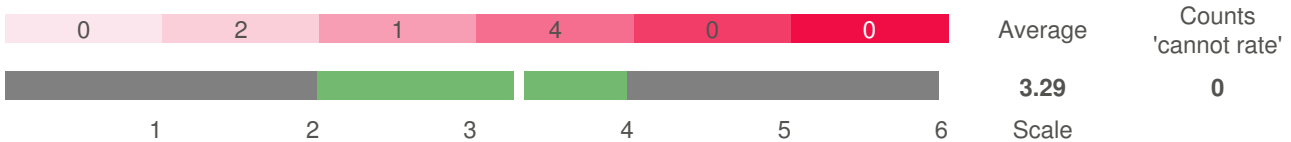
#### This team has an agreed approach to how we treat each other.



'Most team members believe that an agreed upon way of treating one another exists on the team and opportunities to improve upon this agreement likely exist, resulting in more effective interactions, trust, and respect amongst team members.'

- This seems accurate     This seems relevant or important right now

#### Within this team, we follow an agreed way of working.



'Most team members do not believe that there is agreement on the approach to getting work done on this team. This may result in missed opportunities for effective team member contribution, increased productivity, and performance clarity.'

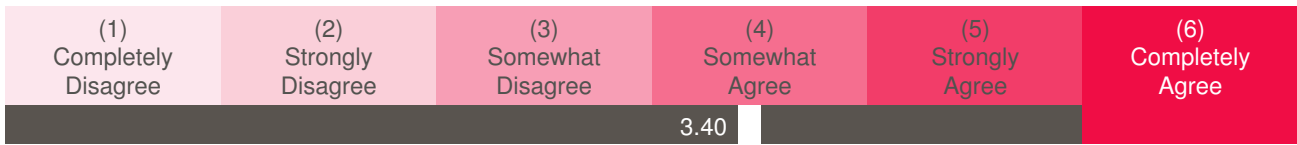
- This seems accurate     This seems relevant or important right now



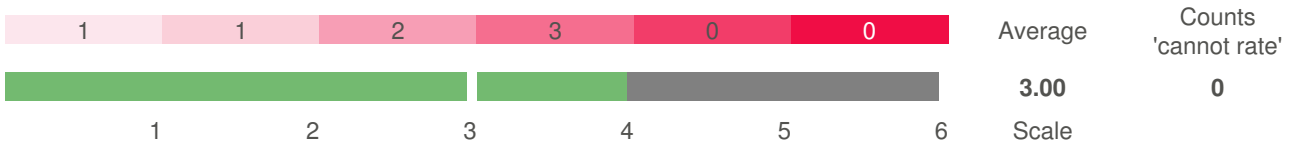


## Domain Breakdown

### Agreed Approach



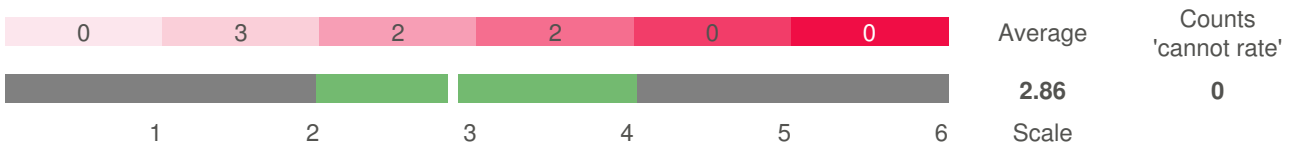
**This team has an agreed understanding of how we hold each other accountable.**



*'While some members feel that the team has agreement on how members are held accountable, most do not. This may lead to misaligned task share and inconsistent resolution to members not performing as agreed.'*

This seems accurate  This seems relevant or important right now

**We have a good process for collectively solving problems**



*'Most members believe that an effective problem solving approach does not exist in the team, resulting in a lack of collective decision making and problem resolution, or a suitable process for completing daily tasks that prove challenging.'*

This seems accurate  This seems relevant or important right now



## Narrative Comments

### Agreed Approach

**Describe any "rules of engagement" (written or unwritten) that this team follows on a regular basis.**

**What team members said:**

- \* Not sure to be honest
- \* Individuals bring issues meetings which are then discussed but not always resolved, sometimes referred to other teams. Once resolved decisions are communicated (where appropriate) to the business.
- \* General IT values but no particular team values/rules
- \* I don't think we have any
- \* We update each other via Lync to avoid lengthy functional updates in our weekly meetings. We bring agenda items that we feel need a strategic focus to our meetings. We listen to each other and provide support/ideas/challenge as required.

**What team tasks, interactions, and/or systems would benefit from an agreed way of working?**

**What team members said:**

- \* Challenges, problems, strategic issues
  
- \* Staying more strategic in our approach
  
- \* A better format and process for meetings
  - Clarity around who is responsible for making what decisions
  - Regular 1-1s
  
- \* Meetings can turn quite operational each time and I can see some members switching off as they don't necessarily have anything to input ..



## Narrative Comments

### Agreed Approach

#### What actions do you recommend to improve this team's agreed approach or operating norms?

##### What team members said:

- \* More structure to the team meetings
- \* Improved structure and purpose of meetings including identifying a strategic problem to be addressed and focused upon. More detailed regular functional updates to the team.
- \* Having a strict strategic agenda to follow in meetings would help.
- \* Some straighter talking and getting actions sorted
- \* A healthy approach to conflict. An understanding that it is ok to have differing perspectives shared in a safe and structured environment.

#### Comments?

##### What team members said:

Consider the above Narrative Comments along with the preceding Domain Breakdown Data and related summary suggestions -  
And select one of the following:

- The Narrative Comments confirm the Domain Breakdown Data
- The Narrative Comments contradict the Domain Breakdown Data
- The Narrative Comments both confirm and contradict the Domain Breakdown Data

Is alignment and investment in the Agreed Approach Domain a critical and/or urgent need for this team at this time?

- Yes  No

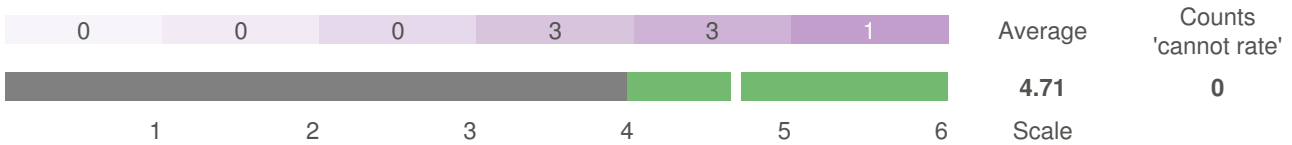


## Domain Breakdown

### Effective Relationships



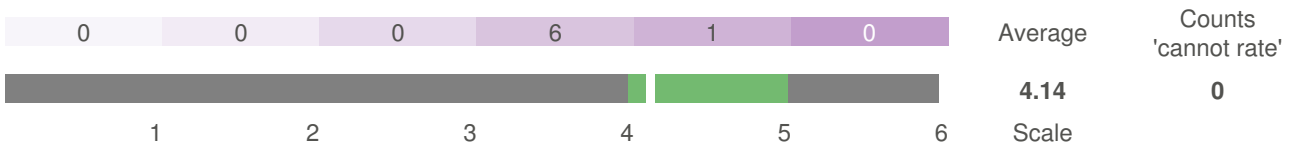
#### On this team I feel safe enough to share what really matters to me.



'Most on the team feel only a moderate level of safety within the group to share what really matters in team discussions. Improving the level of safety can result in increased team disclosure, engagement, and performance.'

This seems accurate    This seems relevant or important right now

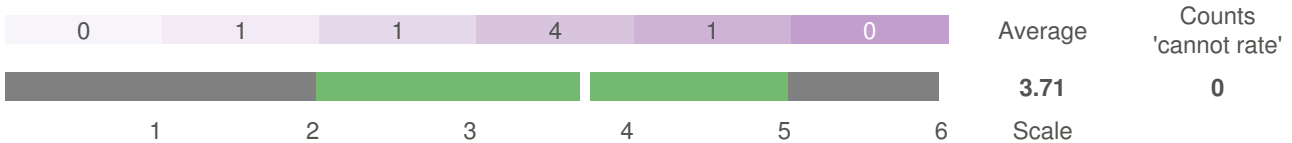
#### The relationships that we have in this team allow me to be open and honest.



'Many on the team agree that relationships are not at a level that fully support and encourage openness and honesty.'

This seems accurate    This seems relevant or important right now

#### People on this team invest the time needed to get to know each other.



'Most on the team agree that the group does not invest as much time as they should to get to know each other.'

This seems accurate    This seems relevant or important right now



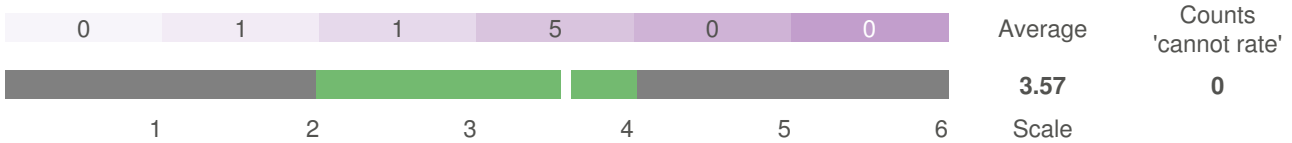


## Domain Breakdown

### Effective Relationships



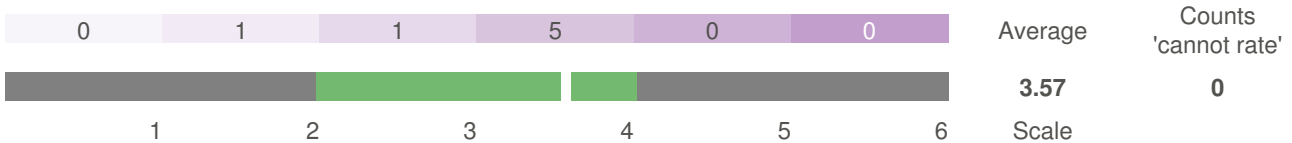
#### People on this team understand what motivates me.



'Many on the team agree that their team mates do not know or understand them fully.'

This seems accurate     This seems relevant or important right now

#### There is a high level of trust between members of this team.



'Many on the team agree that trust within the group is at a moderate level and could therefore improve, increasing team interdependence, data-flow, and team cohesion.'

This seems accurate     This seems relevant or important right now



## Narrative Comments

### Effective Relationships

#### How would you characterize the working relationships in this team?

##### What team members said:

- \* I think we are quite split as a team at times and find working in smaller groups more effective (sometimes). The atmosphere is sometimes quite challenging/awkward. There are great examples of when we have worked well together but I think they are often when we have broken down into fewer people to address specific projects/issues.
- \* I think that individuals have great working relationships with each other but I would question how this translates as a whole team
- \* There is potential..
- \* On the whole supportive and open but this can be affected by levels of stress
- \* Differing, sometimes we can go a long time without engaging with each other. That surely can't be a good thing.
- \* Getting stronger but not as strong as they should be
- \* Functional and at a safe level

#### What behavior/actions reduce the effectiveness of relationships in this team?

##### What team members said:

- \* Tactical, operational stuff.
- \* There are areas we tend to skirt around, conflict isn't comfortable
- \* Talking about issues with others instead of the person/people involved
- \* Decisions can be made independently / not communicated effectively which leads to a feeling of disconnect. Occasional lack of appreciation of where other people 'are coming from' / their priorities
- \* Realizing that others might not have the level of understanding of the specific subject in hand or haven't shared the full picture.
- \* Splinter groups. The COO is a key player yet sits outside the team so factoring this in is often challenging.
- \* I think that personal feeling often come into play when either discussing topics or making a decision.



## Narrative Comments

### Effective Relationships

#### What can this team do to improve its working relationships?

##### What team members said:

- \* Spend more time with each other sharing..
- \* More trust, more commitment to each other as well as the overall goal
- \* Increased feeling of goal congruence through honest and open discussion. More regular offsites to 'check in' with each other
- \* Tackle issues quickly, directly and honestly with the person/people involved  
-Support and challenge each other to deliver on personal goals
- \* Increase frequency of communication which should lead to a higher level of understanding. In turn less frustrations arising.
- \* Working on more projects together rather than in the sub teams where possible.
- \* Have an offsite!

#### Comments?

##### What team members said:

Consider the above Narrative Comments along with the preceding Domain Breakdown Data and related summary suggestions -  
And select one of the following:

- The Narrative Comments confirm the Domain Breakdown Data
- The Narrative Comments contradict the Domain Breakdown Data
- The Narrative Comments both confirm and contradict the Domain Breakdown Data

Is alignment and investment in the Effective Relationships Domain a critical and/or urgent need for this team at this time?

- Yes  No

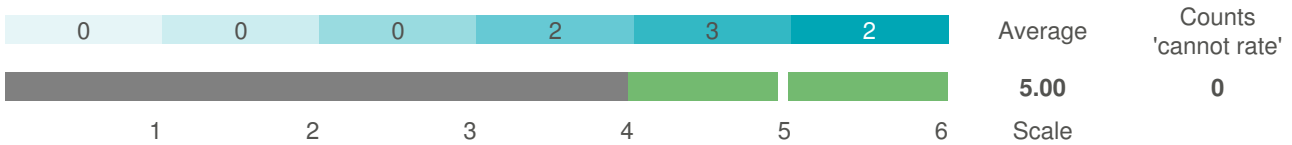


## Domain Breakdown

### Quality Conversations



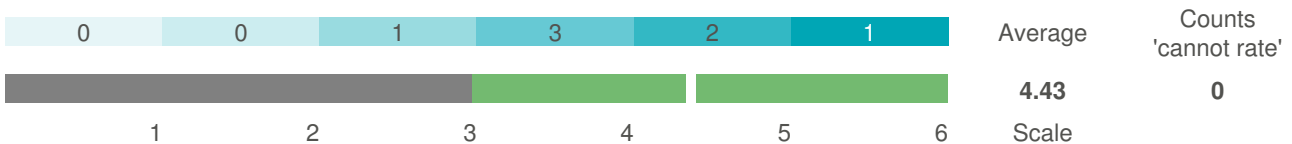
**On this team people ask questions to understand other members' points of view.**



*'Most members of the team ask for and understand other people's points of view, maintaining data-rich conversations, and leading to more informed and successful team action.'*

This seems accurate  This seems relevant or important right now

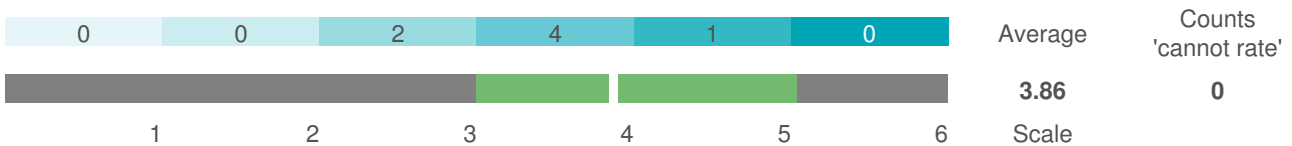
**We build on each other's ideas when we work together**



*'People agree that team members tend not to build on each other's ideas as often as they could. This leads to weak collaboration and more superficial conversations.'*

This seems accurate  This seems relevant or important right now

**This team engages in difficult conversations when needed.**



*'Team members agree that difficult conversations and conflict can be avoided in this group, which can limit the quality of the team's overall interactions and may lead to ineffective resource utilization.'*

This seems accurate  This seems relevant or important right now



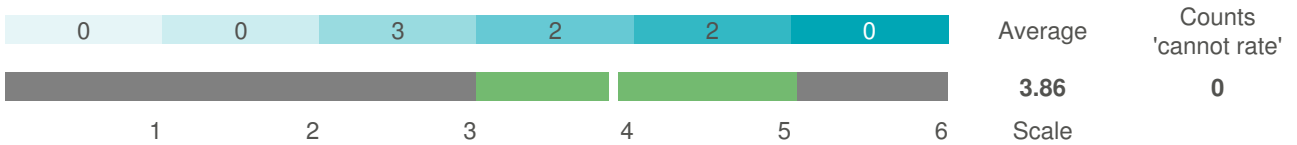


## Domain Breakdown

### Quality Conversations



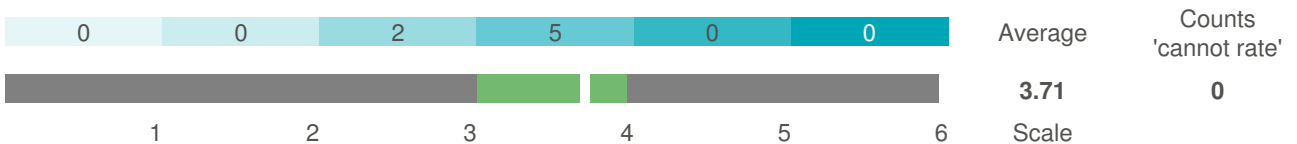
**This team takes the time to find the root cause of problems rather than settle for a quick fix.**



'People agree that team members tend not to take the time they could to find the root causes of problems, instead opting for the quick fix. This leads to ineffective and shallow problem solving and more superficial conversations.'

This seems accurate    This seems relevant or important right now

**People on this team actively seek diverse viewpoints.**



'Team members agree that conversations tend to limit input and exclude diverse viewpoints.'

This seems accurate    This seems relevant or important right now



## Narrative Comments

### Quality Conversations

#### How does this team leverage the diversity of team members? (e.g. engaging in difficult conversations, seeking diverse viewpoints, building on ideas, etc.)

##### What team members said:

\* I often feel that we don't leverage the team to its full potential. I think more recently we have started to challenge each other but this can also come with its own challenge. I feel that there are sometimes invisible barriers that stop us from moving forwards and that as a team we still don't have the power to make a final decision.

\* We don't really

\* Discussions at meetings, separate more detailed 'offline' meetings with relevant team members where appropriate

\* I don't think we do this as well as we could as a collective. We do bring challenges/problems to the team at our meetings. We do have challenging conversations and do want to support each other as much as we can. I think the challenge is our functional approach.

\* Increasingly it is happening, however, we avoid the conversations which need to be had..

\* Diverse viewpoints - we probably tend to always ask the same people or the people who are most like us or we are most comfy with rather than widening the net

-Difficult conversations - cliques have arisen recently out of avoiding (perceived) difficult conversations but I think we're in a better place now having got some issues out in the open

-Building on ideas - I notice people come to meetings with more problems than solutions and when ideas are proposed we usually hear why "that won't work" rather than having a structured brainstorm concluding in some good ideas that the owner can take away and do something with. I imagine most team members feel they own 'their problem' rather than it being shared.

\* I think we are pretty good at understanding others viewpoints and building on ideas, though I'm not sure we actively seek them out as well as we could.

#### What challenges does this team face when working and interacting together?

##### What team members said:

\* We spend very little time together, sometimes we have great meetings and I feel we make progress. Somedays we go round in circles and end up in a worse place than we started! I'm not sure what makes the difference in or great/poor meetings

\* New team members have come from outside into key roles this year which is a big ask. I like the new perspectives this brings and the fresh thinking and approaches but I'm not sure everyone is as comfortable with it. We haven't taken the time to get to know each other properly yet or build our collective purpose and ways of working as a team which would give us a code by which to operate and call each other out when needed.

\* We are functional with functional responsibilities and accountabilities. This means that when certain people aren't present in the team meetings for example, the conversation stalls or has to be revisited. We also maybe hold back from saying certain things that we don't feel will ever change.

\* There are strong personalities in the team and sometimes individuals can clash in their opinions. I also think that we only meet occasionally and apart from this we do not work together as a whole group on any project or working context. There are smaller sub groups but as a full team the interactions are limited.

\* New team members learning the business. Time restriction on meetings means agenda items can be rushed and occasionally not redressed.

\* Common agenda (everyone is driving own functional agenda rather than our unified agenda).

\* Not sure we are that effective at sorting challenges/problem solving



## Narrative Comments

### Quality Conversations

#### What actions do you recommend to improve the quality of conversations in this team?

##### What team members said:

- \* More time spent looking at shared challenges and less time reporting functionally
- \* Being more open and honest.
  - Transparency in decision making.
  - Listening and fully understanding where an individual is coming from.
- \* Structure and clarity of result before starting to ramble off on tangents or talking about the "reality" where we are, not where we want to be
- \* Clarity around what we are meeting about and why, who needs to be involved in what and why
  - A structure for meetings that allows us to have the right conversations in the right kind of way
  - More honesty, less festering and talking in cliques
- \* Honesty, open conversations - removing fear of saying the wrong thing or speaking out of turn.
- \* We need more adhoc conversations with each other. Our culture is driven on face to face and that is unsustainable and unreflective of modern , global businesses..
- \* The system of Tweeting via the intrnal comms system should be used with renewed vigour! Using the comms system effectively for functional updates and using our meetings for more strategic level discussions bringing only functional learning moments to the meeting itself.

#### Comments?

##### What team members said:

Consider the above Narrative Comments along with the preceding Domain Breakdown Data and related summary suggestions -  
And select one of the following:

- The Narrative Comments confirm the Domain Breakdown Data
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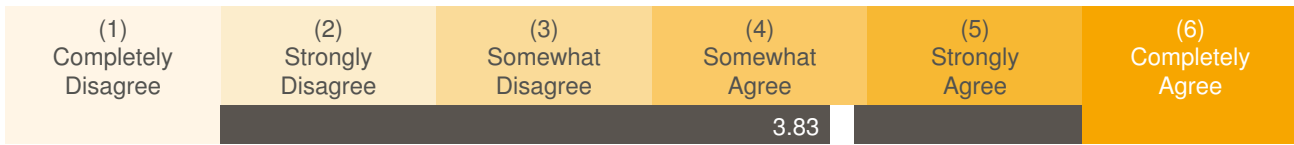
Is alignment and investment in the Quality Conversations Domain a critical and/or urgent need for this team at this time?

- Yes  No

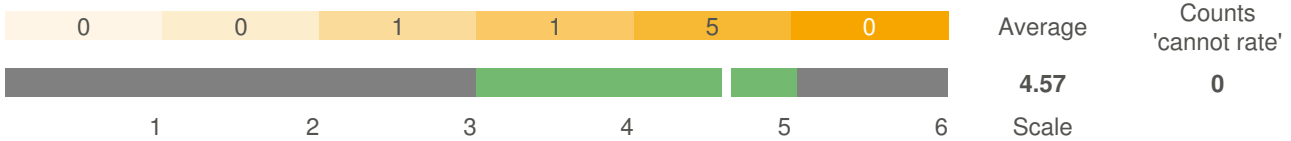


## Domain Breakdown

### High Performance Mindset



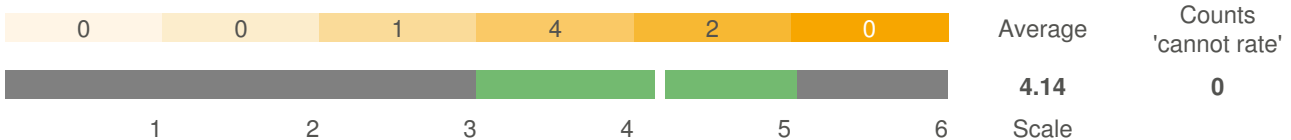
#### When mistakes are made we focus on learning rather than blame.



'Most members see the team having a moderate focus on learning while some may see an element of blame occurring. this may result in some members not taking appropriate risks, hiding errors, and missing collaborative opportunities.'

- This seems accurate     This seems relevant or important right now

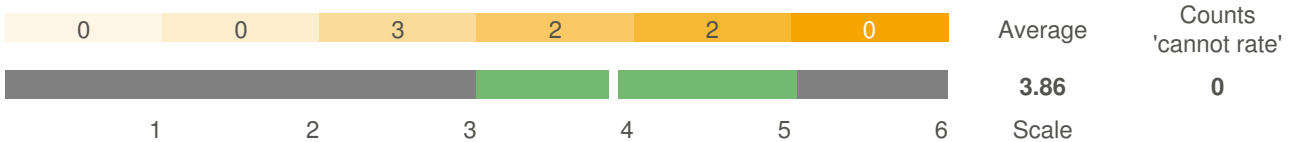
#### In this team, we are willing to take appropriate risks.



'Most members agree that the team engages in a moderate level of risk taking which can translate into increased team learning, innovation, and performance.'

- This seems accurate     This seems relevant or important right now

#### I believe that members of this team are actively committed to my development.



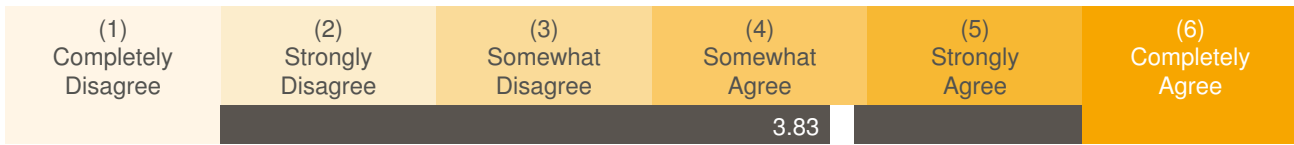
'Most members believe that other team members are moderately committed to one another's personal development, creating opportunities for increased levels of team engagement, learning, and performance when the collective commitment levels increase.'

- This seems accurate     This seems relevant or important right now

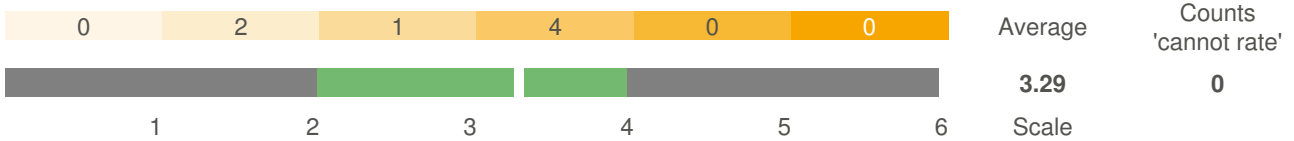


## Domain Breakdown

### High Performance Mindset



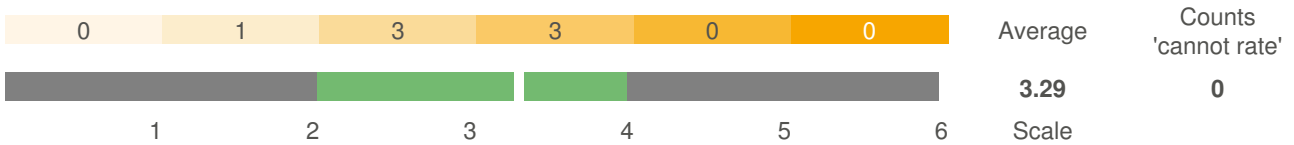
**This team continually seeks ways to improve its performance.**



*'Most team members do not see the team seeking ways to improve, likely resulting in missed opportunities to learn from past successes and challenges'*

This seems accurate  This seems relevant or important right now

**I regularly receive useful feedback from members of this team.**



*'Most team members report that they are not receiving useful feedback from others on the team, minimizing individual opportunities for learning, development, and positive performance.'*

This seems accurate  This seems relevant or important right now



## Narrative Comments

### High Performance Mindset

**What evidence suggests this team has a high performance mindset (e.g. support for each other, learning from mistakes, sharing best practices, continuous improvement effort, risk taking, commitment to development, etc.)?**

**What team members said:**

- \* We are there for each other and have a caring approach. We do share success and failures. We take appropriate risks.
- \* Challenging current practice where it stifles development for individuals / functions / business and supporting any subsequent changes in practice.
- \* We do share failures which is a really healthy and positive behaviour
- \* Individually, we are all good at our jobs, and there are pockets of working together/supporting each other on key projects, learning and sharing etc but overall in terms of a high performance mindset I would say we are not consciously thinking (and acting) in this way
- \* We are on the right path but need to accelerate. It feels sluggish and often reactionary..
- \* I think everyone would support me if I needed it, they would back me up and help me. I think it's safe but also wary of risk taking at the same time

**What lessons does this team need to learn from its experience of success or failure?**

**What team members said:**

- \* Higher risks perhaps, we tend to play safe.
- \* I think we need a greater focus on how best to learn from mistakes and problem solving.
- \* That we shouldn't be scared of trying something out
- \* We don't really review what has gone well and what hasn't..
- \* Decisions not to be made unilaterally
- \* Consulting and/or communicating at the right time with the right people is important
  - Collaborating on the right things with the right people
  - Having a clear plan, timescales and deliverables and holding each other accountable for them
  - Supporting/challenging appropriately and with honesty





## Narrative Comments

### High Performance Mindset

#### What actions do you recommend to improve the high-performance mindset of this team?

##### What team members said:

\* Greater support, we don't feel like a tight team

\* Ensuring we are presenting a 'united front', all singing from the same songsheet not just in terms of goals but also the route to achieve them and believing we are doing the right thing.

\* I am not sure we are aligned on what high performance collectively means.

\* More attention to what data tells us, IT needs, customer feedback. More understanding across the team of our actual portfolio and the challenges we face - some of us are too removed from it

#### Comments?

##### What team members said:

Consider the above Narrative Comments along with the preceding Domain Breakdown Data and related summary suggestions -  
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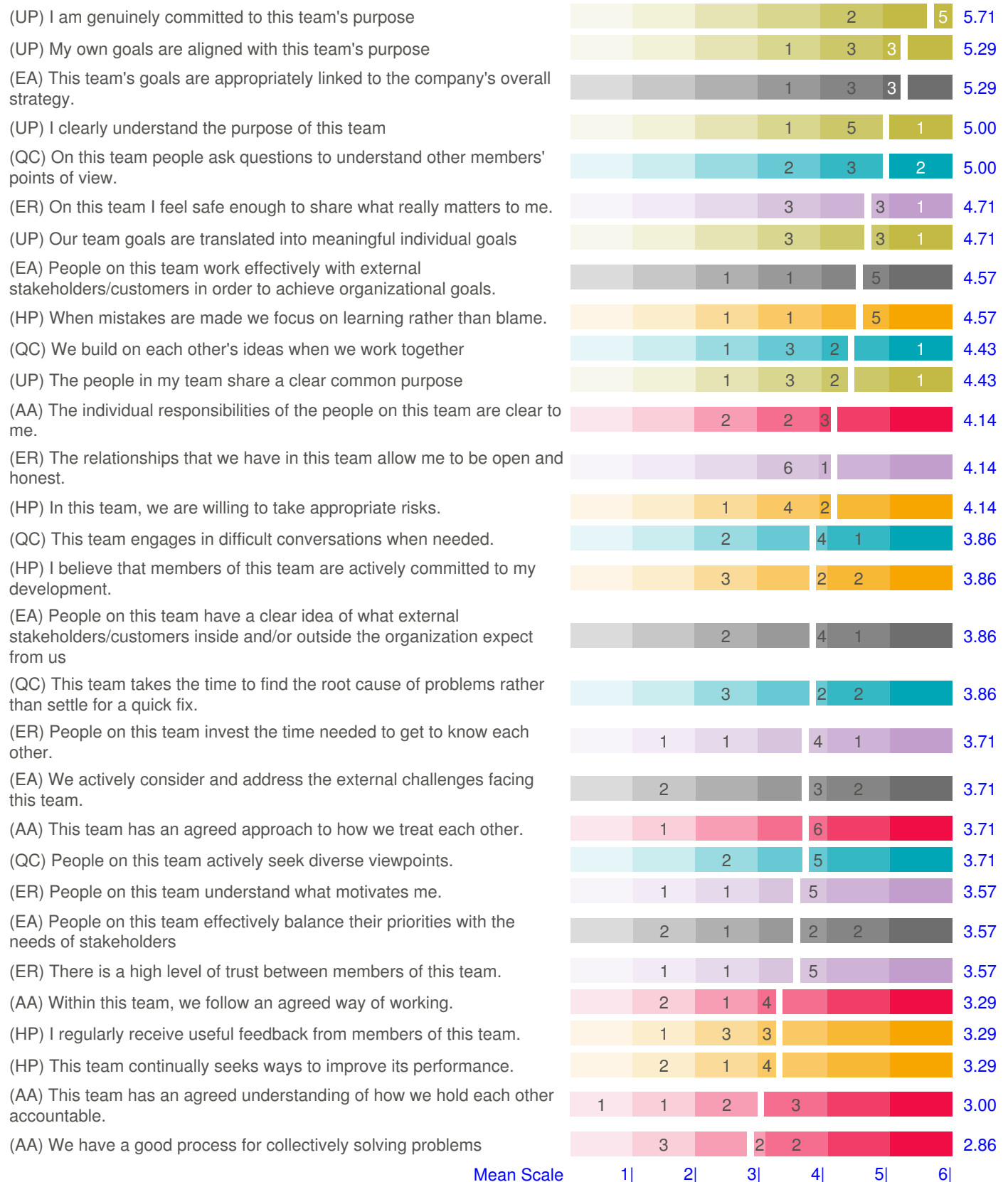
Is alignment and investment in the High Performance Mindset Domain a critical and/or urgent need for this team at this time?

Yes  No

## Full Domain Summary

### Statements sorted by the team's overall average

The number within the colored cells represents the number of respondents who selected that response choice. The white stripe depicts the team mean.



Mean Scale 1| 2| 3| 4| 5| 6|

## Action Planning

On which 3 domains will you focus your attention?

- External Alignment
- Unified Purpose
- Agreed Approach
- Effective Relationships
- Quality Conversations
- High Performance

*Suggested actions for each domain can be found at the end of this report*



Domain name:

Critical aspect to be addressed:

What action will you take?

Domain name:

Critical aspect to be addressed:

What action will you take?

Domain name:

Critical aspect to be addressed:

What action will you take?

# Team Performance Inventory

## Suggested actions by domain

### External Alignment. (EA)

- Discuss and generate team alignment with your Unified Purpose and the organization Vision and Mission. Insure that you have clarity on how the team's Unified Purpose supports the Organization's vision and mission. Communicate this with key stakeholders.
- Schedule and hold quarterly meetings with key stakeholders to discuss alignment, expectations, and service and support to one another.

### Unified Purpose. (UP)

- Have everyone on the team without talking to or sharing with anyone else write down the purpose of the group/team from his/her perspective and understanding. Once everyone has written the team's purpose from his/her understanding, each team member shares his/her written purpose until everyone's ideas have been shared. Discuss the differences or contrasting ideas until one written statement could serve the team's Unified Purpose.
- Re-visit the Team's Purpose on a regular basis over the next 9-12 months. Every 6-8 weeks convene to discuss the purpose. Does everyone still agree? Is everyone still serving the same purpose?

### Agreed Approach. (AA)

- Team members each write his/her duties on Post-it notes-one duty or job activity per note-and stack the Post-it notes. The point is to capture the duties-even those done only sporadically or occasionally, NOT for any one team member to come up with more than anyone else. There is not a prize for "most duties."
- Team members then take turns (1-3 minutes per person) posting his/her duty notes onto a wall or flip chart. Team members can ask clarifying questions if needed, but this is not a debate-the goal is for everyone to catalog and share his/her list of duties.
- When everyone's duties are posted, team members should discuss:
  - Any areas of overlap-are multiple people doing the same task unnecessarily?
  - Any gaps-are there tasks needing attention no one has picked up?
  - Alignment with Unified Purpose (UP)-are there tasks that don't seem related to the group/team's UP?
- Discuss and list the behavioral/performance norms that team members expect from each other and will commit to engage while on this team, including communication, feedback, meeting, and decision making protocols.

## Team Performance Inventory

### Suggested actions by domain

#### Effective Relationships. (ER)

- Schedule yourself to reach out to connect with (by phone, e-mail, or in person) each team member once a week. Offer and ask for quick updates to let them know you are thinking of them. Invest time and exhibit concern in them, their interests and their lives. Ask them about themselves and actively listen to their responses. Remembering details from these exchanges (even if you have to write them down) to follow up on later is a great way to exhibit concern and build meaningful connections. Keep these connections you have with teammates open and active and make sure that you communicate routinely-not just when there are problems to solve.
- Compliment a team member-and mean it-on a quality he/she embodies or an accomplishment he/she has achieved.
- Ask someone for help with a challenge or problem that faces you.

#### Quality Conversations. (QC)

- Practice echoing and summarizing team mates in discussion-especially when talking about differing points of view or contentious topics. Take the time to summarize and repeat someone else's viewpoint or suggestion until the other person agrees that you have captured the thought/statement in both content and spirit. This does not mean you agree with it, but it does show that you have listened and really taken in and considered another point of view.
- Produce a list of team members and the areas of expertise and interest that each person has. Compose this list together in a team meeting in which everyone participates and pushes each other to come up with all the areas of expertise, experience and interest as is reasonable/possible. The resource list will document the diversity of the team and make it more readily leveraged on an ongoing basis.

#### High Performance Mindset. (HP)

- Implement regular in-action and after-action reviews to promote learning. Continuous learning is the foundation of the High Performance Mindset domain. Develop and maintain a culture and habit of conducting in action and after action reviews to increase team success. Use an organizationally supported review/debrief tool to create a schedule and actions to capture learning and best practices from key engagements and projects. A simple approach can be to capture what individuals and the team will stop, start, and continue as a result of the review.
- As a team, share and disclose individual development plans and discuss how the team will collectively and individually support these. A recommendation is that learning partners are formed within the team. These learning partners support one another's development offering feedback, coaching and advice.

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