

# Team Performance Online Survey

## TEAM REPORT

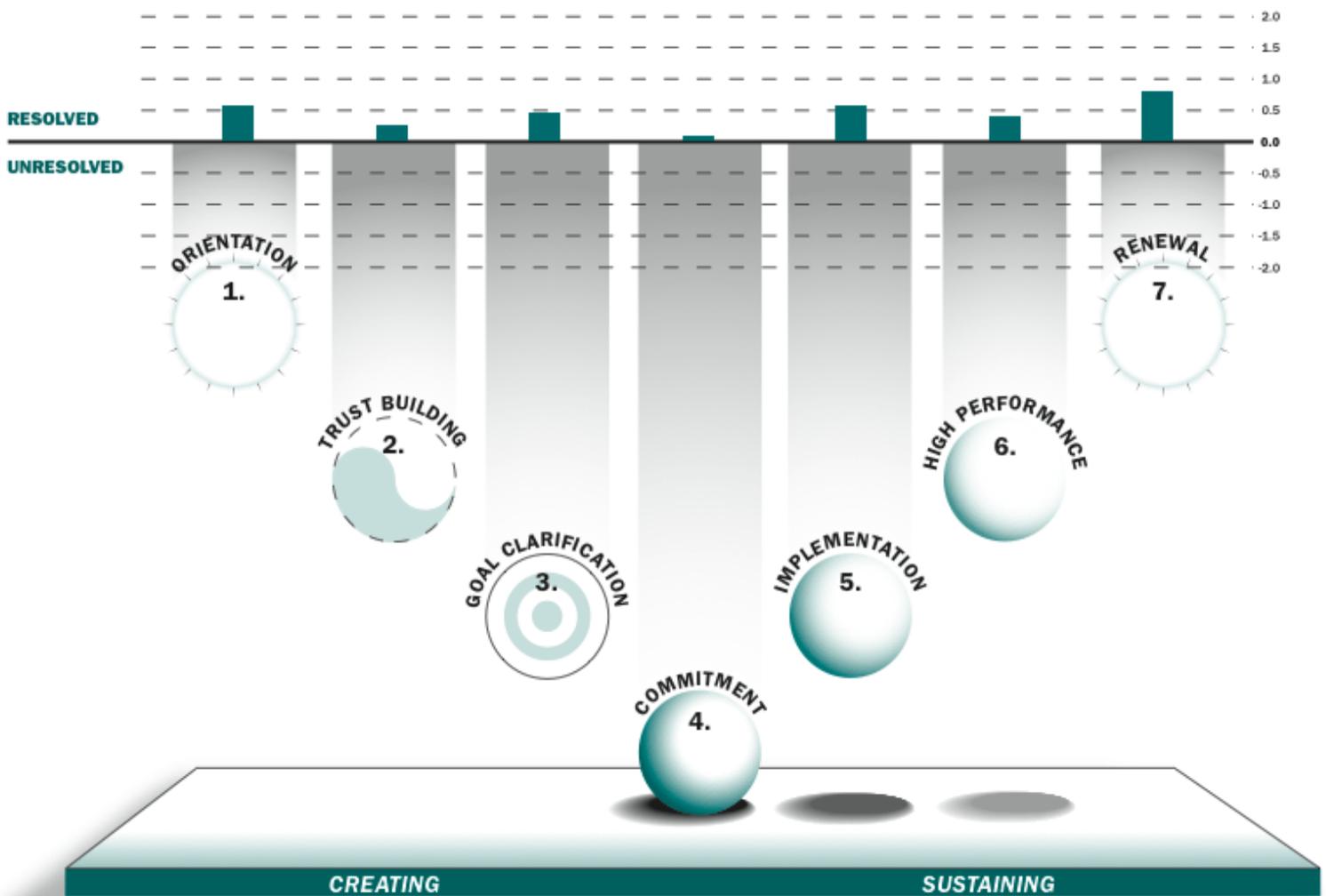
TP Workshop 10-23-12

October 23, 2012

Your Team Performance Online Survey Team Report reflects the responses you and your teammates provided, linked to the Drexler/Sibbet Team Performance Model®(TPM). Included are detailed breakdowns by stage, as well as data related to team interdependence and the team leader.

### Your Team Scores by Stage of the TPM

The bars above the 0.0 line indicate that the team felt it had resolved the issues involved in the stage indicated. The bars below the 0.0 line indicate that there are issues to be resolved.

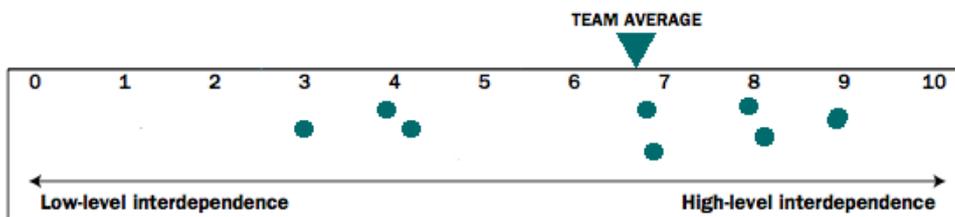


12.3 TPMModel ©1990-2012 Allan Drexler and David Sibbet.

The Team Performance Online Survey is part of the Drexler/Sibbet/Forrester Team Performance System™, a set of tools widely used in all manner of organizations for more than 30 years. For more information, please visit The Grove's website: [www.grove.com](http://www.grove.com).

## ***INTERDEPENDENCE***

Interdependence is simply another word for "needing to cooperate." The display below shows how individual team members rated the team's interdependence level, as well as the team average.



The goal isn't to be as interdependent as possible, or independent, for that matter. What is important is (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.



AVERAGE FOR ALL ORIENTATION ITEMS BY INDIVIDUAL



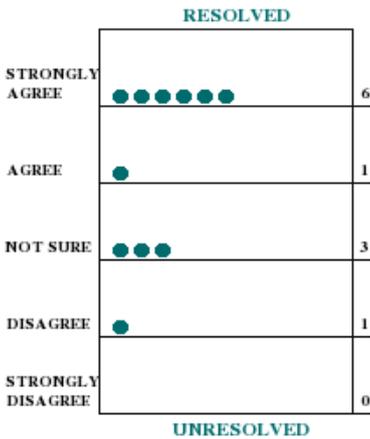
**KEYS TO ORIENTATION**

In Orientation, you and your team members focus on "why" you are together, what you are going to create, and getting clear about your purpose as a team. Each individual needs to be able to imagine being a full member of the team, and identify enough of its reason for being that he or she will enter into the process with full participation.

**Purpose**

Purpose is established when everyone understands what your team has been formed to do, when you see it as an acceptable relevant challenge, and when you sense that this purpose is important to the organization.

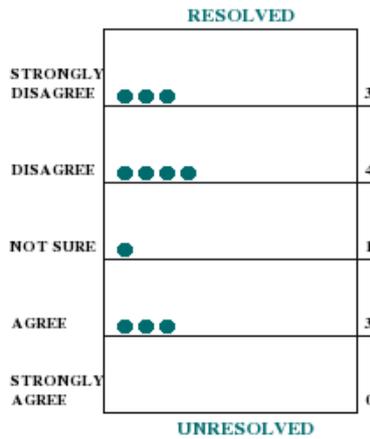
**01. The purpose of our team is clear to me.**



**Membership**

Membership is resolved when you and others feel included, when you have a sense of ownership of the team's work, and when you feel a pride of involvement in your team's endeavors.

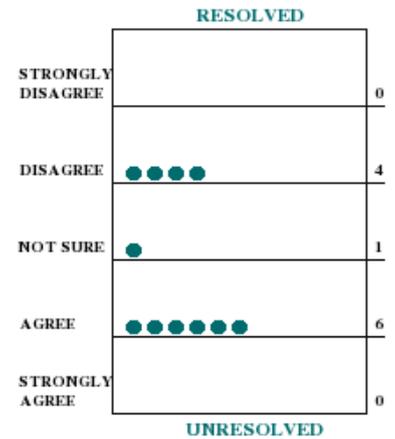
**07. This team doesn't use my talents as well as it could.**



**Team Identity**

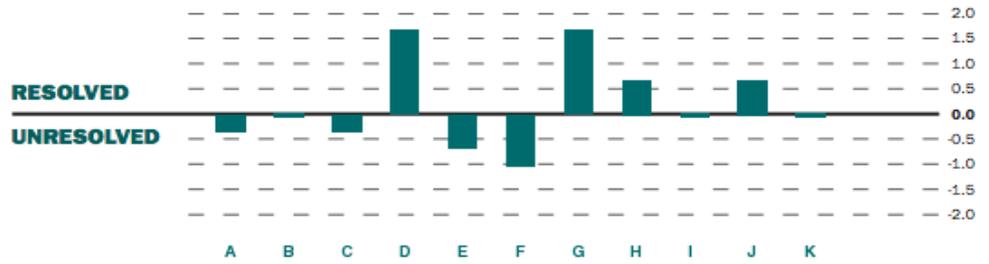
Well-oriented team members identify with their team, and know why they are a team. If you and others strongly identify with your team, then you will feel like an integral part of the team and willingly accept team norms and values.

**15. We see ourselves as individuals more than as a team.**





AVERAGE FOR ALL TRUST BUILDING ITEMS BY INDIVIDUAL



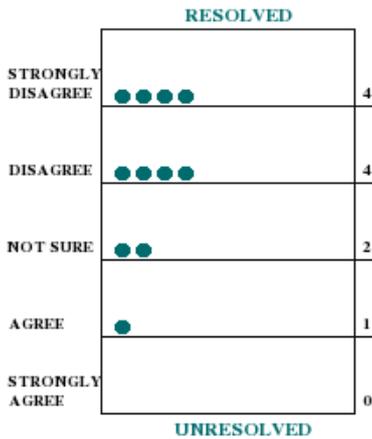
**KEYS TO TRUST BUILDING**

Trust is critical to high performance. It begins when a team is formed and grows over time. You and others want to know “who” you are working with and trust the implications of getting involved. Trust provides a foundation for all subsequent stages. When trust is high, you and other team members respect and rely on one another and feel secure in one another's confidence.

**Mutual Regard**

Mutual regard means that you and other team members are at ease with one another and extend respect and good will to each other. You aren't threatened by the others or feel a need to be guarded in dealing with them.

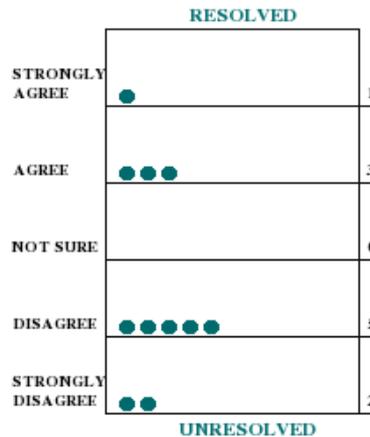
**16. Not everyone on this team has the team's best interests at heart.**



**Forthrightness**

Forthrightness means that you trust the team enough to reveal what you think and feel about the team and individual member's behavior. Fortright teams don't measure what is acceptable to say or maintain a polite facade. Rather, they are open with one another.

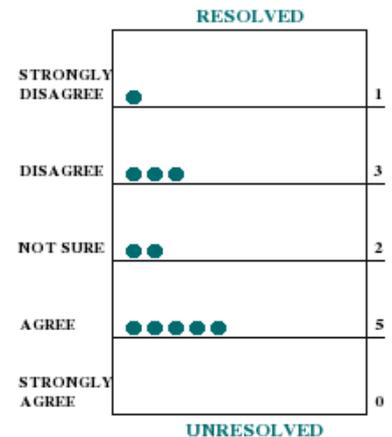
**21. Our team confronts issues and conflicts directly.**



**Reliability**

Trust includes viewing other team members as reliable and competent. This means that you and others can produce what the team needs and are committed to doing so. Trust in the reliability of others grows over time if you and others consistently follow through and do what you say you will do.

**10. Some people on our team aren't as competent or reliable as we need them to be.**





AVERAGE FOR ALL GOAL CLARIFICATION ITEMS BY INDIVIDUAL



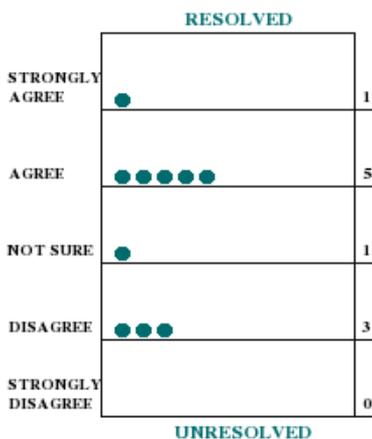
### KEYS TO GOAL CLARIFICATION

As you focus on "What are we doing?" it is important to be clear about goals. Purpose provides direction, but goal clarification focuses on clarity about assumptions and background information, specific objectives and measures, and a shared vision about what success looks like. Clear goals provide a contract with your larger organization and are the basis for team accountability.

#### Explicit Assumptions

Effective teams make their basic assumptions, premises, values and philosophy explicit. In so doing, they identify differences and seek resolutions. They know the reasons behind their goals, the ways they will be measured, and specifically what everyone means by "success".

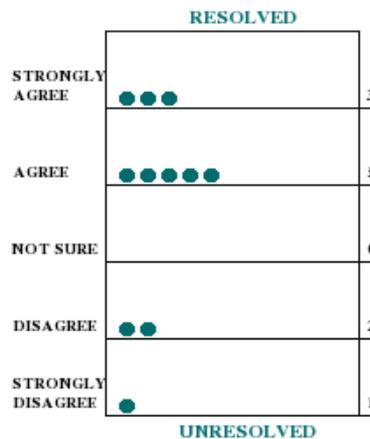
**22. Everyone understands what we mean by "success."**



#### Clear, Integrated Goals

Before your team can move to action, you need to understand and agree upon what the team specifically is trying to do. Your team's goals need to be achievable, and members must work together in order to achieve them. Some teams might call these clear goals "objectives".

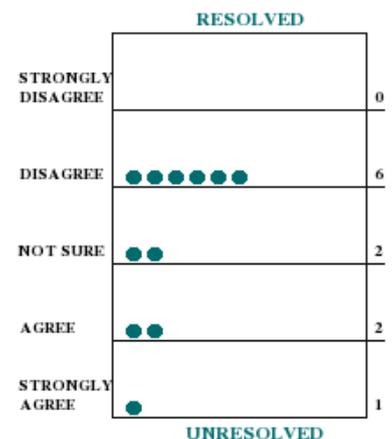
**02. We have a clear set of goals.**



#### Shared Vision

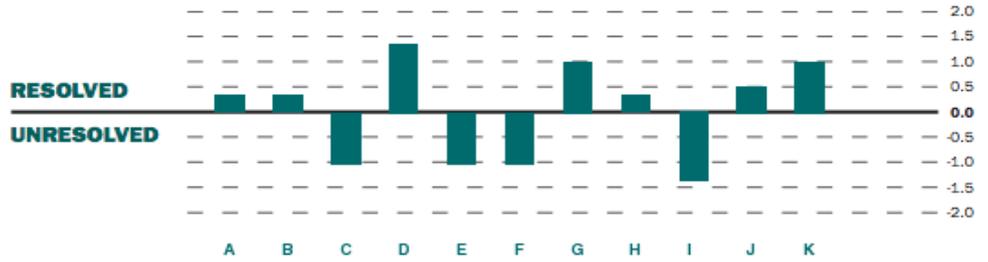
High-performing teams share an uplifting vision for themselves and for the organization. Visions provide the inspiration, motivation, and detail that bring objectives to life. They help maintain a team's direction when objectives need to change.

**18. I have a different vision for this team than other members.**





AVERAGE FOR ALL COMMITMENT ITEMS BY INDIVIDUAL



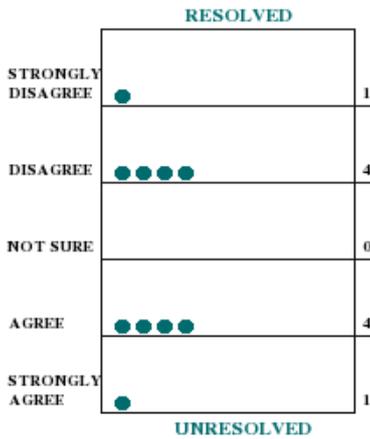
**KEYS TO COMMITMENT**

If you are committed to working together, then it means your work group is forming as a true team. At this stage, you understand "how" you will work in terms of roles, resources, and decision-making. You can make the necessary choices, let go of differences among team members, and find the resolve you need to carry everyone to success.

**Identified Roles**

Well-committed teams know who is responsible for the tasks, activities and actions embedded in their goals and objectives. They know how everyone's roles fit together.

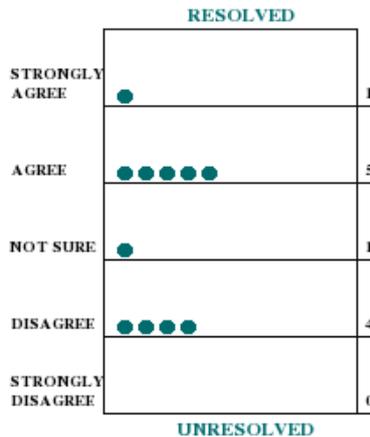
**23. We have some confusion about who is responsible for what.**



**Allocated Resources**

Commitment also means the team has found the materials, money, people, tools and space to do its job, with specific resources dedicated to particular results. Teams see this issue resolved when the work required is matched with appropriate resources and tools.

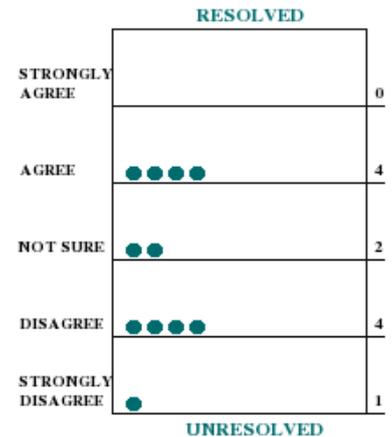
**08. The priorities for our team are clear in terms of money, time and people.**



**Decisions Made**

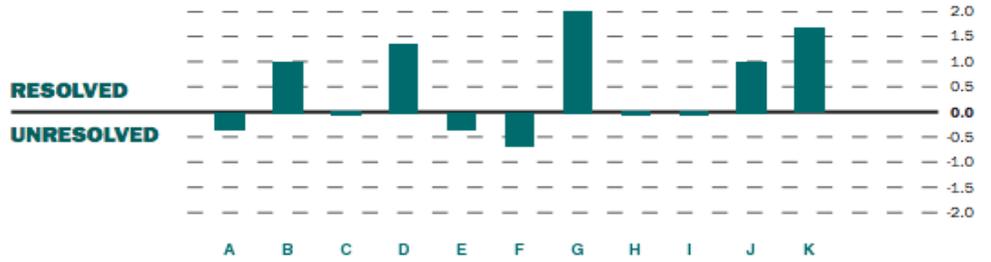
Commitment to clear decision-making processes allows team members to work interdependently and flexibly while staying aligned to their overall goals. This means determining how control and authority are shared among members and the team leader.

**17. Our team has an effective process for making decisions.**





AVERAGE FOR ALL IMPLEMENTATION ITEMS BY INDIVIDUAL



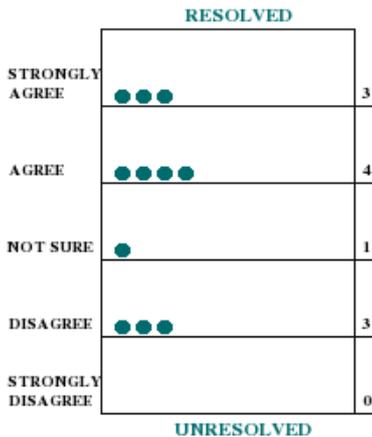
**KEYS TO IMPLEMENTATION**

Teams turn a corner and move fully to action when they know "who does what when and where." Implementation requires clear work processes: defining all of the tasks that need to be done, their sequence, and who is responsible for what. Individual work processes have to be clear, and all of the activities must fit together into a coherent, aligned whole.

**Clear Processes**

High-performing teams have well understood work processes and some appropriate form of schedule or management system that communicates who is to do what, by when.

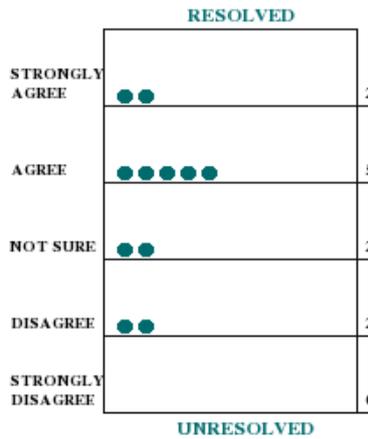
**04. The members of our team have a clear understanding of who is to do what, where, and when.**



**Alignment**

Alignment supports implementation. When roles fit together and people support the same objectives, the work is more integrated and produces better results.

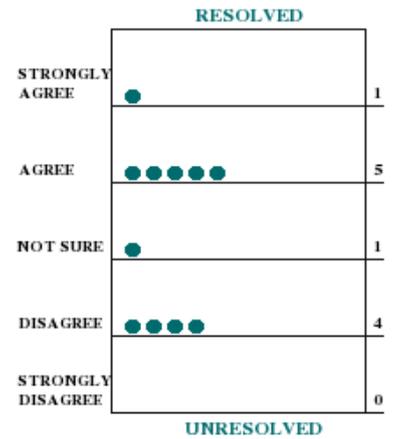
**12. Our team members work smoothly together and are headed in the same direction.**



**Disciplined Execution**

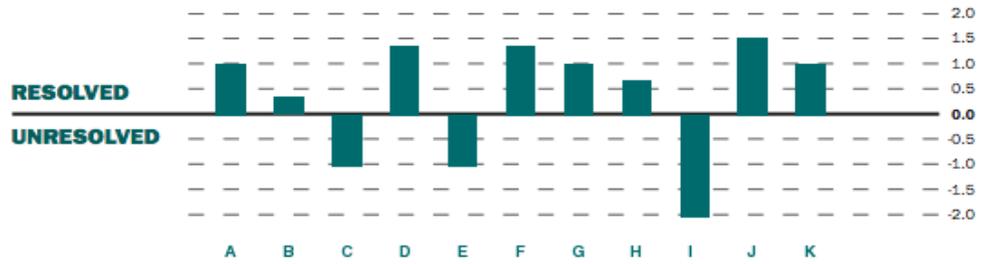
High-performing teams care about executing well, working smoothly, and meeting deadlines. They also have the ability to problem solve and support their members when facing challenges.

**19. Our team has the discipline to follow its plan.**





AVERAGE FOR ALL HIGH PERFORMANCE ITEMS BY INDIVIDUAL



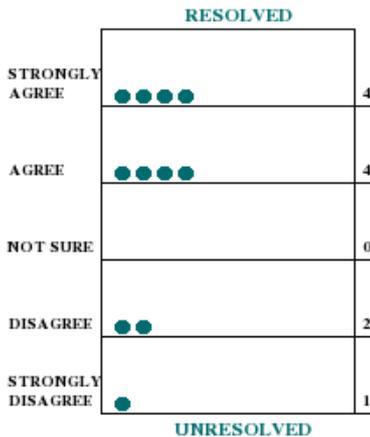
**KEYS TO HIGH PERFORMANCE**

High-performance team members outdo themselves and accomplish more than the sum of their individual talents. It's a "WOW" experience. High-performing teams interact easily, with little defensiveness. They have an intuitive sense of how to be supportive of their members. When challenges arise they can make changes and improvise, and bring out the best in one another.

**Spontaneous Interaction**

Members of high-performance teams are able to be themselves and exercise freedom in the way they work. Trust is high and there is easy give and take. Creativity emerges from everyone's willingness to follow the flow of ideas in an unguarded way.

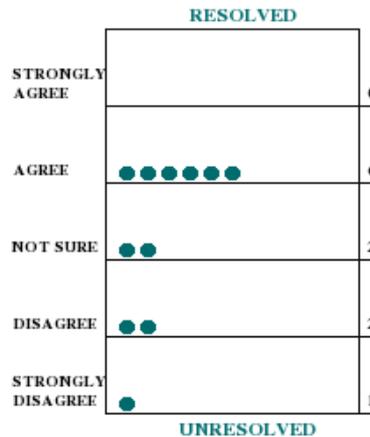
**20. We regularly have open exchanges of ideas among team members.**



**Synergy**

If your team has synergy, it is able to go beyond the capabilities, expectations and constraints of individual members. Interactions among team members are both challenging and supportive, and generate new approaches and solutions no one expected when starting out.

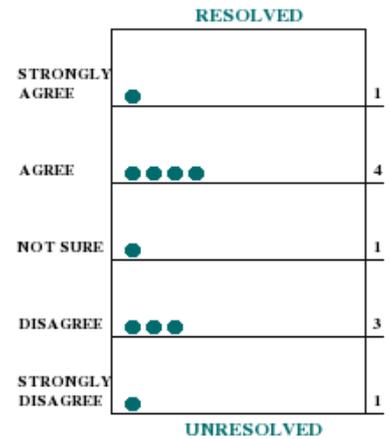
**13. We work together to do things we could never do as individuals.**

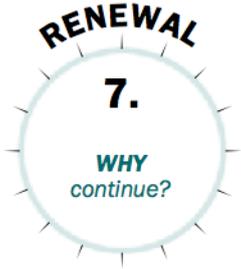


**Surpassing Results**

High-performing teams produce exceptional results. They find successful ways to meet and rise above challenges and changes. The results are clear enough that others agree the team has done more than expected.

**24. Our team often accomplishes more than we expected to.**





AVERAGE FOR ALL RENEWAL ITEMS BY INDIVIDUAL



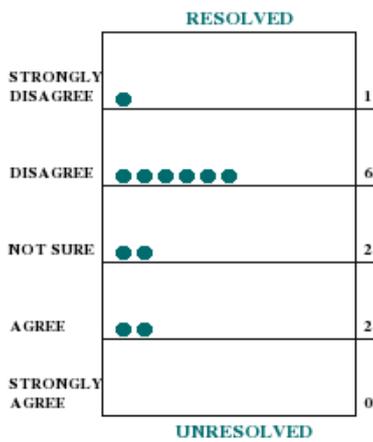
**KEYS TO RENEWAL**

Whatever level of performance a team reaches, things change for it over time. You might ask, "Why continue?" Members come and go. Those who stay change and grow; their needs, hopes and goals evolve. The task or the circumstances in which the team works may change. A high-performance organization will encourage teams to spend time nourishing and renewing themselves.

**Recognition and Celebration**

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

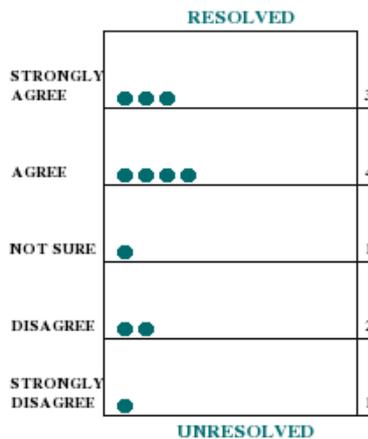
**05. Our team doesn't receive the recognition it deserves.**



**Change Mastery**

Over the course of time, your team has probably experienced 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 take time for learning and handle change well.

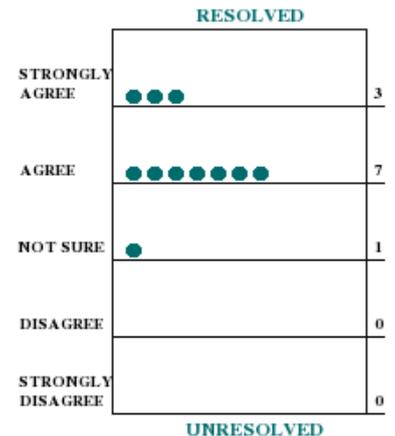
**14. We take time to learn from our experience and identify best practices.**



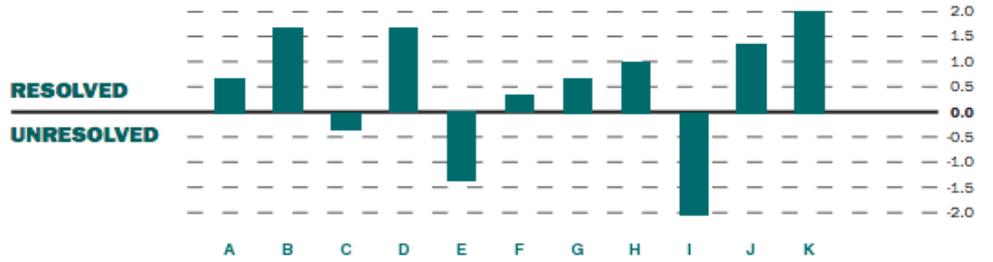
**Staying Power**

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

**09. My work on this team is very important and meaningful.]**



AVERAGE FOR ALL LEADERSHIP ITEMS BY INDIVIDUAL



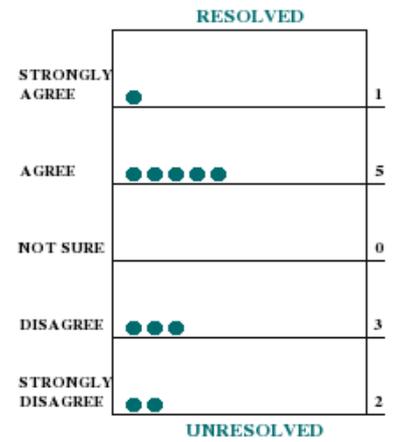
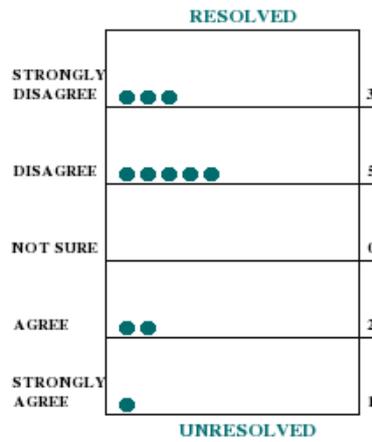
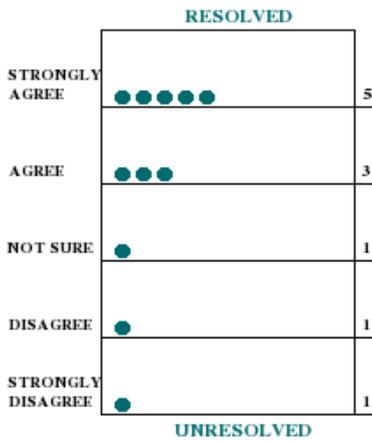
**LEADERSHIP**

Trusted leadership is critical to good teamwork. These statements were written primarily for teams with individual leaders. However, the statements also can apply to self-managed teams if you substitute "process" or "leadership team" for an individual leader.

**03. We get plenty of positive feedback from our team leader.**

**06. Our leader doesn't seem clear about what our team must do.**

**11. Our team leader delegates authority effectively.**





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## ***Team Performance System***

The *Drexler/Sibbet/Forrester Team Performance™ System* is a widely used suite of tools for creating and sustaining team performance, each of which is based on the *Model*. Developed by Allan Drexler, Russ Forrester and the founder of The Grove Consultants International, David Sibbet, these tools provide team leaders and members with clear, visual frameworks for developing teams, building leadership skills and implementing practices that lead to high performance. Components of the *System* include, in addition to the *Online Survey*, the *Team Leader Guide: Strategies and Practices*, and a host of support materials and guides. Complete information about each of these *Team Performance System* tools can be found at The Grove's website: [www.grove.com](http://www.grove.com).

