Team: Extraordinary Team 2.0 Sample
Date: September 30, 2021
Number of Respondents: 29
What Is An Extraordinary Team?

Whether remote or in-person, organizations big and small get their work done by teams. But not all teams are capable of producing high-quality, high-impact work. Fewer still can deliver outstanding results that exceed expectations, let alone have a positive transformative impact on team members. Sadly, for many, team meetings seem an endless waste of time where not much is accomplished and the interaction holds little meaning.

As a counterpoint to this situation, let us share our definition of an Extraordinary Team:

**Extraordinary Teams achieve Outstanding Results while providing opportunities for Personal Transformation.**

Personal Transformation and Outstanding Results are the two intertwined and essential elements of an Extraordinary Team’s definition. The combination of these two is what makes Extraordinary Teams so special in people’s lives. It produces an extraordinary experience that becomes a high-point memory that lasts years. In addition, the organization reaps the benefits of talent retention, skill development, and the growth of networks and relationships that can jump-start future collaborations.

**Personal Transformation** is the Wow! Factor of an Extraordinary Team. Participating in a fantastic team can create powerful experiences that cause team members individually to see themselves and the world around them in new and positive ways. These transformative shifts are what cause people to think of their great team experiences as amazing or unforgettable.

**Outstanding Results** are the tangible achievements of a team effort that can make substantial differences to the larger organization, community, or world. Group goals are frequently exceeded with unanticipated positive consequences and members of amazing teams take great pride in their accomplishments. This high level of satisfaction due to goal achievement augments the individual transformation members experience.

Given our definition, you might be tempted to view Outstanding Results and Personal Transformation as the outcomes or byproducts of exceptional teaming. In part, that’s true. And, we have learned through more than a decade of research that these two elements join eight other measurable characteristics that form a profile of an amazing group. We think of these categories as the ten **Practices of Extraordinary Teams**. These Practices are distinct yet interconnected, which means that enhancing one of these often supports the development of another. The Practices are clusters of actions that team members can take to increase their team’s chance of becoming extraordinary. None is more important than another. They synergistically contribute to a uniquely powerful team experience that is different for each team member. Each Practice is powerful in its own way. When combined with others—in whatever combination—they collectively ignite high levels of collaboration, trust, learning, and achievement. They include:

- Outstanding Results
- Personal Transformation
- Compelling Purpose
- Embracing Difference
- Full Engagement
- Great Meetings
- Genuine Curiosity
- Strong Relationships
- Adaptive Structure
- Shared Leadership
The Extraordinary Teams Inventory (ETI) 2.0 offers your team feedback on each of these Practices. Our most recent research conducted in 2020 has expanded our understanding of these elements, going from five to ten statistically valid and reliable scores. Because of this rigorous development, you can confidently trust the feedback contained in this report. The diagram below presents these key components visually.
About Your Team Report

The ETI 2.0 Team Report is based upon how you and other team members rated your team experience according to the ten Practices of Extraordinary Teams. All ratings reflect a team average.

What the Feedback Report Includes

- A guide to the rating categories: Ordinary, Solid, Extraordinary
- A narrative description for each of the ten Practices
- Two ratings which reflect how members assess the overall team experience
  - A bar graph that presents the total ETI rating
  - The ten bar graphs together, one for each of the Practices, with percentile rankings
- For each Practice, one page that includes:
  - The team rating for this Practice
  - The survey items on which you rated your team, typically 5-6 questions
  - A list of actions you might consider taking to increase your capacity for this Practice
  - Questions your team can use to deepen your understanding

Guide to the Ratings

The rating scale has three ranges: Ordinary, Solid, and, Extraordinary. It’s important to remember that teams are normally distributed in the shape of a bell curve. This means that most teams (80%) score in the Solid range. It is less frequent for teams to score in the Ordinary (bottom 10%) or Extraordinary (top 10%). Below you will find the percentages of teams in each of the categories that we have defined.

<table>
<thead>
<tr>
<th>Range</th>
<th>Definition</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary</td>
<td>Your average rating suggests that your team <em>infrequently</em> demonstrates behaviors or characteristics of a Solid team or <em>seldom</em> demonstrates the behaviors or characteristics of an Extraordinary team.</td>
<td>Lower 10%</td>
</tr>
<tr>
<td>Solid</td>
<td>Your average rating suggests that your team <em>regularly</em> demonstrates behaviors or characteristics of a Solid team, but <em>infrequently</em> demonstrates the behaviors or characteristics of an Extraordinary team.</td>
<td>10%-90%</td>
</tr>
<tr>
<td>Extraordinary</td>
<td>Your average rating suggests that your team <em>almost always</em> demonstrates the behaviors or characteristics of an Extraordinary team.</td>
<td>Upper 10%</td>
</tr>
</tbody>
</table>
The Ten Practices of an Extraordinary Team

These multifaceted components shape the synergistic positive impact of an Extraordinary Team. As you review this list, consider how they link to and reinforce one another.

**Outstanding Results.** These outcomes are the tangible benefits of exceptional teaming. Extraordinary Teams are clear about their goals and measure their progress. Typically, they surpass their expectations for what will get done, when it will get done, and how much time, money, or other resources it will take to get it done. Often such teams achieve more than their stated goals, discovering or creating unanticipated positive results. Now and then, in the context of large organizations where leadership, priorities, or initiatives sometimes shift rapidly, organizational politics become part of the reality faced by a team. If so, Extraordinary Teams often intentionally give outside ‘deciders’ reasons to see the team’s work as significant. At the same time, teams rely on their own judgment about their outstanding results rather than depending on accolades from above.

**Personal Transformation.** This highly personal, often elusive, change happens one person at a time, as team members work successfully with one another in highly collaborative and trust-based ways. In doing so, members make large or small--sometimes invisible to others--positive shifts in how they see themselves and the world around them. Signs of these transformative shifts include profound or unexpected learning, new relationships, increased confidence, pride in the team’s accomplishments, and a greater sense of community within the group. When someone experiences this transforming shift, they often feel an increased sense of energy, connectedness, and hope. Team members often express being changed by their work with the team. Such transforming experiences can influence their lives and how they see the world for years to come.

**Compelling Purpose.** An inspiring and shared purpose defines the reason the team comes together. An inspirational purpose sets the context for the team’s work. It is often bold, cutting-edge, or linked to a larger, noble cause--something people see as a “greater good.” Since this purpose is shared, members understand that each person is highly motivated to make the team’s work a high priority; they understand each other’s motivation. Members may differ in how they describe the team’s purpose. Yet, because they find the purpose personally compelling, there is always alignment between any team members’ personal purpose and that of the team. On a very practical level, when a team considers a plan or members decide their own courses of action, they often ask: How will this plan or this action help us in fulfilling our team’s purpose?
Embracing Difference. Members see, value, and use their diverse backgrounds and skill sets as team strengths. Differences in education, culture, gender, race, perspective, learning style, personality, and upbringing are viewed as assets that help a team fulfill its compelling purpose. Members are respected for their unique perspectives and capabilities. Group members strive to understand each other’s views, challenge each other’s thinking, and explore conflicts—all as a way to reach the team’s goals. Members feel safe enough to disagree openly and share their unique views and experiences. When teams truly embrace difference, their meetings and conversations are not necessarily polite or easy—but they demonstrate honest, passionate, and courageous exploration of issues central to the work of the team. When teams make their way through such tough conversations, they often sense an increased trust and respect for one another.

Full Engagement. Members enthusiastically and fully participate in the team’s work. Energy and focus characterize team meetings. Because members connect personally to the team’s purpose, they have an increased sense of personal responsibility for the team’s success. They initiate action and follow through on commitments. They work hard and intensely when deadlines are near and do not let prescribed roles limit their contribution to the team’s effort. They make the team’s work a priority, even when it is difficult to do so. They show up and pitch in so that the work gets done. This commitment motivates members’ work, on behalf of the team, outside of meetings as well.

Great Meetings. Members count on their meetings being a good use of their time, where real work gets done and the team advances toward its goals. Members come prepared and on time; they don’t get distracted by phone calls, texts, or emails. Spontaneous, playful humor is balanced with serious thinking. Members speak passionately about their points of view. Meeting conversations go as deep as they need to in order to understand the issues. Members find their meetings energizing and meaningful. Yes, members certainly utilize meeting effectiveness tools to help them stay focused, make clear decisions, and follow-through. At the same time, they make space for unexpected or crazy-sounding ideas that have the power to open up new thinking and possibilities.

Genuine Curiosity. Members are genuinely curious about each other as human beings. There is an openness to hearing what each person thinks and feels. People pay attention to each other’s well-being. Curiosity—rather than judgment—shapes a high quality of interpersonal communication both in and outside of meetings. Over time, there is a sense of growing respect, empathy, and caring among team members. Members are intrigued by and want to know more about differences—which they see as assets when understanding and solving problems. No one person tries to control the conversation. Interactions are positive, energizing, fun, substantive, and meaningful.
Strong Relationships. Trust, respect, collegiality, and friendships grow among team members. People get to know each other better through working and taking risks together on behalf of the team’s inspiring purpose. These new or strengthened relationships build members’ personal and professional networks and can set the stage for future collaborations. In these teams, it’s common for food, laughter, and personal stories to be shared, building bonds that last for years. Deeper bonds are created when members share things about their personal lives. Socializing with each other outside of the team’s work is not essential, but it can add to the increased connection between members.

Adaptive Structure. The structure the team adopts to deliver results is flexible, adaptive, just-enough and just-in-time. Members are clear and united in what they are trying to accomplish. Such things as roles, plans, measurement, meeting agendas, group norms, and leadership can vary depending on what a situation demands. The structure changes to serve each phase of the team’s work, rather than the team fitting into a prescribed framework that can become burdensome or bureaucratic. The need to respond to unanticipated events or opportunities reinforces members’ ability to spontaneously adapt methods while staying focused on the goal. This is especially true when a team’s mission pushes into new territory and requires high levels of collaboration and breakthrough thinking.

Shared Leadership. The members take mutual responsibility for helping the team to be successful. When a situation calls for it, members take the initiative and share their relevant skills and expertise. Members support each other’s leadership when someone steps forward to guide the team. Self-organizing teams flourish in this manner, with members playing off each other’s strengths and backing each other up with their different skill sets. In teams with a designated leader, typically, those individuals lead in a way that encourages members to share their leadership skills. They assure that the team is led rather than assuming that they alone are the only ones who can direct the team toward achieving its goals.
Overall ETI Ratings

When you took the ETI, you answered questions about your experience with your team. Your team's overall score on the inventory is based upon the averages of team members’ ratings on each of the ten Practices of Extraordinary Teams and is shown below.

These results fall in the range of **Solid** compared to the other teams in the ETI norm base, which indicates that your team is relatively effective and could benefit from additional development; the use of a team coach is likely to accelerate this growth.
Ratings of Extraordinary Team Practices

The averages of your team’s ratings for the ten Practices of an Extraordinary Team are shown below.

- The horizontal bars show your team’s *average rating* for each of the ten Practices.
- The *percentile rank* to the right of each bar indicates how your team ranks relative to the other teams in our norm base.

Note that the results are normally distributed; again, think of the bell curve described on page 3.
Outstanding Results

Do members of your team strongly or very strongly agree that your team has successfully achieved its goals, perhaps even surpassing expectations?

Your team’s score for Outstanding Results is in the Extraordinary range.

In the table below, for each question in the inventory that contributes to the team’s score for Outstanding Results, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Our team measures its success.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. We regularly review what we have accomplished.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>C. As a team, we expect to exceed our goals.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>D. We have clear team goals.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
<tr>
<td>E. We are clear about what we’re trying to accomplish.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>F. We generally exceed our team goals.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
<tr>
<td>G. The organizational structure around our team supports our success.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
</tbody>
</table>
Outstanding Results Continued

If Your Team Wants to Go Deeper

1. How well do we articulate team goals? Do all members share an understanding of what they mean?

2. What have we learned over time about the best ways to get great team results?

3. How and how often do we measure our goals/outcomes? If we fall short, what do we learn so we get stronger over time?

4. How do we acknowledge and celebrate success?

5. What other Extraordinary Team Practices seem to impact our results directly?

6. How do we learn about how others outside the team see our work and our results?

7. How do we prepare important others outside the team to see our work favorably?

Actions You Might Consider Taking

1. Set goals that challenge you individually and as a team.

2. Develop practical plans with action steps, accountabilities, and time frames.

3. Talk about roles for each team member, so they know what is expected of them.

4. Identify who to contact outside your team if you need additional resources.

5. Regularly report on progress and celebrate accomplishments--including ones that are less tangible.

6. Anticipate how those outside of the team will receive your results.

7. Connect with others outside the team to assure your success.
Personal Transformation

Do members of your team strongly or very strongly agree that they have been personally and positively changed by the experience of being on this team?

Your team’s score for Personal Transformation is in the Extraordinary range.

In the table below, for each question in the inventory that contributes to the team’s score for Personal Transformation, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. One result of my being on this team is that I understand myself better.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. I see the world differently because of participating on this team.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
<tr>
<td>C. I am different in important ways thanks to my membership in this team.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>D. Because of this team, I feel positively and significantly changed.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
<tr>
<td>E. I am often surprised by what I have learned in this team.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>F. I am more confident because of my involvement in this team.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>G. This team has deepened my appreciation of the power of teamwork.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
</tbody>
</table>
Personal Transformation Continued

If Your Team Wants to Go Deeper

1. What are some things you have learned about yourself as a result of being on this team?

2. What, if any, changes in your behavior have resulted from membership on this team?

3. What have you learned from this team that you’ll carry forward to another team experience?

4. What have we learned on this team that applies to other parts of our lives?

5. How would we rate our team experience when it comes to feeling more energized, connected, or hopeful?

6. What have we learned from previous situations that challenged us, that might help us now in our current struggle?

7. What do you especially appreciate about this team, given what else is going on in your life?

Actions You Might Consider Taking

1. Encourage team members to give each other feedback on their contributions.

2. Volunteer for assignments that allow you to grow your skills.

3. Regularly discuss how your work together makes a positive difference.

4. Openly comment on how the team and individuals have learned and grown over time.

5. Take time to talk about how your work is important to you and how this team has helped to develop skills useful elsewhere.

6. Talk about times you felt particularly energized working with this team.

7. Orient new members by telling them how this team works and how that feeds your success.
Compelling Purpose

Do members of your teams strongly or very strongly agree that they have an inspiring and shared understanding of what you are creating together?

Your team’s rating for Compelling Purpose is in the **Solid** range.

In the table below, for each question in the inventory that contributes to the team's score for Compelling Purpose, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Members are inspired by the team’s purpose.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>B. This team is proud of its purpose.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
<tr>
<td>C. Team members talk with pride about its purpose.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>D. Our team purpose is compelling.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>E. We use our team’s purpose to guide decisions.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>F. We talk about the impact of our work, and that motivates us.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
</tbody>
</table>
Compelling Purpose Continued

If Your Team Wants to Go Deeper

1. How clear are we on our purpose?

2. How aligned are individual member’s purpose with the team purpose? How do we assess that?

3. What would make our purpose more inspiring?

4. Think of a recent team decision. How much did we consider our purpose in making a determination?

5. Describe a team in your past where its purpose was incredibly inspiring. What can we learn from that?

6. How does it serve us to talk about our purpose?

7. What’s an example of how your personal purpose is aligned with this team’s purpose?

Actions You Might Consider Taking

1. Take time to talk about the importance of your collective work and how the purpose inspires you.

2. Use the team’s purpose to guide decisions about plans and activities.

3. Discuss the degree to which your purpose requires you to innovate, learn, and collaborate.

4. Acknowledge the way members make the groups’ work a priority when it puts unusual demands on their time.

5. Ask members to express their understanding of the team’s purpose; pursue reasons for any misalignment.

6. Talk about how to manage the work of this team in relation to what members are juggling elsewhere.

7. Search out slogans, gestures, expressions, or attire that bond your allegiance to your shared purpose.
**Embracing Difference**

Do members of your team strongly or very strongly agree that they see, value, and use your differences as strengths?

Your team’s score for Embracing Difference is in the **Ordinary** range.

In the table below, for each question in the inventory that contributes to the team’s score for Embracing Difference, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Members speak up when they see problem behavior on the team.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>B. We explore our differences as a way to help us move ahead.</td>
<td>H</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. When conflict comes up, we explore the issues to help us understand other's perspectives.</td>
<td>H</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Our team makes progress because we challenge each other's ideas.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>E. When conflict comes up, we explore the issues to help us make progress.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>F. I feel safe enough in this team to disagree with any other member’s point of view.</td>
<td>M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Embracing Difference Continued

If Your Team Wants to Go Deeper

1. On a scale of 1-10, how would you rate your feeling of psychological safety on this team? Why?

2. To what degree do we see differences as assets rather than liabilities?

3. What steps have we taken to make sure our team has respectful dialogue?

4. How do we manage conflict? Are there agreed-upon “ground rules?” How well do we abide by them? Or not?

5. In what ways can embracing differences allow us to achieve our purpose?

6. What is the creative potential that differing views offer?

7. What is potentially lost/gained when conflict is avoided? What issues have we avoided? Why?

Actions You Might Consider Taking

1. Discuss and describe the differences within your team.

2. Dissect a recent discussion that showed your differences; talk about that experience and what you learned from it.

3. Tell members with different approaches or perspectives why you value their contributions.

4. Mid-controversy, pause, observe the differences that surface and reinforce the importance of continuing.

5. Support others when they take a risk on behalf of the team by acknowledging the courage involved.

6. Listen deeply and paraphrase often to make sure the point is understood and help members feel appreciated, respected, and understood.

7. When conflict comes up, use it as a constructive opportunity rather than as something to avoid or deny.
**Full Engagement**

Do members of your team strongly or very strongly agree that they make the team’s work a priority and take mutual accountability for the team being successful?

Your team’s score for Full Engagement is in the **Solid** range.

In the table below, for each question in the inventory that contributes to the team’s score for Full Engagement, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. We each work intensely to meet deadlines.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>B. People on this team take initiative to get the team’s work done.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>C. Members follow through on their commitments.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
<tr>
<td>D. Members make the team’s work a priority, even when it’s difficult to do so.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
<tr>
<td>E. When asked to do something or an action comes up to help make progress, members pitch in and get it done, fitting it into their priorities.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>F. This team contributes to the goals of the whole organization.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>G. Team members take mutual responsibility for how we work together.</td>
<td></td>
<td></td>
<td>H</td>
</tr>
</tbody>
</table>

Percentile rank: 88.1
Full Engagement Continued

If Your Team Wants to Go Deeper

1. What does "full engagement" mean to us? How does it show up in our team?

2. How have we been successful in maintaining high levels of engagement over time?

3. What factors or circumstances lead to lower levels of engagement?

4. What are some examples of how we have asked for help or backed each other up when deadlines are near?

5. How do we help team members prioritize the work of this team along with other commitments?

6. What is the positive consequence of being deeply engaged with our work: For us individually? For the team? For the larger organization? Are there potential downside consequences of being so highly engaged?

7. What do we expect of each other as we work toward our goals and follow our timetable?

Actions You Might Consider Taking

1. Come to meetings on time; if there are patterns of lateness or non-attendance, identify them and ask for some conversation about reasons why.

2. Prepare for meetings and anticipate the issues, concerns, or requests that might come up.

3. Willingly share your relevant knowledge, skills, or talents.

4. Follow through on your commitments; do what you say you will do.

5. Accept the reality that individual engagement levels may vary at times.

6. Check in with members on their energy for the task before them, especially if enthusiasm wanes.

7. Talk about the feelings members have while doing wonderful (or not-so-good) work.
Great Meetings

Do members of your team strongly or very strongly agree that they have meetings that are productive, creative, enlivening, and fun?

Your team’s score for Great Meetings is in the **Solid** range.

In the table below, for each question in the inventory that contributes to the team’s score for Great Meetings, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Members don’t get distracted by phone calls or other potential interruptions in team meetings.</td>
<td></td>
<td>L</td>
<td></td>
</tr>
<tr>
<td>B. At team meetings, members pay full attention.</td>
<td></td>
<td>H</td>
<td></td>
</tr>
<tr>
<td>C. People do their homework in order to be fully engaged in meetings.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>D. Relative to our team’s structure, we have effective team meetings.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>E. Our team meetings are meaningful.</td>
<td></td>
<td>L</td>
<td></td>
</tr>
<tr>
<td>F. Our team meetings energize us.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
</tbody>
</table>
Great Meetings Continued

If Your Team Wants to Go Deeper

1. What is our standard for a great meeting? What do we need to do to make sure that our meetings reach this standard more often?

2. On a scale of 1-10, how would you rate the level of team member distraction in our meetings? Does a virtual environment change this? If so, how?

3. How balanced is team member participation in our meetings?

4. How would you rate the follow-through on decisions or assignments made in our team meetings?

5. How does humor show up in our meetings? Would you describe it as constructive or destructive? Why?

6. What can we do ahead of time to assure our meetings are more successful?

7. What else is essential to a great meeting besides showing up prepared?

Actions You Might Consider Taking

1. Allow time at your meetings for spontaneity, good humor, and fun.

2. Develop and stick with an agreement about the use of personal devices during your meetings.

3. Fully explore topics and resist the temptation to discuss unrelated topics. When this occurs, make note of the topics, decide how to handle them, then get back to the original topic.

4. Take steps to become more comfortable with discussions that reveal vulnerabilities and emotions.

5. Clarify and document decisions, who's accountable for which follow-up actions, and due dates.

6. Occasionally step back from your meetings to discuss how they have been going: What is effective and what improvements could be made?

7. At each meeting, assign the role of meeting observer; save the last 15 minutes of each meeting for that person to offer feedback on meeting effectiveness, levels of engagement, and leadership.
Genuine Curiosity

Do members of your team strongly or very strongly agree that they have a genuine interest in and respect for each other’s thoughts, feelings, experiences, or reasoning?

Your team’s score for Genuine Curiosity is in the **Ordinary** range.

In the table below, for each question in the inventory that contributes to the team’s score for Genuine Curiosity, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. In team meetings, we pay attention to each other’s feelings.</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. We encourage all voices to be heard in a respectful and nonjudgmental way.</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. We listen to each other’s ideas before building on them.</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Members don’t try to control the discussion.</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>E. We support each other’s well-being.</td>
<td>H</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Members are curious about each other’s opinions.</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. As team members, we see our differences as a team asset.</td>
<td></td>
<td></td>
<td>M</td>
</tr>
</tbody>
</table>

Percentile rank: 0.9
**Genuine Curiosity Continued**

**If Your Team Wants to Go Deeper**

1. What influences our ability to truly hear what another is saying? Why?

2. Think of a time when we navigated a difficult conversation well as a team. What worked well? What might we use in the future to assume positive intent, stay curious, and suspend judgment?

3. How do we practice empathy and understanding of individual team member circumstances?

4. How often are we truly curious about the perspectives of others? What are examples?

5. What are you curious about in the work that we do together?

6. What do you particularly value about each person’s contributions to our team?

7. What’s a question you would like each member of this team to answer?

**Actions You Might Consider Taking**

1. Before reaching a decision, make sure you’ve heard from everyone.

2. Check for understanding when different perspectives are offered.

3. Suspend judgment and assume positive intent, especially if the conversation gets difficult.

4. Express your genuine interest in wanting to know what’s behind a person’s point of view.

5. Remind each other of the power of staying curious.

6. When leading or facilitating a meeting, intentionally ask questions that cause members to expand their perspectives or go deeper into their thinking.

7. When someone offers a new idea or approach, rather than rejecting it, build on it, playing with the possibility of what it might look like or mean.
Strong Relationships

Do members of your team strongly or very strongly agree that they experience a sense of friendship and trust within the team?

Your team’s score for Strong Relationships is in the **Solid** range.

In the table below, for each question in the inventory that contributes to the team's score for Strong Relationships, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. I have developed strong relationships with other team members.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>B. I am friends with other team members.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>C. Socializing with other team members has deepened my relationship with them.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>D. I've grown closer to some members because we've shared things about our personal lives.</td>
<td></td>
<td>L</td>
<td></td>
</tr>
<tr>
<td>E. I make efforts to get to know other team members.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>F. We frequently laugh together.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
<tr>
<td>G. I tell other people about how much I enjoy being a part of this team.</td>
<td></td>
<td>M</td>
<td></td>
</tr>
</tbody>
</table>
Strong Relationships Continued

If Your Team Wants to Go Deeper

1. What steps have we taken to learn more about each other beyond team roles? What do we have in common? What are some unique and fascinating differences?

2. How do you describe the member relationships on this team to people who are not on the team?

3. How would you describe the balance between focused work and “fun” within the team? Is it where you want it to be?

4. How do strong relationships shape the dynamics and success of a team? Of our team?

5. How do we distinguish between "respect" and "friendship?"

6. What are your cautions about friendships with co-workers?

7. What are some creative ways of building relationships that are likely to be appreciated by all members?

Actions You Might Consider Taking

1. Outside of your meetings, get together with other members to have fun and get to know one another better.

2. At the beginning of each meeting, set aside a few minutes to have a personal check-in.

3. Directly address conflicts or lack of trust--in the team itself or one-to-one.

4. Create an intentional welcome or onboarding process for new team members.

5. Think of appropriate ways you can express your caring, appreciation, and concern for other team members.

6. Create social events within the team that allow for authentic connection, not just small talk.

7. During the workday or before or after meetings, take advantage of breaks to connect with other
Adaptive Structure

Do members of your team strongly or very strongly agree that they are able and willing to adapt the team structure to what the situation requires?

Your team’s score for Adaptive Structure is in the **Solid** range.

In the table below, for each question in the inventory that contributes to the team’s score for Adaptive Structure, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

The last row in this table also shows the percent of team members who rated the amount of structure as Too Little, Just Right, or Too Much.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. As a team, we’re effective at adapting our structure to meet our needs.</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. When needed, we add or remove structure to be effective.</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. When a team member takes on a leadership role, the other members respect that role and cooperate.</td>
<td>H</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. What percent of team members feel that the amount of structure in your team is...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Too Little</td>
<td>Just Right</td>
<td>Too Much</td>
</tr>
<tr>
<td></td>
<td>14%</td>
<td>62%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Percentile rank: 52.0
Adaptive Structure Continued

If Your Team Wants to Go Deeper

1. When we think of "team structure," what elements do we include?

2. How agile are we when it comes to adding or deleting structure to our processes?

3. Think of a time when having too much structure got in the way. Describe what that looked like and what we did about it.

4. Think of a time when having too little structure got in the way. Describe what that looked like and what we did about it.

5. How open are we to structural changes that involve shared leadership?

6. What structures support our team getting something done fast? What structures support the team getting something done really well? Discuss the differences in and the implications of these lists.

7. What structures best support the celebration of success and acknowledgement of mistakes or setbacks?

Actions You Might Consider Taking

1. Intentionally adapt or flex individual roles and responsibilities when necessary.

2. Recognize moments when the structure needs to shift to meet your goals. Talk about this.

3. Periodically evaluate how your structure helps or hinders your work. Are there elements that need to stay in place regardless of changes that occur in the surrounding situation?

4. For the most essential elements of your team’s structure, identify the pluses and minuses of each element on your team’s effectiveness. Decide if you want to make any changes in light of your analysis.

5. Take time to talk about each member’s preference for structure on the team--what would be too much, what would be too little?

6. Publicly thank members when they say things like, "Maybe we should approach this differently."

7. Identify the structures of your larger organization that support your performance or get in its way. Are there work-arounds that you can take for greater effectiveness?
Shared Leadership

Do members of your team strongly or very strongly agree that they share in leading the team when their skills or knowledge are particularly relevant?

Your team’s score for Shared Leadership is in the **Solid** range.

In the table below, for each question in the inventory that contributes to the team's score for Shared Leadership, you will see a letter H, M, or L. The letter indicates whether the team’s average falls at the lower end (L), the middle range (M), or the higher end (H) within the category.

<table>
<thead>
<tr>
<th>The ETI asked you to rate your team on...</th>
<th>Ordinary</th>
<th>Solid</th>
<th>Extraordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Team members share in leading the group.</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Members share leadership to make sure we achieve our team results.</td>
<td>M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Leadership is shared in our team because members offer their skills or expertise when it is needed.</td>
<td>M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Shared Leadership Continued

If Your Team Wants to Go Deeper

1. What does it mean to lead in this team? How does that differ from other teams?

2. What does it mean on this team to “share leadership,” both formally and informally?

3. What feels risky about sharing leadership?

4. In what circumstances should our team share leadership? What benefits would we realize?

5. In team discussions, what do members say or do to help the team move forward?

6. Think of an example when leadership was intentionally shared. How did that affect our work? Our conversations?

7. On a scale of 1-10, how would we rate the level of shared leadership in our team? Why? Are there changes we want to make?

Actions You Might Consider Taking

1. If you are the team’s designated leader, willingly relinquish control when others with the appropriate skill sets can take the lead.

2. Encourage team members to step in to lead when appropriate, often enough so that members are comfortable with this action.

3. Identify leadership actions that any member can and should take.

4. Recognize and value other members when they take the lead; provide them with feedback about what they do well.

5. Take mutual responsibility for how the team works by staying on task and sticking with an issue until it is fully resolved.

6. Speak up to voice your opinion when it’s time for the team to make a decision.

7. At the end of a meeting, talk about how the leadership moved from person to person and the impact of such shifts.
But Wait, There’s More: The Why and Why It’s Important!

Your work with the ETI 2.0 has focused your team on ten Practices that move teams toward Extraordinary. Those Practices are about what teams do and how they do it. The next question is why do team members behave in this way?

- Why do some teams achieve Extraordinary and others do not?
- Why are members motivated to show up day after day to deliver in challenging situations?
- Why do some people report that a team experience was a pivotal positive moment in their development?

Why people do what they do in a team links directly with what they want or need to happen in that team. As people join a new team--whether they verbalize it not--most really want to have a great experience. Specifically, they bring six instinctive and often hidden desires, which we call Aspirations. The Aspirations are powerful motivators of behavior. When they are fulfilled, the team experience exceeds expectations and feels amazing. Think of what you want from a team experience as you review this list of Aspirations.

**Purpose:** a shared sense of the reason why you join with others to get something done

**Bond:** a connection with others, a shared sense of identity and belonging

**Acceptance:** knowing and accepting yourself within the team, strengths as well as challenges

**Potential:** sensing and growing into your fuller and better self

**Reality:** understanding the world as it is and how it affects you and your team’s work

**Impact:** your willingness to act with others to make a positive difference

As a team increases its capacity in the Practices, Aspirations are typically fulfilled. When Aspirations are fulfilled, team members are inclined to behave in ways that support the Practices. This interplay between the Practices and the Aspirations is a critical aspect of Extraordinary teaming. Energy, focus, trust, creativity, transformation, and breakthroughs accelerate into the “Wow” moment of exceptional teaming. The result is an Extraordinary experience.

We encourage you to learn more about the Aspirations; visit our website at [www.extraordinaryteams.us](http://www.extraordinaryteams.us).
**Next Steps**

The ETI 2.0 Team Report provides a snapshot of your team from the perspective of its members. If your team was rated extraordinary, congratulations! If you are not there yet, then the information provided will help you on your journey to becoming more extraordinary. This future team will be one in which outstanding results will be achieved, and members experience a transformative shift in how they see themselves and the potential of teams.

**Near Term.** One way to use the information in this report is to identify the priority development areas for your team. Review the ratings for each of the ten Practices. Use the suggested questions as a discussion prompt to more deeply understand your team patterns, strengths, and opportunities. As a team, decide if you want to build your capacity in any given area. If so, select and then employ a small number of action steps to work on immediately. A few quick successes at the beginning will give you the confidence and motivation to continue your team’s development into the future.

**At This Point, If...**

- Your organization depends on highly effective teams and must retain top talent
- Your team’s work is critical to the organization’s success and requires collaboration and break-through thinking among diverse members
- Team members need to work intensely to meet an audacious goal by stepping in, grappling with tough issues, and challenging the status quo
- You dream of a team where high-quality, high-impact work gets done while fully present and engaged team members bring their best knowledge, skill, energy, and heart to the work at hand
- Your team wants to improve, but you sense that an outside resource would be helpful to get at the critical below-the-surface issues

**...Then we are ready to assist.** Visit HRDQ.com/contact to speak with a Product Support Specialist about additional resources and services geared toward expanding the capacity of your team including virtual one-on-one coaching with a member of the Extraordinary Teams Partnership.

We also recommend visiting www.extraordinaryteams.us for free online resources related to extraordinary teaming, e.g., blog entries, short articles, and links to webinars.

**Acknowledgements**

In particular, we wish to thank Geoffrey Bellman (our co-author on the first edition of the ETI), Sally Starbuck Stamp, and Travis Green for their contributions to the concepts and content of this Team Report. Sally and Travis were instrumental in developing and refining the survey statements that have made their way into the Extraordinary Teams Inventory 2.0. We could not have done this without their commitment, energy, insight, careful editing, and way-with-words!