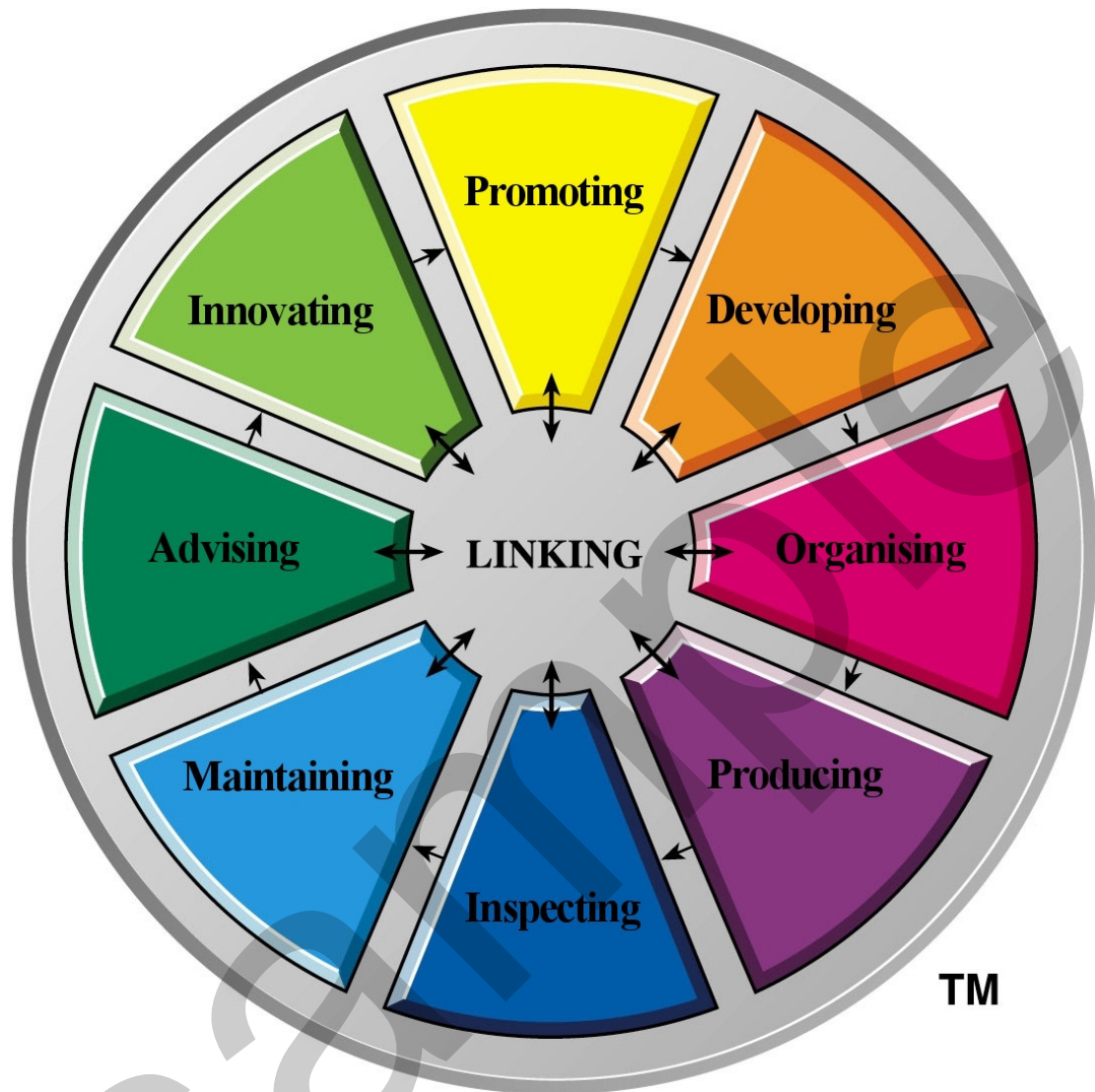


Team Performance Profile



for

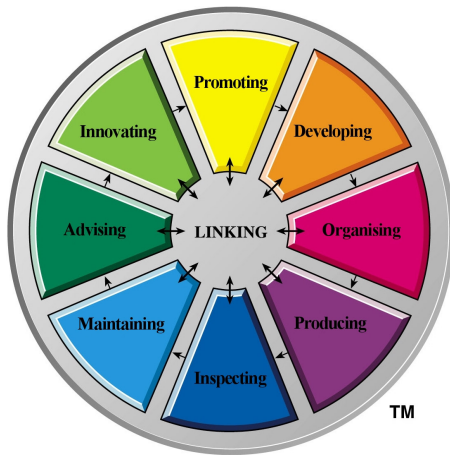
CORPORATE HR TEAM

RENEW B.V.



AN INTRODUCTION TO THE TEAM PERFORMANCE PROFILE

In this Profile, nine key performance factors, based on the work of Charles Margerison and Dick McCann, are used to assess the team's performance. These cover the eight work functions of the Types of Work model, plus the coordinating activity of team linking. These team performance factors describe essential team activities that must be covered if your team is to be truly effective.



- Advising
- Innovating
- Promoting
- Developing
- Organising
- Producing
- Inspecting
- Maintaining
- Linking

The **Advising** function is associated with gathering information. It involves keeping up-to-date with developments inside and outside the organisation, and passing advice on to others to help them in their work. It requires knowledge of what is going on and where, and a focus on consulting skills so that information can be gathered quickly, accurately and effectively.

The **Innovating** function involves generating new ideas and new ways of doing things. Organisations need to constantly think up new processes, products and services that will keep them up with, or one step ahead of, their competitors. To do this well requires original thought, imagination and innovative thinking.

The **Promoting** function is concerned with identifying opportunities and selling them to others, both inside and outside the organisation. It often involves applying influencing skills and making presentations to others. It can also involve communicating the team or organisational vision. High visibility throughout the organisation may also be required.

The **Developing** function is associated with turning concepts into reality. Ideas are worked on to produce practical products and services. In many cases it may also involve developing workable and practical solutions when problems arise. This function is also concerned with evaluating or assessing projects and testing ideas.

The **Organising** function involves organising people and resources efficiently by setting clear goals and objectives and making people accountable for their actions. It is also associated with implementing quick, effective action when problems occur so that planned outputs are always capable of being achieved. In summary, it is the function that ensures that the work of the team is structured and focused towards common objectives.

The **Producing** function focuses on outputs, ensuring that tasks are completed to high standards of effectiveness and efficiency. It is the function associated with regularly delivering products and services. It requires a systematic approach to work and an emphasis on the delivery of outputs on time.

The **Inspecting** function requires an attention to detail and an emphasis on monitoring systems, contracts and outputs. It is also associated with a focus on accuracy, ensuring that work outputs are always delivered to the right quality. This function is the classic control function where procedures are regularly monitored for their efficiency.

The **Maintaining** function is a support function that ensures proper standards of conduct and ethics are upheld and that quality is maintained. It is also associated with supporting others in the organisation so that corporate values and standards are preserved. Personal conviction and loyalty are often important to this function, as is an interest in helping others.

Team Linking is all about integrating and coordinating the work of others. It is a set of skills that apply individually to team members and collectively to the whole team. The Team Performance Profile reports on the collective linking responsibilities of the team: the internal aspects where team members work in a way that links everyone together, and the external aspects where the interfaces between the team and other work groups or clients and customers are developed to the highest level.

RESPONDENT DATA

Each Profile is compiled from questionnaires completed by individuals who are familiar with the work of your team. To make it easier to read the results in your Profile, they have been split into the following groups:

Team Members:

CORPORATE HR TEAM

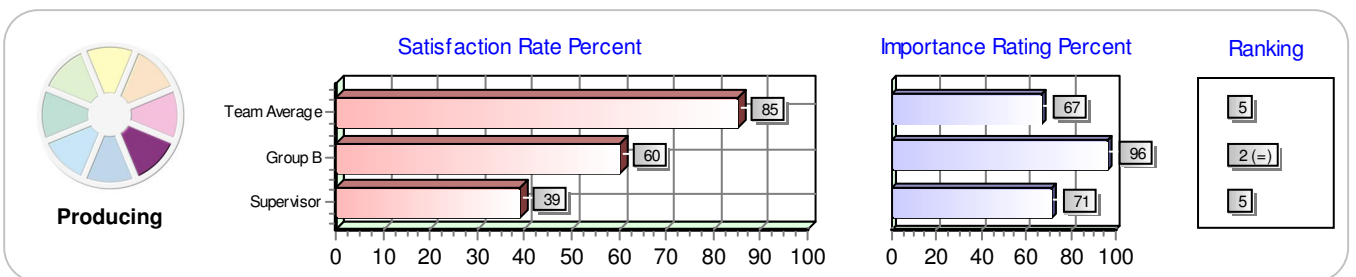
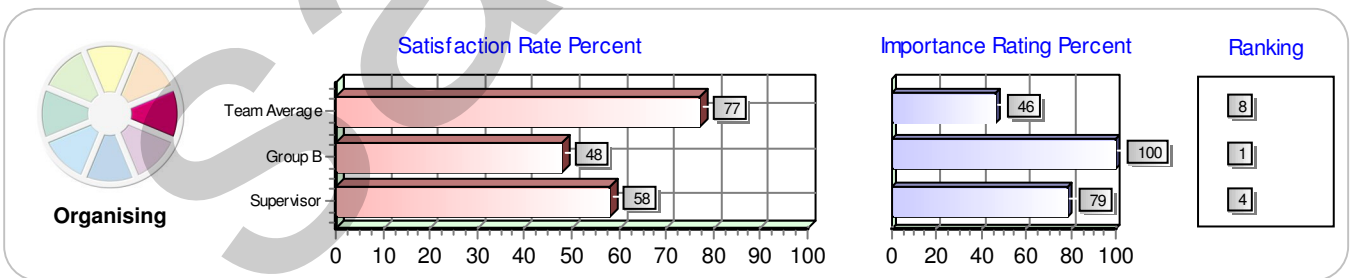
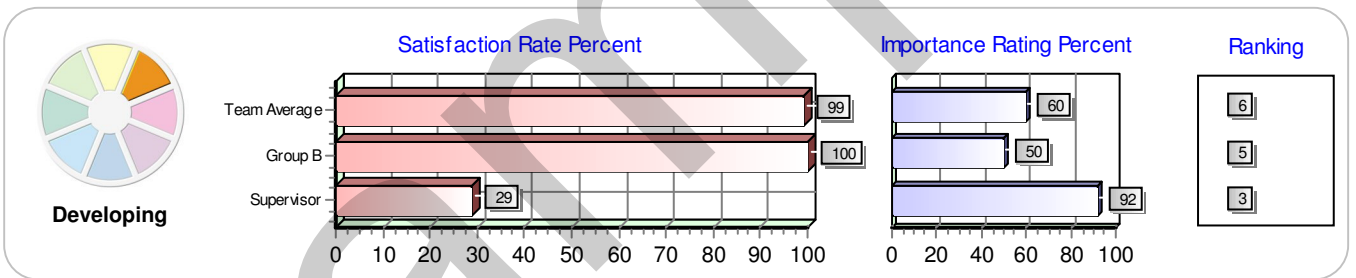
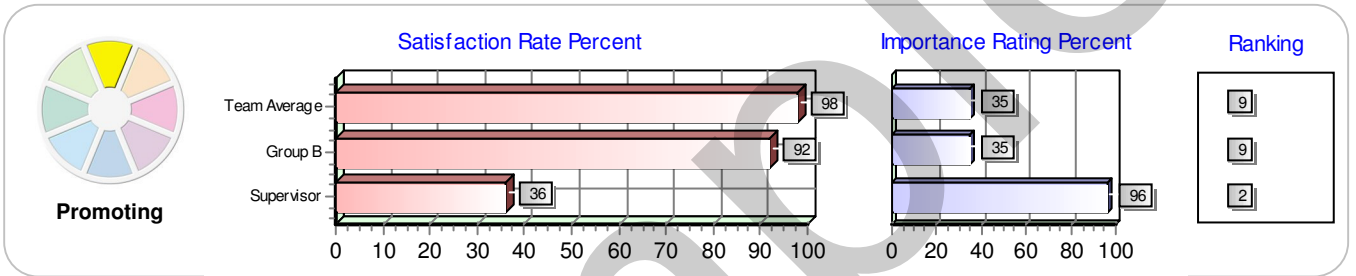
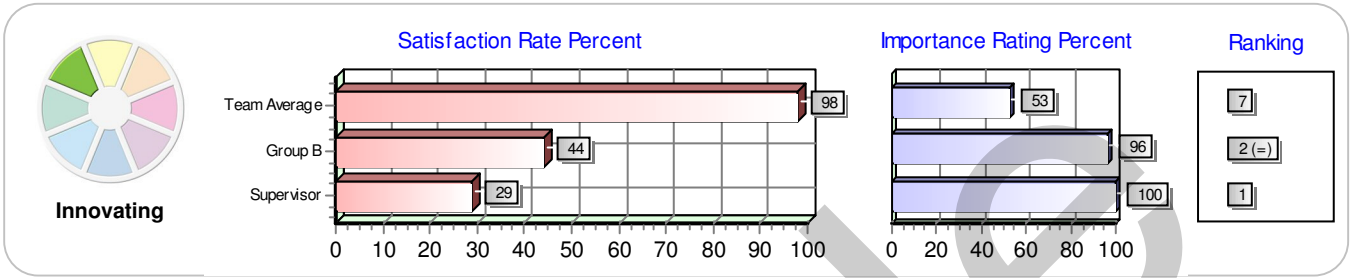
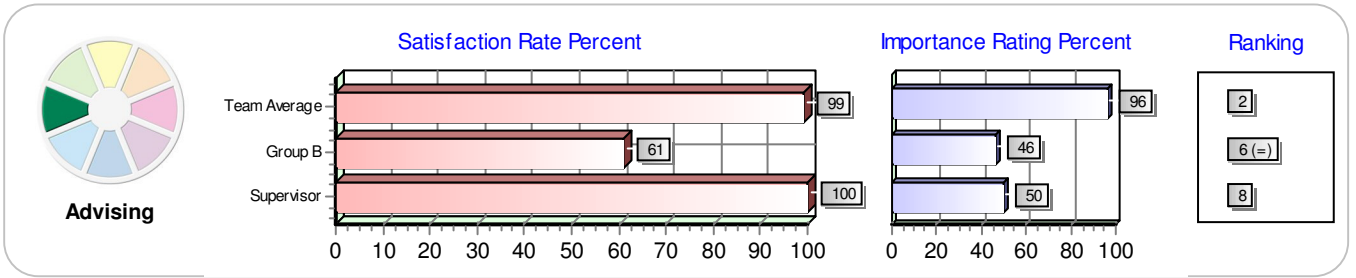
Group B:

Clients and / or customers of your team

Supervisor:

Colleagues at a higher level in the organisation

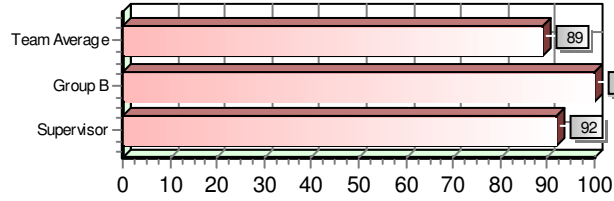
TEAM PERFORMANCE SATISFACTION RATES - ALL RESPONDENT GROUPS



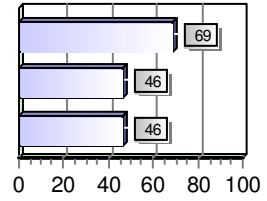


Inspecting

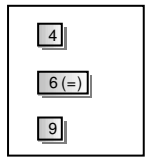
Satisfaction Rate Percent



Importance Rating Percent

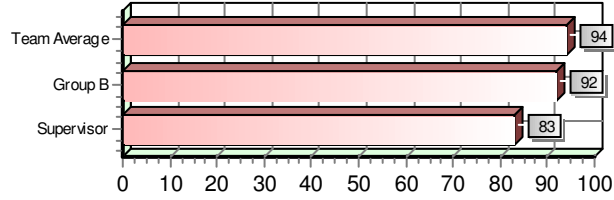


Ranking

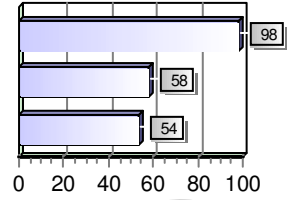


Maintaining

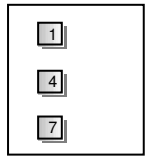
Satisfaction Rate Percent



Importance Rating Percent

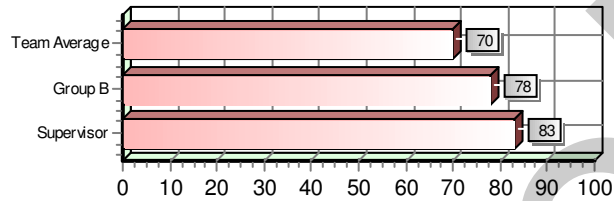


Ranking

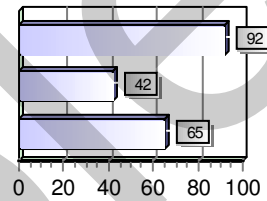


Team Linking

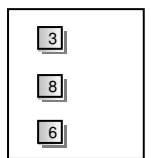
Satisfaction Rate Percent



Importance Rating Percent



Ranking



Sample

HIERARCHY OF SATISFACTION AND IMPORTANCE RATES



The next set of graphs show the hierarchy of satisfaction and importance rates for the team on each of the nine team performance factors. The graph on the left-hand side is the satisfaction rate hierarchy and the graph on the right-hand side is the importance rating hierarchy. The top bars are those with the highest score and the bottom bars those with the lowest score.

This information can help team members to decide which of the factors they are satisfied with and which may need some improvement. It is important to examine both the satisfaction rate *and* the importance rating for each of the factors. If, for example, Inspecting has the lowest satisfaction rate but the highest importance rating, this could be regarded as the team performance factor most in need of attention. If, however, Inspecting has the lowest satisfaction rate and also the lowest importance rating, team members may consider that other factors are a higher priority for improvement.

If any co-worker or supervisor group respondents have also completed questionnaires, their satisfaction and importance hierarchies are also presented. This comparative information can also be very useful in helping team members decide which team factors to make a priority. If there are consistent views across all groupings, the decision may be easy. If, however, the team, co-worker and supervisor groupings all have different scoring patterns, a discussion should focus on why people hold different perceptions concerning the team's activities.

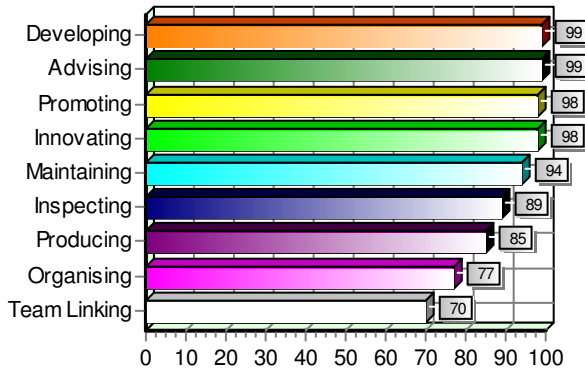
Sample



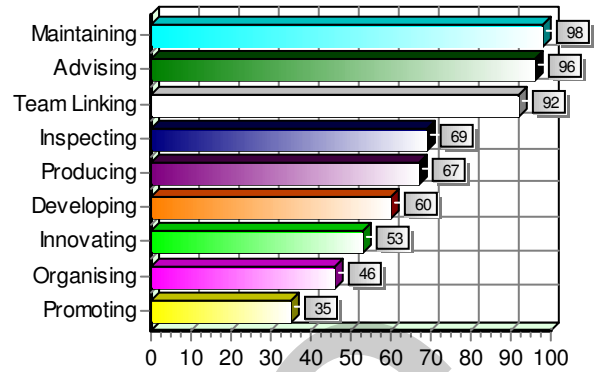
HIERARCHY OF SATISFACTION AND IMPORTANCE RATES

Team Members

Satisfaction Rate Percent

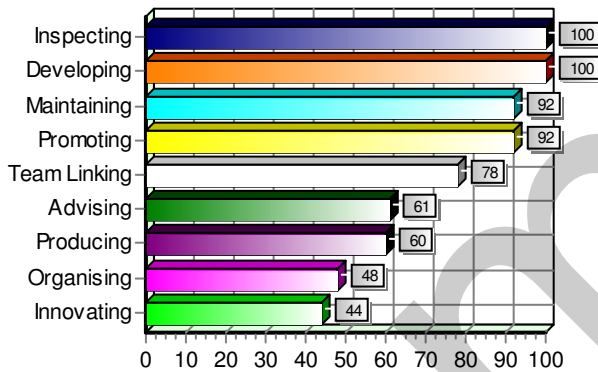


Importance Rating Percent

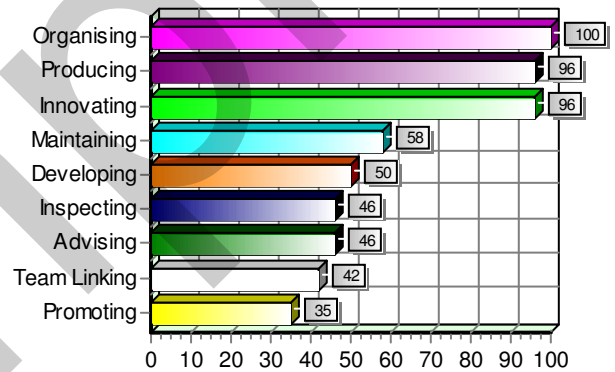


Group B

Satisfaction Rate Percent

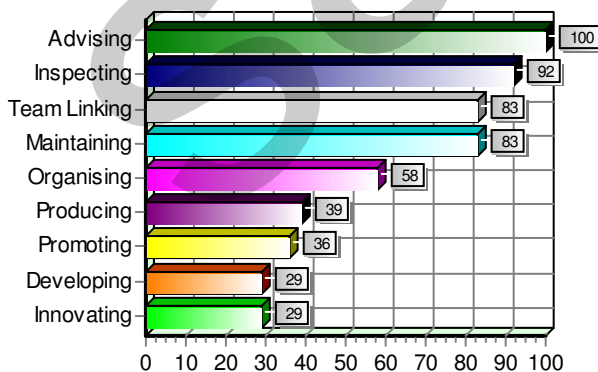


Importance Rating Percent

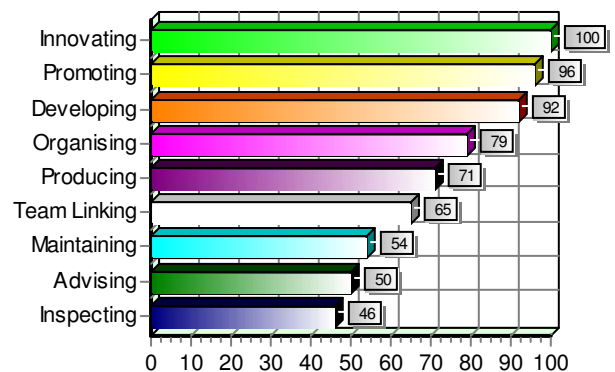


Supervisor

Satisfaction Rate Percent



Importance Rating Percent



TEAM MEMBERS' RANGE OF OPINION ON SATISFACTION RATES AND IMPORTANCE RATINGS



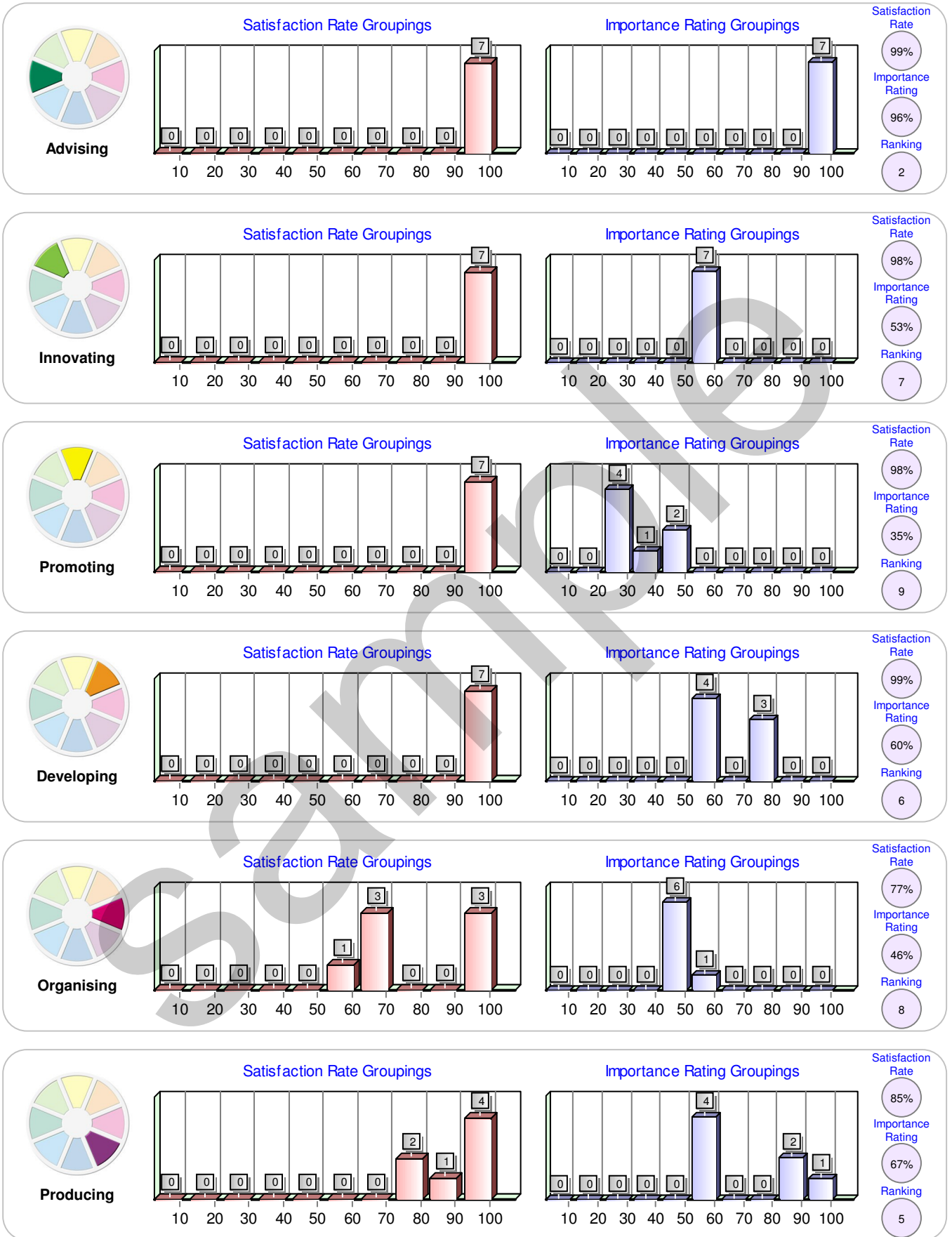
This third set of graphs show frequency distributions for individual team members on each of the nine team performance factors. The graphs on the left-hand side are the satisfaction rates and those on the right-hand side are the importance ratings.

These graphs indicate the number of team members who scored within each 10% percentage bandwidth. By examining these graphs, you can see whether team members hold the same opinions or whether there are any significant differences. If, for example, there were three team members scoring satisfaction rates in the range 70-80%, two in the range 50-60% and one in the 10-20% range, there is an obvious disagreement about the level of satisfaction experienced for that particular team performance factor. If, however, everyone scores in the same 10% range (for example 70-80%) then there is general agreement.

Where there are significant differences in team members' ratings, a discussion should take place to try to understand the reasons why.

Sample

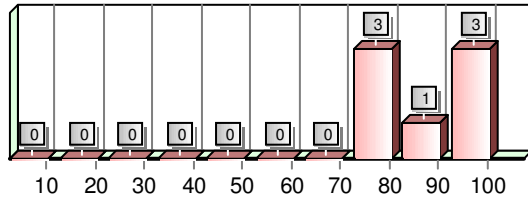
TEAM MEMBERS' RANGE OF OPINION ON SATISFACTION RATES AND IMPORTANCE RATINGS



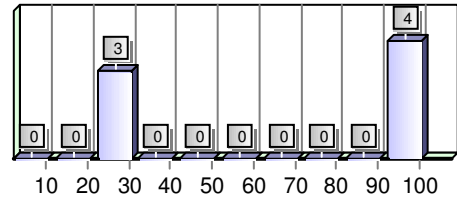


Inspecting

Satisfaction Rate Groupings



Importance Rating Groupings



Satisfaction Rate
89%

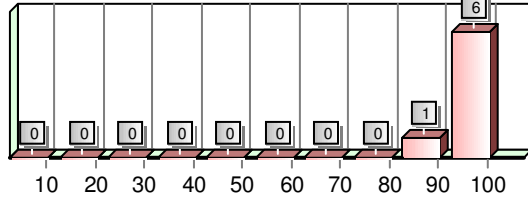
Importance Rating
69%

Ranking
4

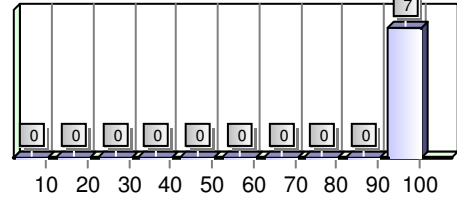


Maintaining

Satisfaction Rate Groupings



Importance Rating Groupings



Satisfaction Rate
94%

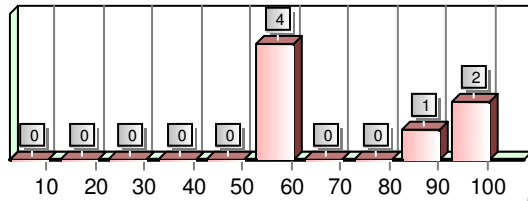
Importance Rating
98%

Ranking
1

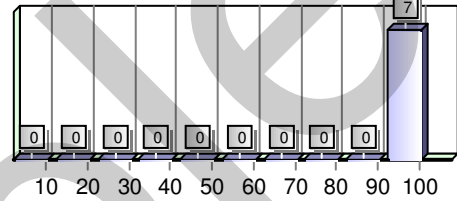


Team Linking

Satisfaction Rate Groupings



Importance Rating Groupings



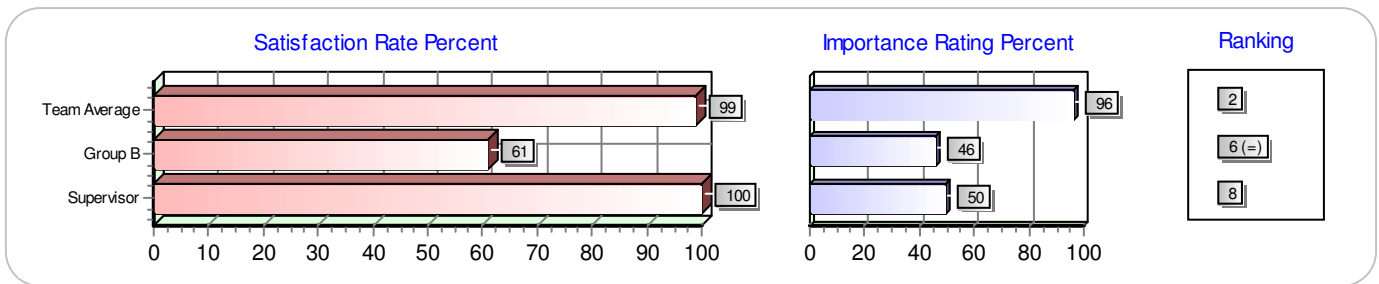
Satisfaction Rate
70%

Importance Rating
92%

Ranking
3

Sample

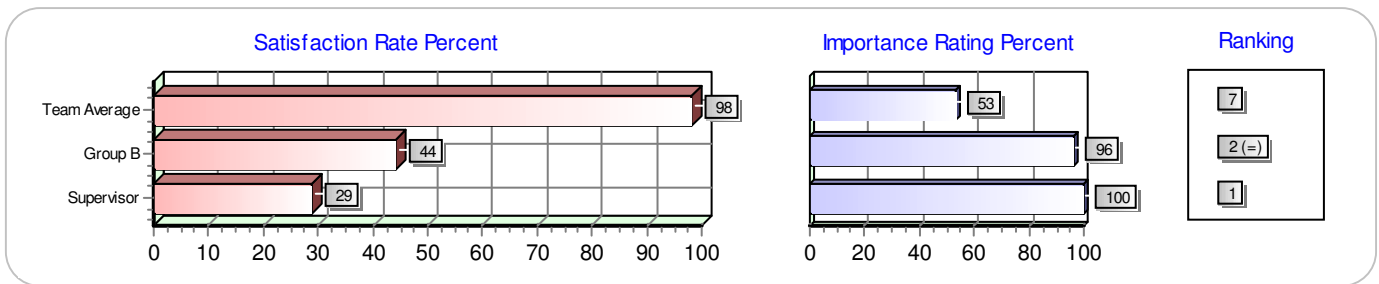
Advising



This team performance factor has been rated moderately (51% - 75%) by either the team or another respondent group. Some areas to focus on are listed below:

- All respondents have reported that they are reasonably satisfied with the way the team gathers sufficient information before making decisions. Remember to ask the questions: What information do we need? Why do we need it? Where do we get it from? Who will get it? When? How?
- Often, the work done by one team impacts on the work of another. This is likely to be the case with your team, and therefore it's important to make sure that you know what other teams are doing inside your organisation. All respondent groups seem satisfied with how the team does this.
- These days, all teams have to be client or customer-focused. Unless the team is delivering what the customer wants at an acceptable level of quality, then the team isn't performing at its best. All respondent groups seem satisfied that the team knows what clients and customers want.
- If you're working in an area that's rapidly changing, the information needs of the team will be great. Is your team keeping up with the latest developments? What mechanisms are in place to ensure that you keep abreast of what others are doing in the team's area of expertise? All respondents seem satisfied with what the team is doing in this area.

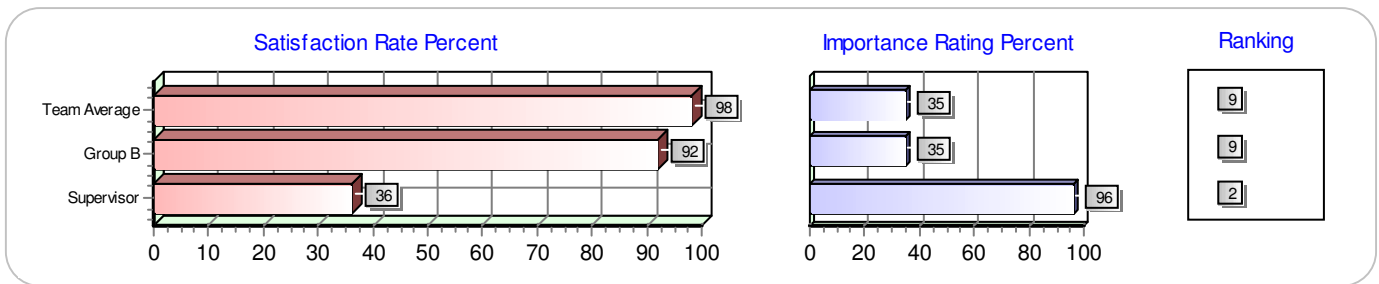
Innovating



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- As a team you need to be constantly generating new ideas and discussing them. Maybe only one idea in a hundred will be worthwhile, but in the end that one idea might make the difference between success and failure for the team. Does your team take time to generate new ideas? Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.
- One or more of the co-worker/supervisor groupings think that the team may need to review its skills in thinking creatively, although the overall team view is one of satisfaction in this area. It may be that training and development is needed, or perhaps you could work with someone who could help the team develop skills in this area.
- Does your team have a vision for the future? At least one or more of the co-worker/supervisor groupings don't think so, although the team in general is satisfied. A vision is important to a high-performing team, as it gives a focus for team members to put their work into perspective. If everyone knows where the team is going it helps in decision-making and allows the team to concentrate on those activities that reinforce the vision.
- The Innovating function is associated with questioning what we are doing and whether we are doing it well enough. If you are in a fast changing product or service industry, a significant amount of the team's time will have to be spent on innovating. One or more of the co-worker/supervisor groups think the team should do more of this, although team members seem satisfied with what they're already doing.
- Although your team seems satisfied that it has a culture that welcomes new thinking, one or more of the co-worker/supervisor groupings think differently. If everyone knows that their ideas, no matter how way out, will be discussed and not rejected outright, people will be prepared to share their thoughts at an early stage. If the team wants to improve its performance in the Innovating area, everyone needs to accept that new thinking is an important part of the way the team does things.
- One of the features of the Innovating function is the ability to diverge in your thinking. Linear thinking often leads to more of the same, but divergent or lateral thinking breaks new ground and leads to truly innovative concepts. Although your team seems satisfied that it encourages divergent thinking, one or more of the co-worker/supervisor groupings think otherwise.

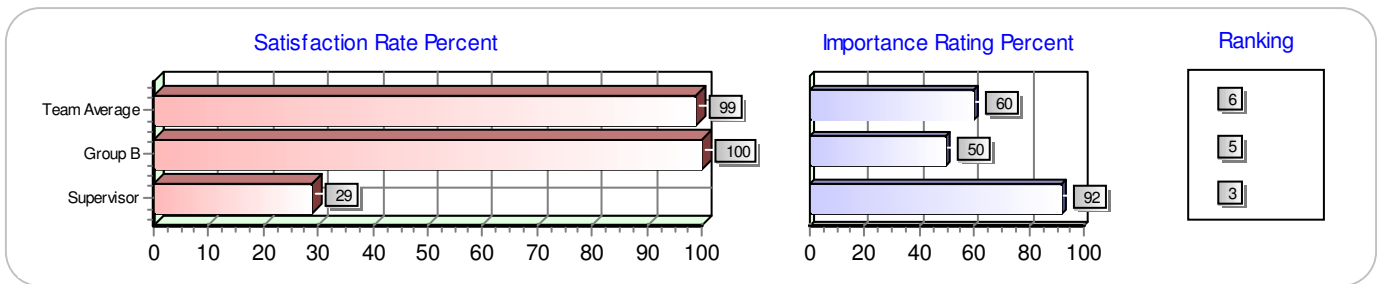
Promoting



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- Often, teams are less efficient than they might be simply because not enough attention is paid to the Promoting function. Unless the team takes time to promote itself to other teams and to customers and clients, people may well wonder what it is that your team does. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently. It may be a good idea to discuss at your next team meeting what promoting means for the team and how you could do this better.
- An important part of Promoting is the ability to sell ideas to others. In this way you can get the resources - the people, equipment and money - to turn your ideas into reality. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.
- In order to carry out the Promoting function well, there need to be people in the team who have the ability to persuade and influence others. One or more of the co-worker/supervisor groupings have indicated that more effort could be put into Promoting, although your team seems satisfied with what it's doing in this area.
- To perform well, a team needs to have a high visibility throughout the organisation. This often means that time has to be allocated to attend committee meetings, circulate memos, prepare information sheets and meet informally with other key players in the organisation. To some people this may seem a waste of time, but unless a high visibility is maintained the team's views will not be considered when it comes to important decisions like budget allocations. One or more of the co-worker/supervisor groups would like a higher visibility for the team, although your team seems satisfied with what it's already doing.
- Many teams have a vision of what they want to achieve, but few have the ability to communicate this vision to others. Team members need to feel ownership of this vision, and therefore it needs to be regularly discussed and reinforced in your team meetings. What is your team's vision? Where will you be in one, five and ten years' time? Does everyone in your organisation know what the team's vision is? Do your customers know? Although your team seems satisfied that it does communicate its vision to others, one or more of the co-worker/supervisor groupings think differently.
- Promoting involves making presentations to others both inside and outside the organisation. By presenting your ideas and vision eloquently and professionally you will enhance the team's reputation. All respondents are satisfied with this aspect of the way the team is working.

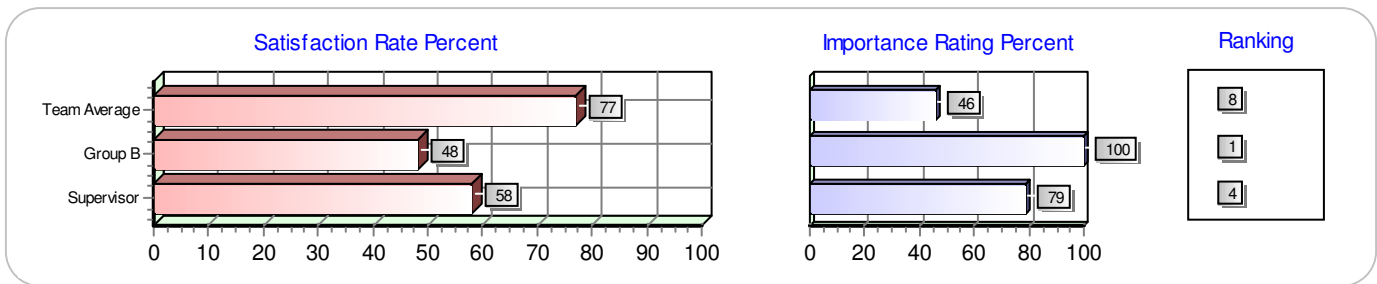
Developing



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- Before ideas and plans are actually implemented it's important that they're fully tested. This may involve prototyping a product or service so that all the bugs are removed before the final version is released. All respondents are satisfied with how the team develops prototypes or plans.
- Some teams are really good at generating ideas, but sometimes these ideas are out of touch with reality. You'll need people on your team who are down-to-earth and practical. This way, good ideas can be given that practical twist that will make them work, given current organisational constraints. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.
- Your team will need good analytical skills to assess the viability of projects. Before making a final decision on implementation, make sure that the data has been rigorously analysed and the financial calculations performed. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.
- Evaluating and developing plans is also a critical aspect of team performance. Plans should cover the short, medium and long terms and link in with the team's vision. Do you have a strategic plan for your team? Do you plan your projects well before you try to implement them? One or more of the co-worker/supervisor groups have indicated the need to review the collective Developing skills of team members, although your team seems satisfied with what it's already doing.
- Although your team seems satisfied with its focus on developing practical solutions, one or more of the co-worker/supervisor groupings think differently. If you're weak in this area, you can compensate by asking people outside the team whether the team's solutions are practical. People who have been working in a similar area for a long time are often invaluable in giving advice on any likely pitfalls.
- Although your team seems satisfied that it tests out ideas before implementation, one or more of the co-worker/supervisor groupings think otherwise. If there are past examples of projects being implemented before they are fully tested, it may be an idea to review these as a team and learn from your mistakes.

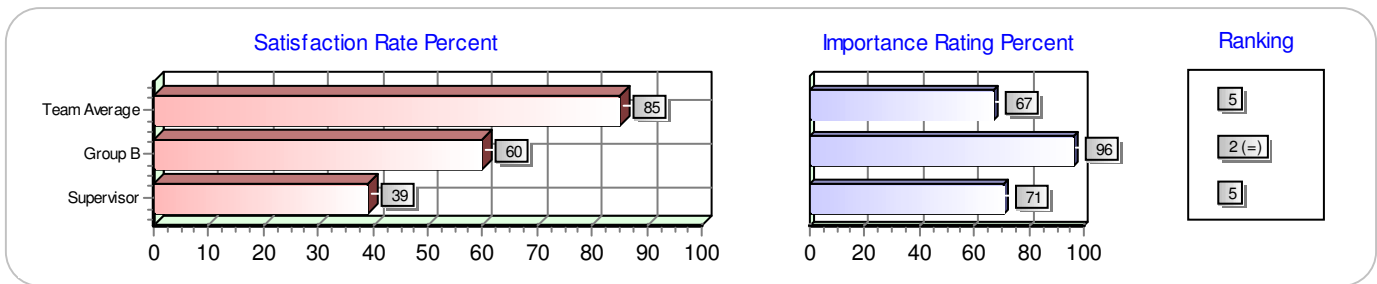
Organising



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- The Organising work function involves making sure that the team organises its work effectively. Outputs have to be delivered on time and to budget, and therefore the team must clearly focus on achieving this. Well-organised teams work to a plan with everyone knowing what has to be done, when, and by whom. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think otherwise.
- To be successful, teams need to balance gathering information with making decisions and taking action. All respondent groups seem satisfied with how the team does this.
- One or more of the co-worker/supervisor groupings have indicated the need for individual team members to have a set of objectives which are clearly defined and which can be used to measure their performance, although team members are generally satisfied with what the team's already doing. Setting objectives is a challenging task and should involve all team members. It's a good idea to set stretching targets for the team: ones that will represent a real challenge and stretch people, but not be so difficult that they're seen as being too hard to tackle.
- Setting clear goals and objectives is essential if your team is to perform well. Does everyone in the team know clearly what they're expected to achieve? Does everyone know their areas of accountability and authority? One or more of the co-worker/supervisor groups have indicated that they're unsure whether your team has clear enough goals, although team members seem satisfied with what they're already doing.
- Team members like to know not only what their job is, but also the areas over which they have some authority and for which they are accountable. Authority and accountability bring responsibility, and responsibility leads to commitment and motivation. All respondents consider that the team ensures it is accountable for its actions.
- Organising people and resources to achieve targets is a major characteristic of the Organising function. It's important for the team to make sure that the targets it sets can be achieved by the people and resources it has available. This is why it's important to have everyone in the team involved in setting achievable targets. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.

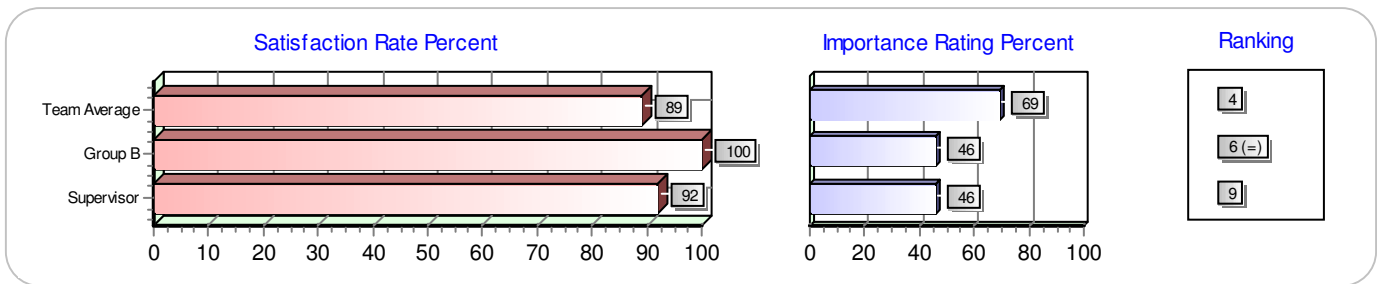
Producing



This team performance factor has been rated at or below 50% by either the team or another respondent group. Your team's effectiveness should improve substantially if team members can focus on ways of improving the following areas:

- The Producing function is concerned with producing regular outputs. All teams exist to deliver outputs - either products or services - to customers. It's the outputs that lead to the bottom-line profitability or performance of the team. Your team seems to be producing regular outputs effectively, according to the results from respondents.
- The best teams are those that have clearly defined systems and procedures. This is probably the most efficient way of delivering the team's outputs on a regular basis. All respondent groups seem satisfied with the way the team works to systems.
- These days all teams have to be customer or client-oriented and this means making sure that tasks or projects are actually delivered on time. One or more of the co-worker/supervisor groupings has indicated that the completion of tasks on time may be a problem for the team, although the team is generally satisfied with its performance in this area.
- Many successful teams work to a routine in order to achieve results. This often means the establishment of performance benchmarks against which the team can review its progress. All respondents seem satisfied with what the team is doing in this area.
- Sometimes, in the pressure to deliver results standards are relaxed. Although your team seems satisfied with how it maintains standards while working to complete tasks and projects to agreed performance levels, one or more of the co-worker/supervisor groupings think differently. If problems are occurring, these should be flagged as early as possible so that everyone knows there may be a problem with deadlines.
- When the team negotiates its services with clients it's important to make sure that the agreed outputs - perhaps a product or a service - are actually capable of being delivered according to the agreed plan. Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.

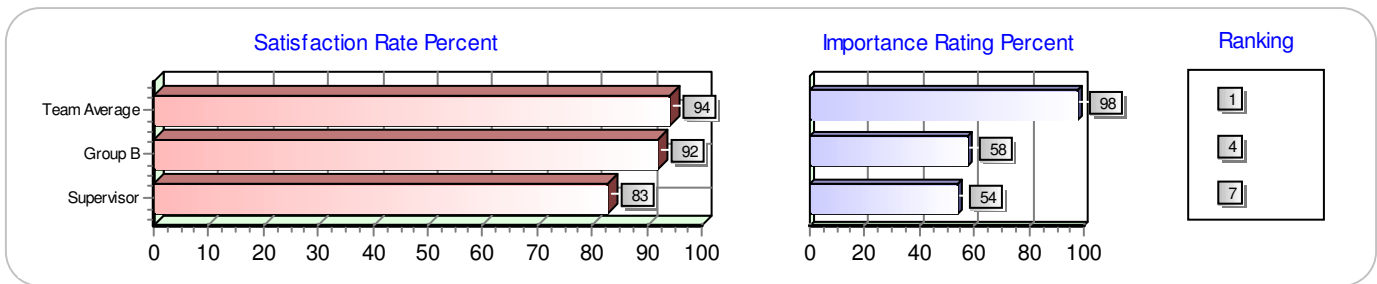
Inspecting



All respondent groups have rated this team performance factor with a reasonably high satisfaction rate (at or above 75%). Most people are satisfied with the team's efforts in this area.

- The Inspecting function is one that ensures the team has a focus on accuracy. Before decisions are made and solutions are implemented, it's important that all team members check the accuracy of their information and their plans. The team seems to be performing effectively in this area.
- Some of the best performing teams leave nothing to chance. If they're working on a project or delivering a product or service everything is planned down to the last detail, with various alternative options to pursue should the situation change at any moment. All this requires considerable effort in planning and a willingness to focus on the details. All respondent groups have recorded satisfaction with how the team does this.
- It's important for all teams to regularly monitor their systems, contracts and outputs to ensure that everything is being delivered at the right quality. Quality control is something that all clients or customers demand, and it's important that your team has a mechanism in place to ensure outputs are always produced at the right standard. All respondent groups have indicated satisfaction with the team's performance in this area.
- The Inspecting function is also associated with establishing controls to ensure that rules, regulations, procedures and systems are functioning as they were designed to. Teams function far more effectively if they have well thought out procedures and guidelines for everyone to work by. All respondents seem satisfied with what the team is doing in this area.
- Auditing is an important part of managerial success. The term is now used in its widest sense, covering not only financial aspects but also team outputs and processes. All respondents are satisfied with the way the team audits and inspects outputs.
- All respondents are satisfied that the team checks its work effectively to minimise error.

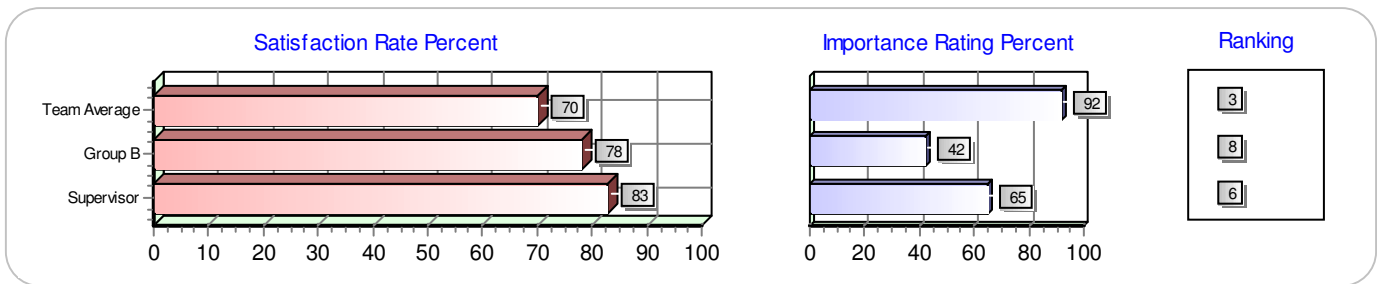
Maintaining



All respondent groups have rated this team performance factor with a reasonably high satisfaction rate (at or above 75%). Most people are satisfied with the team's efforts in this area.

- The Maintaining function involves making sure that team standards and quality are always at the highest level, given the resources available to the team. All respondent groups seem satisfied with the team's performance in this area.
- For a team to perform well it's important that team members share some common beliefs and values. By upholding these values, conflicts can be minimised, and team members are more likely to feel committed to achieving the goals of the team. All respondents seem satisfied that the appropriate team values are being upheld.
- It's also important for the team to make sure that team values are aligned with corporate values and standards. All respondent groups seem satisfied that the team does preserve corporate standards.
- Loyalty is an important value that bonds team members to one another and also to the organisation. All respondents seem satisfied with the current level of loyalty in the team.
- Fair treatment is also an important concept of the Maintaining function. Equity in the workplace is an important issue, and unless it's practised by the team serious problems might arise leading to a less than optimum performance. However, all respondents have indicated that team members try to ensure fair treatment for all.
- Team procedures and systems are essential if the team is to use its resources optimally. However, particularly in large teams, these procedures may seem cumbersome and actually have a negative impact upon the team unless they are simple and easy to use. However, all respondents are satisfied with how the team facilitates existing procedures.

Team Linking



This team performance factor has been rated moderately (51% - 75%) by either the team or another respondent group. Some areas to focus on are listed below:

- One of the important aspects of Team Linking is coordinating the work of the various team members. This is known as internal linking. Teamwork involves sharing responsibilities among team members, and therefore it's important that each person knows what the others are doing at any stage. This not only avoids duplication, but also allows people to share problems and develop team solutions. Although your team seems satisfied with its internal linking, one or more of the co-worker/supervisor groupings think otherwise.
- An important aspect of Team Linking is known as external linking. This means co-operating well with other groups that impact on your team. Teams rarely work in isolation; their results are directly influenced by the work of other teams. Unless links are developed across teams, your team is likely to be working at a less than optimum level. At least one team member has indicated that more should be done in this area, but the other respondent groups (co-workers and/or supervisors) seem satisfied with what the team is already doing.
- One way of improving the internal linking in your team is to get together regularly to discuss how you are doing. In effect, to run a team appraisal session. It's a good idea to focus the discussion on how things are being done rather than on what is being done. Team members should know that the purpose of the meeting is to improve team processes, and comments should be directed towards these ends. Some of the respondents have indicated that meetings like this do not occur frequently enough.
- High-performing teams have strong links with their clients or customers and work hard at developing positive relationships with them. This is a special case of external linking. Without satisfied clients or customers a team will have a short life. Who are your clients and customers? Are they satisfied with the way your team is working? Although your team seems satisfied with what it's doing in this area, one or more of the co-worker/supervisor groupings think differently.
- Conflicts are bound to occur between your team and others. However, all respondents seem satisfied with the way the team handles any disagreements with other groups or teams.
- Teams function much better when there's a high level of respect, understanding and trust between team members. If everyone knows that they can speak openly and that nothing will be held against them, there will be good internal links and the team will perform better. At least one team member is a little concerned about this aspect of the way the team is working, although the other respondent groups (co-workers and/or supervisors) seem satisfied with what the team is already doing.

QUANTITATIVE REPORT



In this section of the report you will see an analysis of the Team Performance Profile Questionnaire results, question by question. This information will help you to focus accurately on any specific areas that require further development.

On the following pages is an analysis of the six questions measuring each team performance factor. Here you will see the raw data for each question and for each respondent group. The gap between what *should occur* and what *does occur* is represented by the length of the bar. This allows you to see which particular questions have been rated high or low.

The column headed 'No.' shows the number of respondents in each group. If there is a zero in this column, it means that all respondents in that group have chosen not to answer that particular question.

Where there is more than one person in a group (usually the co-worker groups), you will notice a column headed 'Range of Opinion'. This shows the difference in gap scores recorded by the respondents in that particular group. For example, there may be ten people in your team who have responded under Co-worker Group A, resulting in an average gap of, say, 0.9. The range of opinion indicates whether everyone in the group recorded similar results or whether there were differences of opinion. For example, an average gap of 0.9 could arise from two people scoring a gap of 'zero', seven a gap of 'one' and one a gap of 'two'. Alternatively a distribution of five 'zeros', one 'one' and four 'twos' would lead to the same average gap. By examining this information carefully you can see whether the individuals in a respondent group hold the same view or whether there are significant differences of opinion.

The key to the 'Guides for Action' column is as follows:

- **M** Do more of this activity
- **L** Do less of this activity
- **?** Uncertain (some of the group satisfied, others not)
- **OK** No action required

Advising



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	-------------------------------

Question 1: Gathering sufficient information before making decisions.

Team Member	7	4.00	4.00	0.00						D ■ S	OK 7					
Group B	2	2.00	1.50	0.50		D ■ S					OK 1	1				
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK 2					

Question 17: Knowing what other teams are doing inside the organisation.

Team Member	7	4.00	3.71	0.29						D ■ S	OK 5	2				
Group B	2	2.00	2.00	0.00		D ■ S					OK 2					
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK 2					

Question 21: Knowing what the customer or client wants.

Team Member	7	4.00	4.00	0.00						D ■ S	OK 7					
Group B	2	2.00	1.00	1.00		D ■ S					OK 2					
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK 2					

Question 29: Keeping up-to-date with the latest developments.

Team Member	7	4.00	4.00	0.00						D ■ S	OK 7					
Group B	2	3.00	2.00	1.00			D ■ S				OK 2					
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK 2					

Question 43: Consulting others before acting.

Team Member	7	3.57	3.57	0.00						D ■ S	OK 7					
Group B	2	1.00	3.00	2.00		S ■ D					L 2	2				
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK 2					

Question 53: Collecting and coordinating information.

Team Member	7	3.57	3.57	0.00						D ■ S	OK 7					
Group B	2	1.00	2.50	1.50		S ■ D					L 1	1				
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK 2					

Innovating



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion			
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	------------------	--	--	--

Question 2: Generating new ideas.

Team Member	7	2.00	2.00	0.00	D D ■ S					OK	7				
Group B	2	4.00	0.50	3.50	D S					M				1	1
Supervisor(s)	2	4.00	2.00	2.00	D S					M		2			

Question 16: Thinking creatively.

Team Member	7	2.00	2.00	0.00	D D ■ S					OK	7				
Group B	2	4.00	0.50	3.50	D S					M				1	1
Supervisor(s)	2	4.00	1.00	3.00	D S					M			2		

Question 22: Having a vision for the future.

Team Member	7	2.43	2.43	0.00	D D ■ S					OK	7				
Group B	2	4.00	1.00	3.00	D S					M				2	
Supervisor(s)	2	4.00	1.00	3.00	D S					M				2	

Question 31: Focusing on innovating.

Team Member	7	2.00	2.00	0.00	D D ■ S					OK	7				
Group B	2	3.00	1.50	1.50	D S					M		1	1		
Supervisor(s)	2	4.00	1.00	3.00	D S					M				2	

Question 44: Welcoming new thinking.

Team Member	7	2.29	2.00	0.29	D D ■ S					OK	5	2			
Group B	2	4.00	4.00	0.00	D D ■ S					OK	2				
Supervisor(s)	2	4.00	1.00	3.00	D S					M				2	

Question 54: Encouraging divergent thinking.

Team Member	7	2.00	2.00	0.00	D D ■ S					OK	7				
Group B	2	4.00	2.50	1.50	D S					M		1	1		
Supervisor(s)	2	4.00	1.00	3.00	D S					M				2	

Promoting



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	------------------	--	--	--	--

Question 3: Promoting the work it does to others.

Team Member	7	1.43	1.14	0.29	D ■ S					OK	5	2			
Group B	2	1.50	1.50	0.00	D ■ S					OK	2				
Supervisor(s)	2	4.00	1.00	3.00	D ■ S					M				2	

Question 15: Selling new ideas to others.

Team Member	7	1.43	1.43	0.00	D ■ S					OK	7				
Group B	2	1.00	1.00	0.00	D ■ S					OK	2				
Supervisor(s)	2	4.00	0.00	4.00	D ■ S					M				2	

Question 19: Persuading others.

Team Member	7	1.29	1.29	0.00	D ■ S					OK	7				
Group B	2	1.00	1.00	0.00	D ■ S					OK	2				
Supervisor(s)	2	4.00	2.00	2.00	D ■ S					M			2		

Question 30: Having a high visibility throughout the organisation.

Team Member	7	1.29	1.29	0.00	D ■ S					OK	7				
Group B	2	2.00	2.00	0.00	D ■ S					OK	2				
Supervisor(s)	2	4.00	2.00	2.00	D ■ S					M			2		

Question 45: Communicating its 'vision' to others.

Team Member	7	2.00	2.00	0.00	D ■ S					OK	7				
Group B	2	2.00	1.00	1.00	D ■ S					OK		2			
Supervisor(s)	2	4.00	1.00	3.00	D ■ S					M				2	

Question 52: Making presentations to others inside or outside the organisation.

Team Member	7	1.00	1.00	0.00	D ■ S					OK	7				
Group B	2	1.00	1.00	0.00	D ■ S					OK	2				
Supervisor(s)	2	3.00	2.00	1.00	D ■ S					OK		2			

Developing



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	-------------------------------

Question 4: Developing prototypes or plans.

Team Member	7	2.14	2.00	0.14			D ■ S			OK	6	1			
Group B	2	2.00	2.00	0.00			D ■ S			OK	2				
Supervisor(s)	2	3.00	2.00	1.00			D ■■■■■ S			OK		2			

Question 14: Turning ideas into reality.

Team Member	7	2.43	2.43	0.00			D ■ S			OK	7				
Group B	2	2.00	2.00	0.00			D ■ S			OK	2				
Supervisor(s)	2	4.00	0.00	4.00			D ■■■■■ S			M					2

Question 18: Assessing the viability of projects.

Team Member	7	2.43	2.43	0.00			D ■ S			OK	7				
Group B	2	2.00	2.00	0.00			D ■ S			OK	2				
Supervisor(s)	2	3.00	1.00	2.00			D ■■■■■ S			M				2	

Question 33: Evaluating and developing plans.

Team Member	7	2.43	2.43	0.00			D ■ S			OK	7				
Group B	2	2.00	2.00	0.00			D ■ S			OK	2				
Supervisor(s)	2	4.00	0.00	4.00			D ■■■■■ S			M					2

Question 46: Developing practical solutions.

Team Member	7	2.43	2.43	0.00			D ■ S			OK	7				
Group B	2	2.00	2.00	0.00			D ■ S			OK	2				
Supervisor(s)	2	4.00	2.00	2.00			D ■■■■■ S			M				2	

Question 51: Testing out ideas before implementation.

Team Member	7	2.43	2.43	0.00			D ■ S			OK	7				
Group B	2	2.00	2.00	0.00			D ■ S			OK	2				
Supervisor(s)	2	4.00	1.00	3.00			D ■■■■■ S			M					2

Organising



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion			
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	------------------	--	--	--

Question 5: Organising its work.

Team Member	7	2.43	1.57	0.86	D S					OK	1	6		
Group B	2	4.00	1.00	3.00	D S					M			2	
Supervisor(s)	2	3.00	2.00	1.00	D S					OK		2		

Question 13: Making quick decisions to ensure fast action.

Team Member	7	1.43	1.29	0.14	D S					OK	6	1		
Group B	2	4.00	3.00	1.00	D S					OK		2		
Supervisor(s)	2	3.00	2.00	1.00	D S					OK		2		

Question 20: Setting objectives.

Team Member	7	1.71	1.14	0.57	D S					OK	3	4		
Group B	2	4.00	2.00	2.00	D S					M			2	
Supervisor(s)	2	4.00	2.00	2.00	D S					M			2	

Question 32: Establishing clear goals.

Team Member	7	1.57	1.00	0.57	D S					OK	3	4		
Group B	2	4.00	2.00	2.00	D S					M			2	
Supervisor(s)	2	3.00	2.00	1.00	D S					OK		2		

Question 47: Ensuring it is accountable for its actions.

Team Member	7	2.00	2.00	0.00	D S					OK	7			
Group B	2	4.00	3.00	1.00	D S					OK		2		
Supervisor(s)	2	3.00	3.00	0.00	D S					OK	2			

Question 50: Achieving targets by organising people and resources.

Team Member	7	2.00	1.43	0.57	D S					OK	3	4		
Group B	2	4.00	0.50	3.50	D S					M			1	1
Supervisor(s)	2	3.00	0.00	3.00	D S					M			2	

Producing



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	-------------------------------

Question 6: Producing regular outputs.

Team Member	7	2.57	2.57	0.00						D ■ S	OK	7					
Group B	2	3.00	3.00	0.00						■ S	OK	2					
Supervisor(s)	2	3.00	2.50	0.50						D ■ S	OK	1	1				

Question 12: Working to systems.

Team Member	7	2.86	2.86	0.00						D ■ S	OK	7					
Group B	2	4.00	4.00	0.00						■ S	OK	2					
Supervisor(s)	2	2.00	2.00	0.00						D ■ S	OK	2					

Question 24: Ensuring that tasks / projects are completed on time.

Team Member	7	2.86	2.14	0.71						D ■ S	OK	2	5				
Group B	2	4.00	0.50	3.50						D ■ S	M			1	1		
Supervisor(s)	2	3.00	0.00	3.00						D ■ S	M				2		

Question 28: Working routinely to deliver its products or services.

Team Member	7	2.86	2.43	0.43						D ■ S	OK	4	3				
Group B	2	4.00	4.00	0.00						■ S	OK	2					
Supervisor(s)	2	2.00	1.00	1.00						D ■ S	OK		2				

Question 36: Finishing tasks or projects to a continuous high standard.

Team Member	7	2.43	1.43	1.00						D ■ S	OK		7				
Group B	2	4.00	1.50	2.50						D ■ S	M			1	1		
Supervisor(s)	2	4.00	0.00	4.00						D ■ S	M					2	

Question 38: Delivering its agreed outputs.

Team Member	7	2.43	2.43	0.00						D ■ S	OK	7					
Group B	2	4.00	0.50	3.50						D ■ S	M				1	1	
Supervisor(s)	2	3.00	0.00	3.00						D ■ S	M				2		

Inspecting



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion 0 1 2 3 4
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	-------------------------------

Question 7: Focusing on accuracy.

Team Member	7	2.71	2.71	0.00						D ■ S	OK 7					
Group B	2	2.00	2.00	0.00						D ■ S	OK 2					
Supervisor(s)	2	2.00	2.00	0.00						D ■ S	OK 2					

Question 11: Is oriented towards the 'details'

Team Member	7	3.00	2.43	0.57						D ■■■ S	OK 3	4				
Group B	2	2.00	2.00	0.00						D ■ S	OK 2					
Supervisor(s)	2	2.00	2.00	0.00						D ■ S	OK 2					

Question 23: Monitoring its systems and outputs.

Team Member	7	2.71	2.29	0.43						D ■■■ S	OK 4	3				
Group B	2	2.00	2.00	0.00						D ■ S	OK 2					
Supervisor(s)	2	2.00	2.00	0.00						D ■ S	OK 2					

Question 34: Controlling its procedures.

Team Member	7	2.71	2.29	0.43						D ■■■ S	OK 4	3				
Group B	2	2.00	2.00	0.00						D ■ S	OK 2					
Supervisor(s)	2	2.00	1.00	1.00						D ■■■■ S	OK 2		2			

Question 39: Auditing and inspecting outputs.

Team Member	7	2.71	2.14	0.57						D ■■■ S	OK 3	4				
Group B	2	1.00	1.00	0.00						D ■ S	OK 2					
Supervisor(s)	2	2.00	2.00	0.00						D ■ S	OK 2					

Question 42: Checking its work to minimise error.

Team Member	7	2.71	2.14	0.57						D ■■■ S	OK 3	4				
Group B	2	2.00	2.00	0.00						D ■ S	OK 2					
Supervisor(s)	2	1.00	1.00	0.00						D ■ S	OK 2					

Maintaining



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	------------------	--	--	--	--

Question 8: Maintaining quality.

Team Member	7	4.00	3.71	0.29						D ■ S	OK	5	2				
Group B	2	3.00	3.00	0.00				D ■ S			OK	2					
Supervisor(s)	2	2.00	2.00	0.00			D ■ S				OK	2					

Question 10: Upholding values.

Team Member	7	4.00	4.00	0.00						D ■ S	OK	7					
Group B	2	3.00	3.00	0.00				D ■ S			OK	2					
Supervisor(s)	2	3.00	3.00	0.00				D ■ S			OK	2					

Question 25: Preserving corporate standards.

Team Member	7	4.00	4.00	0.00						D ■ S	OK	7					
Group B	2	2.00	2.00	0.00						D ■ S	OK	2					
Supervisor(s)	2	2.00	1.00	1.00					D ■ S		OK	2					

Question 35: Valuing loyalty.

Team Member	7	4.00	3.57	0.43						D ■ S	OK	4	3				
Group B	2	2.00	1.00	1.00						D ■ S	OK	2					
Supervisor(s)	2	2.00	1.00	1.00						D ■ S	OK	2					

Question 41: Ensuring fair treatment for all.

Team Member	7	4.00	3.57	0.43						D ■ S	OK	4	3				
Group B	2	2.00	2.00	0.00						D ■ S	OK	2					
Supervisor(s)	2	3.00	3.00	0.00						D ■ S	OK	2					

Question 48: Facilitating existing procedures.

Team Member	7	3.57	3.43	0.14						D ■ S	OK	6	1				
Group B	2	2.00	2.00	0.00						D ■ S	OK	2					
Supervisor(s)	2	1.00	1.00	0.00						D ■ S	OK	2					

Team Linking



Team Performance Profile Question	No.	Should Occur	Does Occur	Gap	Not at All 0	To a Little Extent 1	To Some Extent 2	To a Great Extent 3	To a Very Great Extent 4	Guides for Action	Range of Opinion				
-----------------------------------	-----	--------------	------------	-----	-----------------	-------------------------	---------------------	------------------------	-----------------------------	-------------------	------------------	--	--	--	--

Question 9: Coordinating the work of the various team members.

Team Member	7	2.86	3.86	1.00					S	█	D	OK	2	1	4				
Group B	2	2.00	1.50	0.50			D	█	S			OK	1	1					
Supervisor(s)	2	2.50	1.50	1.00			D	█	S			?	1		1				

Question 26: Co-operating well with other groups which impact on the team.

Team Member	7	4.00	2.57	1.43					D	█	S	M		4	3				
Group B	2	2.00	1.50	0.50			D	█	S			OK	1	1					
Supervisor(s)	2	3.00	2.50	0.50					D	█	S	OK	1	1					

Question 27: Ensuring that everyone gets together regularly to discuss how the team is doing.

Team Member	7	3.57	1.43	2.14					D	█	S	M			3		4		
Group B	2	1.00	2.00	1.00			S	█	D			OK	1			1			
Supervisor(s)	2	2.50	1.50	1.00					D	█	S	?	1			1			

Question 37: Having an emphasis on positive client / customer relations.

Team Member	7	4.00	3.43	0.57							D	█	S	OK	3	4			
Group B	2	2.00	1.00	1.00			D	█	S			OK			2				
Supervisor(s)	2	3.00	1.50	1.50					D	█	S	M	1					1	

Question 40: Effectively handling disagreements with other groups or teams.

Team Member	7	3.57	3.57	0.00							D	█	S	OK	7				
Group B	2	1.00	1.00	0.00			D	█	S			OK	2						
Supervisor(s)	2	2.00	2.00	0.00					D	█	S	OK	2						

Question 49: Having a high level of respect, understanding and trust among team members.

Team Member	7	4.00	2.29	1.71							D	█	S	M	3				4
Group B	2	2.00	2.00	0.00			D	█	S			OK	2						
Supervisor(s)	2	2.50	2.50	0.00					D	█	S	OK	2						

Activity Action Guide



M Do More of this Activity **L** Do Less of this Activity

Team Member
Group B
Supervisor

Advising	Gathering sufficient information before making decisions.		
	Knowing what other teams are doing inside the organisation.		
	Knowing what the customer or client wants.		
	Keeping up-to-date with the latest developments.		
	Consulting others before acting.	L	
	Collecting and coordinating information.	L	
Innovating	Generating new ideas.	M	M
	Thinking creatively.	M	M
	Having a vision for the future.	M	M
	Focusing on innovating.	M	M
	Welcoming new thinking.		M
	Encouraging divergent thinking.	M	M
Promoting	Promoting the work it does to others.		M
	Selling new ideas to others.		M
	Persuading others.		M
	Having a high visibility throughout the organisation.		M
	Communicating its 'vision' to others.		M
	Making presentations to others inside or outside the organisation.		
Developing	Developing prototypes or plans.		
	Turning ideas into reality.		M
	Assessing the viability of projects.		M
	Evaluating and developing plans.		M
	Developing practical solutions.		M
	Testing out ideas before implementation.		M
Organising	Organising its work.		M
	Making quick decisions to ensure fast action.		
	Setting objectives.	M	M
	Establishing clear goals.	M	
	Ensuring it is accountable for its actions.		
	Achieving targets by organising people and resources.	M	M

Activity Action Guide



M Do More of this Activity **L** Do Less of this Activity

Team Member
Group B
Supervisor

Producing	Producing regular outputs.		
	Working to systems.		
	Ensuring that tasks / projects are completed on time.	M	M
	Working routinely to deliver its products or services.		
	Finishing tasks or projects to a continuous high standard.	M	M
	Delivering its agreed outputs.	M	M
Inspecting	Focusing on accuracy.		
	Is oriented towards the 'details'		
	Monitoring its systems and outputs.		
	Controlling its procedures.		
	Auditing and inspecting outputs.		
	Checking its work to minimise error.		
Maintaining	Maintaining quality.		
	Upholding values.		
	Preserving corporate standards.		
	Valuing loyalty.		
	Ensuring fair treatment for all.		
	Facilitating existing procedures.		
Team Linking	Coordinating the work of the various team members.		?
	Co-operating well with other groups which impact on the team.	M	
	Ensuring that everyone gets together regularly to discuss how the team is doing.	M	?
	Having an emphasis on positive client / customer relations.		M
	Effectively handling disagreements with other groups or teams.		
	Having a high level of respect, understanding and trust among team members.	M	

DISCLAIMER



©....2003, Bellcastle Pty Ltd. ©....2003 Gwent Holdings Pty Ltd. Version 6.18. Produced on 01/05/2014. All rights reserved. No part of this report may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior permission of the copyright holders.

The Profile descriptions given here relate to the information provided in the Team Performance Profile Questionnaire. While the utmost care and attention have been taken, the authors and publishers stress that each Profile is based on general observations and they cannot be held responsible for any decisions arising from the use of the data, nor any specific inferences or interpretations arising therefrom.

Sample